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Managerial Culture in Sports Organizations in Kosovo as a Factor in the Integration in International Sports Associations

Name Gani Ibrahimi 
Affiliation University of Prishtina
Faculty of Physical Education and Sport.
Kosovo
Country —
Bio Statement —

Name Florian Miftari 
Affiliation University of Prishtina
Faculty of Physical Education and Sport.
Kosovo
Country —
Bio Statement —
Principal contact for editorial correspondence.

Abstract This topic is relevant due to the lack of systematic research and knowledge about leadership, management and the organizational culture in sport organizations in Kosovo after their integration in international sport organizations.

The interest in studying organizational structures resides in the relationship between organizational design and other organizational phenomena like performance, distribution of power, or control systems. While there is plenty of literature on organizational structure studying different types of organizations, little is written in books and journals on the specific field of sport organizations in Kosovo.

The object of research is the organizational culture and management of sport institutions in Kosovo. The subject of research is the impact of integration processes in the international sport organisations in the, regulatory and administrative changes on the organizational culture of the sport institutions environment in Kosovo.

Tasks of the study:

- To analyze the existing knowledge on the subject which is completely missing and to formulate questions that should be given a scientifically sound answer;
- To adapt the method of measuring and evaluating the type of organizational culture (Cameron and Quinn) to the conditions of sport organizations in Kosovo;
- To develop and implement the methodology for diagnosing organizational culture in the sport organizations in Kosovo;
- To conduct empirical research and to obtain new knowledge of the organizational culture in the sport organizations in Kosovo.
- To assess the state of the organizational environment in the sport organizations in Kosovo and its influence on organizational culture;
- To formulate conclusions and recommendations for forming and maintaining the desired profile of organizational culture that is necessary for the successful functioning of the Universities in Prishtina.

The working hypothesis of the study is that there is still enough space to implement a new leadership style in sports organizations in Kosovo in order to achieve a higher efficiency within those institutions.

The methodology of the study is based on the known method of evaluating and measuring organizational culture given by Kim Cameron and Robert Quinn and which has proved effective. The main methods used are: questionnaires, interviews, study of documents, observation and statistical processing of data obtained and provide reliable scientific results. Besides these methods, cultural anthropological interpretations, systematic description, expert analysis and benchmarking are also used.

The final research product is new knowledge about the sport organizations environment in Kosovo and a profile of their organizational culture that can serve as a basis for management decisions.

Key words: Sport institutions; management; organizational culture

1. INTRODUCTON

Analyzing the organizational culture in sport organizations in Kosovo we can conclude that their organizational system is adapted based on models from different European sport organizations.

In order to achieve the necessary changes in sport organizations, besides making the necessary changes within the regulatory documents that regulate sport organizations, we have to work also towards changing the general organizational culture of those organizations ([Aldrich, H. and Ruef, M., 2006](#)).

The development of the organizational culture of the sport organizations in Kosovo is a crucial issue to accelerate the integration of sport organizations and sport as a whole in the international sport institutions. This is important because since the separation of former Yugoslavia, the athletes from Kosovo have not had the possibility to participate in international sport events and the newly created sport organizations in Kosovo after the war were not included in international sport associations.

The development of the organizational culture of sport institutions is also crucial for the transformation and development of the quality of sport in Kosovo.

2. METHODS

METHOD OF KIM S. CAMERON AND ROBERT E. QUINN

Based on the methodology presented, a common conceptual model of empirical research can be obtained that is used to diagnose the organizational culture in the sport organizations in Kosovo.

Based in the characteristics of the external environment and sustainable parameters of the internal factors that influence the sport organizations in Kosovo, the method proposed by Kim Cameron and Robert Quinn is considered as the most suitable for the study.

The method of Kim Cameron and Robert Quinn, which is built on the so called 'Framework of competing values' of Edgar Shan, is a tool for understanding organizational culture and a set of systematic steps to change organizational culture ([Kim S. Cameron, Robert E. Quinn, 2011](#)).

The theoretical model of research based on gathered and analyzed information from documents (laws, regulations, directions, orders, instructions, etc.), governing the status and function of sport institutions, give a reason to formulate the following assumptions:

1. The method of Cameron and Quinn is applicable to organizational structures dealing with sport organizations in Kosovo.
2. Sport institutions structures have their specific organizational culture that can be measured, evaluated and changed in a manageable way.

Special attention has been given to the methods of empirical research.

a. Method for assessing the social environment

The method comprises 50 attributes, evaluated by five-degree scale: from 1 - completely untrue to 5 – completely true. Respondents evaluate to what degree the selected descriptions are typical of their environment.

b. Framework of Competing Values' Method

Managerial competence is grouped by the 'Framework of competing values' in four types of organizational culture. In the continuum of the two main dimensions of organizational culture (flexibility versus stability and internal orientation versus external orientation) twelve categories are identified. They represent the typical and distinctive qualities of managers that correspond to the type of organizational culture. The method contains 60 items and the scale of assessment is Likert type five-degree scale ([Baldwin, Carliss Y., & Kim B. Clark., 1997](#)). The answers range from 'I totally agree' to 'I do not agree'. The allegations are located in four scales, corresponding to the four management styles that are relevant to the four types of organizational culture - clan, adhocratic, market and hierarchical. Each of the scales contains three subscales describing distinctive managerial skills and competence.

c. Method for assessing the types of organizational culture

This method is used to establish important aspects of the functioning of the organization, which determine the foundation of organizational culture and thus help to identify it ([Denison, D. R., &](#)

Mishra, A. K., 1995). The method is intended to assess the six key aspects of organizational culture that give enough reliable information on the effectiveness of the organization and its management. They are:

- dominant characteristics;
- organizational management;
- employee management,
- organizational binder or ‘glue’ that holds the organization together and united as one whole;
- Strategic focuses and criteria for success.

2.1. Parameters

Parameters of the study - scope, volume, levels and restrictions.

The study has involved part of the executive, administrative and managerial staff of the two different categories of sport organizations in Kosovo, identified as nests of the study. The empirical research has involved the following nests: Sport Federations, marked as Nest No: 1, and Olympic Committee and Sports Ministry, marked as Nest No: 2. (Table 1).

Table 1. Distribution of respondents by nests

Nests	Nest No:	Number	%
Sport Federations	1	109	61.9
Olympic Comity and Sport Ministry	2	67	38.1
Total		176	100.0

Correspondents in the separate nests are divided, according to the position they occupy in executive, managerial and administrative positions (Table 2).

Table 2. Distribution of respondents by occupied position

Position	Number	%
Employee	91	51.7
Manager	34	19.3
Administrative	51	29.0
Total	176	100.0

Respondents are distributed by gender as follows:

Table 3. Distribution of respondents by gender

Gender	Number	%
Male	89	50.6
Female	87	49.4
Total	176	100.0

As seen from the data in the tables, the sample is not balanced. However, the observations are sufficient in number, which allows applying various statistical methods in analyzing the data and in proving the applicability of the method for studying the environment of Sport Federation of Kosovo.

The study was conducted in the field in the period June-August 2016. In each nest respondents were divided by status and they completed questionnaires after having been instructed appropriately by the persons specially trained for this purpose.

2.2. Statistical Analysis

After interviewing all respondents in the nests, the questionnaires were subjected to logical review and control, after which the data were entered and subsequently processed by the statistical package SPSS for Windows 21.0.

In order to specify the psychometric characteristics of the methods and verify the hypotheses, the following methods were used for statistical processing:

- descriptive statistics;
- t-criterion of Student;
- correlation analysis;
- regression analysis;
- factor analysis;
- Anova and T-test

Interesting for the study is the fact whether there are any differences in perceiving the environment by respondents across the nests, as well as differences arising from the status. The results are shown in the following tables and figures.

3. RESULTS

a. Assessing the social environment

Table 4. Descriptive statistics of the scales for assessing the social environment

Descriptive Statistics					
Scale	Number of items	Min	Max	Mean	SD
Self-Acceptance	8	2.63	5.00	4.00	0.58
Personal development	9	2.44	5.00	3.75	0.56
Achieving targets	8	2.14	5.00	3.94	0.71
Autonomy	7	1.57	4.71	3.17	0.56
Environment control	9	2.33	4.78	3.52	0.50
Positive relationships	9	2.33	5.00	3.73	0.56
Valid N (list-wise)					

The results obtained show that the scale can be considered reliable, given the small number of items that it contains. The inter item consistency is high enough in all measured characteristics and in can be acceptable. Its acceptability is also justified in terms of the average correlations of the attributes, which move within the range of optimal values between $r = .2$ and $r = .4$ and meet the requirements.

b. Framework of Competing Values' Method

Managerial competence, as measured by the proposed instrument, is grouped by values in the framework of the four types of organizational culture. In the continuum of the two main dimensions of organizational culture (flexibility versus stability and internal orientation versus external orientation) twelve categories are identified (Hitt, M. A., 1988). They represent the

typical and distinctive qualities of managers that match the type of organizational culture (Figure 1).

Flexibility Individuality	
Type of culture: CLAN - Team management - Interpersonal relationship management - Development of others management	Type of culture: ADHOCRATIC - Innovation management - Future management - Continuous improvement management
Internal maintenance	Positioning in the external environment
Type of culture: HIERARCHICAL - Coordination management - Control system management - Acculturation management	Type of culture: MARKET - Competitiveness management - Employee management - Customer orientation management
Control Stability	

Figure 1. Model of managerial competence

The psychometric indicators of the method obtained in this study are indicated below (Table 5).

Table 5. Descriptive statistics of the scales for assessing managerial competence in the continuum of the two main dimensions of organizational culture.

Type of culture and subscales	Min	Max	Mean	SD
<i>Managerial competence in the clan type of culture</i>	1.00	5.00	3.63	0.76
Team management	1.00	5.00	3.57	0.75
Relationship management	1.40	5.00	3.73	0.74
Development of others management	1.60	5.00	3.59	0.78
<i>Managerial competence in the hierarchical type of culture</i>	1.00	5.00	3.70	0.73
Acculturation management	1.80	5.00	3.65	0.72
Control system management	1.00	5.00	3.70	0.74
Coordination management	1.80	5.00	3.75	0.71
<i>Managerial competence in the adhocratic type of culture</i>	1.80	5.00	3.64	0.77
Innovation management	1.60	5.00	3.70	0.79
Future management	1.80	5.00	3.59	0.74

Continuous improvement management	1.60	5.00	3.65	0.76
Managerial competence in the market type of culture	1.00	5.00	3.63	0.73
Competitiveness management	1.00	5.00	3.60	0.76
Employee stimulation	1.60	5.00	3.67	0.70
Customer orientation management	1.40	5.00	3.63	0.72

The data in the table show that the method has good psychometric characteristics. The item-analysis has established high consistent reliability of each subscale, which allows using it for the needs of practice and makes reliable the conclusions based on the analysis of results obtained by it.

c. Assessing the types of organizational culture

They are arranged within two dimensions: the first one, in the continuum of performance criteria, emphasizing flexibility and discretion in the organization and control and stability, and the second one, marking the performance criteria of the organization from internal orientation, integration and unity to those associated with external orientation, differentiation and competition in the organization. The two dimensions form four quadrants, each one representing a distinct set of indicators of organizational effectiveness (Barney, J. B., 1986).

The method contains 24 items, distributed as alternative and marked by A, B, C and D within six groups corresponding to the six key aspects of organizational culture, namely: dominant characteristics; organizational management; employee management, organizational binder; strategic focuses and criteria for success (Weick, K.E., Sutcliffe, K.M. & Obstfeld, D., 2005). Respondents distribute the 100-point rating among the four alternatives within every aspect, as they are currently presented in the activity of the organization.

The psychometric indicators of the method are indicated in the table below (Table 6).

Table 6. Descriptive statistics of the scales for assessing the type of organizational culture

Type of culture	Min	Max	Mean	S.Dev
Clan	10.00	56.67	33.83	9.03
Adhocratic	10.00	34.17	24.08	3.89
Hierarchical	12.50	39.17	23.98	4.95

Market	5.00	39.17	18.10	6.20
Valid N (list wise)				

The psychometric indicators of the methods show that it can be used to measure organizational culture. Insofar as this method is applied for the first time to measure the organizational culture of sport organizations in Kosovo and, moreover, to assess a sport institution with a specific profile, it is required to seek empirical confirmations of the reliability of the method, which is in fact one of the purposes of this work (Greiner, E., 1998).

The data show that in terms of Self-Acceptance, Personal development, Achieving target, Autonomy, Environment control, Positive relationships there are no significant differences between the perceptions of respondents in the separate nests. Even there are no significant statistical differences in mentioned characteristics, based in the values of average value we can notice some slight differences which are not to be interpreted as far as they don't show the real importance in changes between groups (Fey, C. F., & Denison, D. R., 2003).

Table 7. Average values, standard deviations and differences in assessing the parameters of the social environment by nests.

INSTITUTION Group Statistics		Mea n	ST D	F	Sig
Self-Acceptance	Sport Federations	4.05	0.57	0.48	0.168
	Olympic Comity and Sport Ministry	3.92	0.60		
Personal development	Sport Federations	3.75	0.54	1.67	0.94
	Olympic Comity and Sport Ministry	3.76	0.60		
Achieving targets	Sport Federations	3.98	0.65	11.77	0.339
	Olympic Comity and Sport Ministry	3.87	0.80		
Autonomy	Sport Federations	3.21	0.57	0.67	0.27
	Olympic Comity and Sport Ministry	3.11	0.55		
Environment control	Sport Federations	3.57	0.48	2.28	0.74
	Olympic Comity and Sport Ministry	3.43	0.53		
Positive relationships	Sport Federations	3.76	0.54	1.51	0.359
	Olympic Comity and Sport Ministry	3.68	0.60		

Obviously, we should not seek individual reasons for the above-specified differences, but a complex of factors that led to that situation, as far as the behavior of the individual and his

perception of the world are influenced and formed by many factors, which are too often unclear even to him.

Interesting is also the answer to the question whether the employment status influences the perceptions of the environment. The results of the verification of this hypothesis are shown in the next table (Table 8).

Table 8. Differences between employees, depending on their position, regarding the parameters of the environment.

(Executive position - 91; Managerial position - 34; Administrative position- 51)					
Perceptions	Position	M	SD	F	Sig.
Self-Acceptance	Executive	3.94	0.55	1.98	.140
	Managerial	3.97	0.60		
	Administrative	4.13	0.61		
Personal development	Executive	3.71	0.55	4.35	.014
	Managerial	3.60	0.58		
	Administrative	3.93	0.53		
Achieving targets	Executive	3.91	0.72	2.07	.128
	Managerial	3.79	0.78		
	Administrative	4.10	0.63		
Autonomy	Executive	3.19	0.53	.92	.398
	Managerial	3.24	0.63		
	Administrative	3.08	0.58		
Environment control	Executive	3.51	0.49	2.26	.107
	Managerial	3.40	0.51		
	Administrative	3.63	0.50		
Positive relationships	Executive	3.67	0.57	3.19	.043
	Managerial	3.65	0.55		
	Administrative	3.90	0.53		

The data in the table show that there are significant differences between the studied categories of employees in terms of some of the perceptions of the environment. This applies to the perceptions of: Positive Relationships and perception on Personal development (Maitlis, S., 2005). This is probably due to several facts observed in the functioning of the sport organization systems:

- Actually existing differences in the personal development are more stressed in the

administrative staff and those result from their position in the organization

- They also look for better relationships in the organizations because of the lack of more flexibility in the managerial style
- The managerial staff spend time for work and training of their subordinate administrative and executive staff, and other facts and circumstances arising from the specific functional responsibilities.

The analysis of the results obtained by the methods of descriptive statistics for the average values of the scales corresponding to each type of organizational culture and the average values of the twelve categories of managerial skills allows outlining some trends of their manifestation in the studied sport environments (Table 9).

Table 9. Distribution of the management styles and skills in the four types of organizational culture.

Scale	<i>Arithmetic mean</i>
<i>Managerial competence in the CLAN type of culture</i>	3.63
Team management	3.57
Interpersonal Relationship management	3.73
Development of others management	3.59
<i>Managerial competence in the HIERARCHICAL type of culture</i>	3.70
Acculturation management	3.65
Control system management	3.70
Coordination management	3.75
<i>Managerial competence in the ADHOCRATIC type of culture</i>	3.64
Innovation management	3.70
Future of organization management	3.59
Continuous improvement management	3.65
<i>Managerial competence in the MARKET type of culture</i>	3.63
Competitiveness management	3.60
Employee stimulation	3.67
Customer orientation management	3.63

Respondents have given the highest rating to the managerial skills that correspond to the cultural practices applied in the Hierarchical type of culture (M = 3.70), followed by the managerial skills that are specific to the Adhocratic (M = 3.64) and Market and Clan (M = 3.63) type of cultures. In an environment of sport institutions coming up in after war period it's obvious that there is more orientation towards the hierarchical style of management, and also the style of adhocracy is more developed comparing with market and clan type of management. From the results shown in the table the following conclusions can be drawn:

- (1) regarding the scale of assessment from 1 to 5 and the arithmetic mean of managerial competence in the four types of culture, it follows that it is very good for the whole system of sport organizations
- (2) these skills are balanced in four types of cultures, which indicates that there is coherence of the managerial skills and leadership styles in the system;
- (3) the higher values of the Hierarchical type of skills show the orientation of managers to lead in their own and the teams to solve problems ad hoc, while the lower values of market and clan skills show that managers are subject to the balance of the four types of cultures in their own organizations.

In the context of the study these results are very interesting, as they show that the predominant style in the studied sport associations is associated with the applied cultural practices that characterize the hierarchical type of culture (Jansson, N., 2013).

The results of the distribution of managerial skills, corresponding to the four types of organizational culture, demonstrate the fact how the management style and cultural practices are perceived in the studied sport organizations.

The assessments of the perception of management styles by the respondents can be used by the managers as feedback. The statistically significant differences registered for managers and for other people serve two main purposes – to assist managers to increase their general managerial competence and identify the skills that are most expected to support the process of change of the organizational culture as a factor for increasing the effectiveness and efficiency of the school (Kanter, R. M., 1968).

4. DISCUSSION

a. Organizational culture of sport organisations

The generalized profile of the current state of the types of culture, according to respondents, is shown on the figure below (Figure 2).

Flexibility and freedom of action			
Internal focus & integration	Clan	Adhocratic	External focus & differentiation
	33.83	24.08	
	23.98	18.10	
	Hierarchical	Market	
Stability and control			

Figure 2. Profile of the state of organizational culture in the studied nests

The following conclusions can be drawn from the figure:

- (1) There is expressed dominant culture in the profile which is CLAN type culture.
- (2) There is balance of the Adhocratic and Hierarchical types of culture in the profile.
- (3) Market culture is less developed in the sport organizations in Kosovo.

As also specified by the methodology authors, the diagram of averaged organizational culture is not the ideal to which other organizations should aspire. In this specific case the profile only shows the average values of both the manifestations of the different types of culture in the studied nests at the time of the study and the desire of the studied participants of sport organizations for their future manifestation (Powell, T. C., 1992). Unexplored in this case remains the question of whether and what combination of the different types of cultures, forming the current organizational culture in the relevant sport organization, has an effective impact on

achieving optimal results in the attempt to change and adopt for the integration needs (Handa, V., & Adas, A., 1996).

The fact should be noted that neither in the works of the cited methodology authors nor in the relevant literature of the problem was found a study that is similar to the conducted study of organizational culture, to the results of which the specific data of this study can be compared. This is because is the only one of its kind, which is held to examine the organizational culture of sport organizations environments (Barney, J. B., 1986). Therefore, the results presented on the chart can only be viewed as data of an empirical research in the particular environment, which in this case is the sport organization system in Kosovo, as well as presentation, illustration and demonstration of the enormous opportunities of the method and as reliable approbation both in the specific conditions of the national culture and in the even more specific and internal conditions of the sport organizational structures (Aydin, B., & Ceylan, A., 2009). This is a sufficient reason to believe that the method provides great opportunities to decision-makers to take into account and comply with the trends in the development of the sport organization system, which are implicitly present in the thoughts and thus influence the behavior of those who are by vocation its driving force (Erkama, N., 2010). It can also be concluded that the method should be introduced and used for regular research to collect a database in order to achieve the following objectives:

- a. to measure and diagnose organizational culture, which is the most common indicator and a decisive factor for the efficiency of transformation of sport organization management, quantified by a scientifically valid method;
- b. to monitor the processes of transformation and efficiency of organizational structures; and
- c. based on the comparative analysis to improve the model and effective management of transformation in other organizational structures in sport institutions in Kosovo.

The components of the profiles of organizational culture, in the context of its six key dimensions, are demonstrated on the charts below. The analysis of the state of organizational culture in every key dimension (matter of methodology) provides information to managers for each particular aspect of the manifestations of culture (Walton, E. J. & Dawson, S., 2002).

As it can be seen from the charts, the method allows identifying the strength, consistency and type of culture of the organization (Brown, A., 1995). By creating a general profile of

organizational culture, which in this specific case is the sport organizations, conditions are created to determine the extent to which one or more types of culture are strong (or dominant) in this organization (Hatch, M. J., 1993). The results of this study and the method presented in it, as far as it is the first of its kind in Kosovo, are a good basis for comparing the results of other studies in other organizations with the same method.

Flexibility and freedom of action			
Internal focus & integration	Clan	Adhocratic	External focus and differentiation
	27.10	23.18	
	32.24	17.47	
	Hierarchical	Market	
Stability and control			

Figure 3. Description of the organization

The figure shows that most developed is the Hierarchical organizational culture with an average rating of 32.24, which indicates that sport organization structures are well structured in terms of functioning procedures, which determine team members what to do.

This allows to make the following conclusions:

- the system can solve with equal success the entire spectrum of tasks that are required by the modern dynamically changing environment;
- the organization can react adequately to any challenges that require the capabilities of the four types of culture;
- the system is in mature stage of development, which implies stable relationships and smooth functioning, i.e. stability, on the one hand, and insusceptibility to random change, on the other hand.

Flexibility and freedom of action			
Internal focus & integration	Clan	Adhocratic	External focus and differentiation
	30.19	22.98	
	26.59	20.22	
	Hierarchical	Market	
Stability and control			

Figure 4. Employee management

The figure shows that the employee management policy is relatively balanced in the four types of cultures, as highest is the rating in the clan culture 30.19, followed by the Hierarchical culture 26.59, adhocratic culture 22.98 and market culture 20.22. These results indicate that the management is focused mainly on developing care for trainees and employees, building and developing horizontal connections, and maintaining a sense of empathy for the problems of people.

Flexibility and freedom of action			
Internal focus & integration	Clan	Adhocratic	External focus and differentiation
	40.36	23.55	
	19.31	16.76	
	Hierarchical	Market	
Stability and control			

Figure 5. Organizational management

Respondents have given the highest rating to the managerial skills of managers in the field of clan culture, followed by the adhocratic, hierarchical and market culture, as both are almost with an equal extent. Respondents have rated last management in the style of culture. Here the difference is again statistically insignificant, which indicates that the reasons should be investigated, the requirements for the future should be specified and a management decision should be taken to maintain the status quo or to change (Bass, B.M. & Avolio, B.J., 1994). In conclusion, it should be noted that here we have management, balanced by the four types of culture, which indicates that the managers try to maintain capabilities in the organization for solving tasks, which require a balance of the four types of organizational culture (Weick, K. E. & Quinn, R. E., 1999).

Flexibility and freedom of action			
Internal focus & integration	Clan	Adhocratic	External focus and differentiation
	35.45	22.78	
	22.86	18.89	
	Hierarchical	Market	
Stability and control			

Figure 6. Organizational binder

Respondents perceive interactions between employees as most important for the organization. This is task number one for the solving of which all efforts in the organization are directed and which is most highly valued (Hawkins, P., 1997). This shows that the sport organisation system relies less on formal rules and procedures to achieve organizational unity. This is understandable, given not only the tasks and environment in both national and international context, but also the specific purposes of sport organisations. In conclusion, it can be said that here there is also a balance of the four types of culture in the organizational binder as a whole.

Flexibility and freedom of action			
Internal focus & integration	Clan	Adhocratic	External focus and differentiation
	35.05	25.59	
	22.50	16.84	
	Hierarchical	Market	
Stability and control			

Figure 7. Strategic focuses

The figure shows that the highest emphasis is put on the clan type of culture, which means that the organization pays most attention to: (1) the long-term development plans based on the development of the executive and working staff; (2) the consistency between the structures; and (3) relies on the high morality of the personnel. Respondents have stated second that the organization concentrates its efforts on adhocratic values (Gibson, J. L., Ivancevich, J. M. & Donnelly, J.H., 1997). The third place is occupied, without any significant differences, by the hierarchical values in the strategic skills for stability and efficient operation with smooth functioning. And last, with almost the same rating, the organization focuses on the overall perception of success, as the long-term objectives are aimed at carrying out competitive actions

and achieving measurable results and objectives (Price, J.L., 1972). In conclusion, the strategic orientation of the sport system is: (1) balanced in the four quadrants; (2) coherent with other aspects and profiles of organizational culture; (3) in mature stage of development.

Flexibility and freedom of action			
Internal focus & integration	Clan	Adhocratic	External focus and differentiation
	34.80	26.39	
	20.39	18.40	
	Hierarchical	Market	
Stability and control			

Figure 8. Criteria for success

The figure shows that the first place is given to the clan perceptions of success, which means that success is determined by the sensitivity to customers, i.e. to applicants and trainees. This is determined by the sense of professional proof and personal expression of the managerial, executive and administrative staff (Schein, E. H., 1990). This quadrant also means that the activity of managers is perceived as care for respondents themselves. Adhocratic criteria, such as acquiring new unique capabilities as training programs and technological and methodological innovations, are rated second.

b. Impacts of the managerial competence and perceptions of the environment on organizational culture

For the study is also relevant to find out in what relations are the specific variables involved in the research. Based on the understanding that organizational culture is a result of the intertwining and mutual influence of multiple factors, we have consistently sought the correlation with the perception of factors of the working environment in the sport organizations and behavior of managers, here assessed as management style or elements of managerial competence (Lipton, M., 1996).

The existence of correlation has been verified by correlation analysis, actually through the Pearson correlation method, the results of which are shown in the tables below. Data are presented and interpreted only for the significant correlations.

Table 10. Correlations between the types of culture and perceptions of the learning environment.

	Clan	Adhocratic	Market	Hierarchical
Self-Acceptance	.22**	.12	-.15*	-.28**
Personal development	.29**	.07	-.16*	-.33**
Achieving targets	.30**	.03	-.19**	-.30**
Autonomy	.05	.06	-.04	-.08
Environment control	.22**	.07	-.10	-.28**
Positive relationships	.25**	.17*	-.23**	-.28**

Note: The correlations are significant at level $p < .05$ and $p < .01$.

The analysis has revealed that the Hierarchical type of culture is associated a bit higher with the Personal development ($r = -.33$) and orientation towards the target achievement ($r = .30$) and mild to moderate with four of the perceptions of organizational culture: Positive relationships, Environment control and Self-Acceptance ($r = -.28$), and the lowest correlation value is with variable of autonomy ($r = .05$). Consistently, the Hierarchical type of culture is associated with the existence of the working environment as a distinct whole (Pettigrew, A. M., 1979). Moreover, it is under the influence of the perceptions of the people oriented toward the needs for the self-development and the possibilities that the sport organizations crate in order to achieve the specific target (Foster, R. and Akdere, M., 2007).

The analysis has revealed almost the same relationships of Clan type of culture, with the bit smaller statistical values. The clan type is associated a bit higher with the Personal development ($r = .29$) and orientation towards the target achievement ($r = .30$) and mild to moderate with four of the perceptions of organizational culture: Positive relationships ($r = -.25$), Environment control and Self-Acceptance ($r = .22$) and the lowest correlation value is with variable of autonomy ($r = .05$). Although slightly, but consistently, the clan type of culture is associated with the existence of the working environment as a distinct whole (Hilal, A. V., Wetzels, U., & Ferreira, V., 2009). Moreover, it is under the influence of the perceptions of the people oriented

toward the needs for the self-development and the possibilities that the sport organizations create in order to achieve the specific target (Bhatnagar, D., 2007).

The adhocratic type is associated with the Positive relationships within the organization ($r = .17$) and the Self-acceptance ($r = .12$). The understanding of this type of culture is formed mainly under the influence of the dimension that reflects the relationship of the residents in the working environment to the wider social context in which it is located – the society as a whole (Argyris, C., 1992).

Also the Market type culture is associated with the Positive relationships within the organization ($r = -.23$) and the target achievement ($r = -.19$).

Obviously, the organizational environment in all its aspects affects the individuals, who are present in it, in the building and functioning of organizational culture.

5. CONCLUSION

1. Within this research the following tasks have been solved:

- The model of Cameron and Quinn for assessing the type of organizational culture and the method 'Framework of competing values' have been adapted to the conditions of the sport organization system in Kosovo;
- The state of the working environment has been assessed through the perceptions of respondents residing in it and through reporting their impact on organizational culture;
- The types of culture and the managerial competence of the managers in different sport organizations have been assessed.

2. Based on the obtained empirical data for managerial competence, the following conclusions can be made:

- Managerial competence in the four types of culture is very good for the whole system of sport organizations;
- Management skills are balanced in the four types of cultures, which indicates that there is coherence of the management skills and leadership styles in the system;
- The higher values of the Hierarchical and adhocratic type of skills show the less abilities to work in teams and more orientation of those organizations and their

managers to solve the problems based in their own ideas and initiatives. Also the approach to solving different issues is more adhoc and not consistent. While the lower values of the market and clan skills show that managers are subject to the balance of the four types of cultures in their own organizations and rely less, compared to the first two types of skills, on the clan and market style of management. This is probably because they work with public institutions and the need for the market competitiveness is not very much stressed out.

3. Data from the empirical research of sport organizations show that the clan and hierarchical culture are more clearly manifested than the other two.
4. In studying the impact of management styles on the different types of organizational culture, weak to moderate effects of some styles were found only on two of the types of culture.

General conclusions

1. Organizational culture as a factor of change in social organizations requires scientific understanding and research in terms of the specifics of socio-cultural attitudes and values of the citizens of Kosovo.
2. The development of organizational culture of the university environment in sport organizations is crucial for the integration of sport organizations of Kosovo within the different European and World sport associations.
3. To achieve change in the political, economic and social sphere and real change in the functioning of sport communities, except legal framework, political will and support of civil society, it is necessary to build adequate organizational culture.
4. Sport organizational structures have their specific organizational culture that can be measured, assessed and changed manageably.
5. The method of Cameron and Quinn is applicable in the conditions of sport organizational structures. The instrument for assessment of organizational culture, as adapted to the specifics of culture in Kosovo, works and is applicable in sport organizational structures.
6. The conducted empirical research shows that the developed methodology for quantifying and assessing organizational culture in the system of sport organization allows obtaining reliably objective, true, complete and accurate data of its status and characteristics. This allows concluding that the developed methodology is correct and applicable in all similar

situations and restrictions.

7. The managerial competence in the four types of culture is very good for the whole system of sport organizations.
8. The management skills are balanced in the four types of culture, which indicates that there is coherence of the management skills and leadership styles in the system.
9. The higher values of the clan and hierarchical type of skills show better abilities to work in teams, while the lower values of the market and adhocracy skills show that managers are subject to the balance of the four types of culture in their own organizations and rely less, compared with the first two types of skills, on the adhoc and market style of management.

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