

ORGANISATIONAL CULTURE RESEARCH IN COMPETITIVE SPORT – A SYSTEMATIC REVIEW

Tamás NAGY^{1,*}, Tamás LACZKÓ², Dávid PAÁR³

*Received 2024 January 13; Revised 2024 February 21; Accepted 2024 February 22;
Available online 2024 March 15; Available print 2024 March 15.*

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ABSTRACT. Introduction: Defining and measuring organisational culture in the sport sector receives little attention. Nevertheless, it has an impact on the effectiveness and functioning of sport organisations. **Objective:** The aim of this paper is to explore definitions of sport organisational culture and to present its measurement possibilities through international literature. **Methods:** The secondary research will review the international literature on competitive sport between 1999 and 2022, using a systematic sampling according to predefined criteria. **Results:** In addition to general bibliometric data, the results present the frequency of keywords for each definition, the measurement methods used to assess sport culture, and group studies on sport culture according to the literature. **Conclusion:** We discuss the results of the publications presented in the literature and their conclusions, thus contributing to the Hungarian research on sport culture.

Keywords: *sport organisational culture, competitive sport, definition, measurement methods, systematic review*

¹ *Doctoral School of Health Sciences, Faculty of Health Sciences, University of Pécs, Pécs, Hungary*
² *Department of Health Promotion and Public Health, Faculty of Health Sciences, University of Pécs, Hungary*
³ *Institute of Physiotherapy and Sports Science, Faculty of Health Sciences, University of Pécs, Hungary*
* *Corresponding author: nagy95tamas@gmail.com*

INTRODUCTION

The study of organisational culture and the mapping of its elements are popular and widespread activities among public and private sector companies and employees. Nevertheless, studies on a particular area of the competitive sector have concluded that there is no uniformly developed framework for mapping culture. Nor is there a uniform definition in the literature (Primecz, 2006; Toarniczky, 2006; Tariszka, 2017).

The sports sector has many unique characteristics compared to conventional corporate and organisational management. Initially, a voluntary sector based on civic initiative, profit orientation mainly drives the sports sector now. However, the globalisation of sports, the worldwide expansion of sports disciplines and the increase in revenue streams linked to sporting events and athletes have significantly increased the complexity of the sports sector – a complexity that organisations must adapt to.

The Hungarian government has defined sport as a strategic sector. As a result, public funding is available, both directly and indirectly, and applied for a wide range of purposes: infrastructure development, youth education, development of sports professionals and operational expenditure. The government's sports policy has categorised domestic sports clubs and sports disciplines (competitive team sports, flagship sports clubs, flagship sports, catch-up sports, and sports academies) according to their nature, social importance and economic potential, which provide the basis for the availability and volume of government support. However, the impact of increased cash inflows on international success remains limited and sporadic in certain sports. One reason may be the lack of attention to sporting organisation culture. The literature agrees that organisational culture significantly affects organisational effectiveness (Eskiler, Geri, Sertbas & Calik, 2016; Samur, 2021) and sports performance (Popkochev & Tsvetkov, 2021).

The number of studies on sports organisational culture is far below the number in the public and competitive sectors. Nor are the frameworks and definitions used to analyse culture in the sporting arena uniform, as evidenced by Wagstaff and Burton-Wylie's (2018) systematic review, which appeals to sport culture researchers to think about discourse and debate sport culture. The present study utilised quantitative and qualitative analysis methods to map organisational culture in the sporting environment.

MEASURING ORGANISATIONAL CULTURE – A LITERATURE REVIEW

The CVF (Competing Values Framework) model developed by Cameron and Quinn (1999) is the most widely used culture assessment method among quantitative measurement methods. The model distinguished four types of culture – clan, hierarchy, market, and adhocracy. Clan culture is characterised by internal cohesion, shared values, cooperation, and collective views. As the name implies, an ad hoc approach characterises adhocracy culture, which is flexible and discretionary and allows for risk-taking, creativity and innovation. The focus is on competition in terms of market culture, but it does not ignore stability, control and objectives. An internal focus – combined with centralised decision-making, stability and control – characterises hierarchy culture, mainly through formalised and rigid structures that achieve formulated guidelines. To assess the CVF model, Cameron and Quinn (1999, 2006) developed the OCAI questionnaire, which distinguishes six dimensions. The original methodology of the OCAI questionnaire was to measure on a positive ipsative scale, but many sport-related studies use a Likert scale. Kása (2020) discusses the problems, advantages and disadvantages of the two measurement methods.

The DOCS (Denison Organisational Culture Survey) questionnaire developed by Denison (2006) measures sports organisational culture based on four cultural traits (adaptability, involvement, mission, and consistency). Each is further subdivided into 3-3 dimensions so that the model distinguishes 12 dimensions.

Among the qualitative methods, sports organisational culture studies widely use Schein's (2010) three-level theoretical model. Invisible, unconscious, deep culture, "basic assumptions" such as ideas about the meaning of life comprise the bottom level. The lowest level provides the characteristics of the higher levels. The middle includes tangible and consciously used "espoused beliefs and values", including virtues, ideals, values, sins, and vices. This level has a so-called mediating role because it transmits and makes aware of the messages expressed to society. "Cultural artefacts – tangible and visible (e.g., monuments, language, social stratification) – occupy the top level. As such, they are the easiest and simplest to distinguish, but only on the surface level. Understanding culture entails understanding deeper levels (Schein, 2010).

Martin and Meyerson's (1988) three-perspective approach to culture appears repeatedly in sport culture studies. Following a literature search, the authors created three different groupings to classify each typology of cultural interpretation. The integration perspective is a limitation of the concept and methodology of culture, as it only includes what is shared and common.

It devalues unshared variables and marginalises other views and cultural identities. The differentiation perspective focuses on cultural manifestations whose interpretations are controversial. Compared to the integrationist perspective, it attributes less influence to the large impact leaders have on shaping culture. It accepts the existence of subcultural conflicts, power issues and differences in attitudes. This perspective challenges the assumption that only one culture can exist in an organisation. The fragmentation approach focuses on ambiguity where culture is not clearly consistent or inconsistent. It describes organisational life as unpredictable and constantly changing as experience is gained.

OBJECTIVE

This study aims to review the literature on sports organisational culture systematically. There is no consensus in the literature on the concept of organisational culture. Several systematic studies have attempted to map and categorise organisational culture concepts (Maitland, Hills & Rhind, 2015; Wagstaff & Burton-Wylie, 2018). This study explores the diversity of sports organisational culture definitions and examines methodological approaches to sports culture.

MATERIAL AND METHODS

The secondary research involved a literature review using a systematic data collection approach to examine organisational culture in competitive sports according to pre-defined criteria. The online databases used to collect and review scientific journals were Web of Science, Google Scholar, and EBSCO. The selection criteria were literature available in English and/or Hungarian with the terms “organisational culture” and “sport” in the title and/or abstract. Literature published and peer-reviewed between 1999 and 2022 was selected. Subsequently, the study reviewed abstracts and excluded any article that did not meet the content of the objective (e.g. analysis of sports organisations involved in recreational sports activities). Publications that contained no relevant content in the detailed analysis were also excluded. Publications that appeared more than once in the list were filtered out. The study processed 27 articles from the Web of Science database, ten from the EBSCO database and one from Google Scholar, for a total sample size of 38.

Table 1. Search results for articles on sports organisational culture in online database search engines

	Web of Science		EBSCO	Google Scholar	Total
Organisational culture + sport	1 285		447	18 100	19 832
Relevant	27		10	1	38

Source: Own editing

RESULTS

General and bibliometric data

Concerning the temporal distribution of the literature (N=38) on the organisational culture of sports organisations that met the selection criteria, most publications (42.1%) were published between 2019 and 2022, with only three papers published between 1999 and 2010, indicating that the study of the culture of sports organisations is still an area of research.

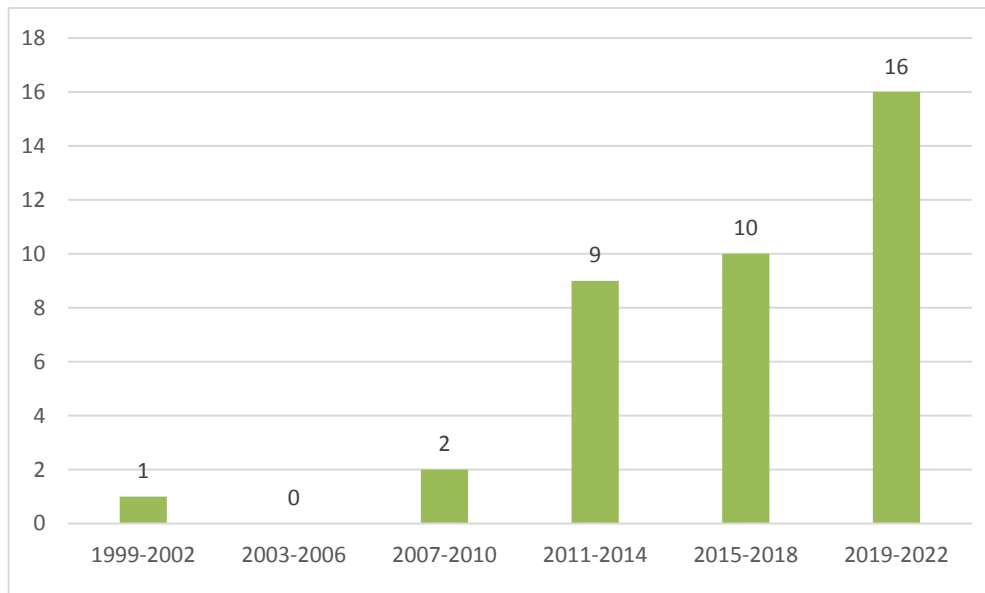


Figure 1. Distribution of publications of studies on sports organisational culture
Source: Own analysis

The publications appeared in various journals, depending on the focus of the sports culture. In total, the selected literature was published in 28 different journals, with the most (four) in the peer-reviewed Journal of Sport Management, which mainly published studies on the diagnosis of culture and organisational effectiveness (Colyer, 2000; Choi, Seo, Scott & Martin, 2010; Mitrovic, Simovic & Raicevic, 2019). Papers addressing culture and ethical issues (Solberg & Ringer, 2011; Riivari & Heikkinen, 2022) have been published in journals dealing with ethical issues (Ethics & Behaviour).

More than half of the papers (52.6%) were written by three or more authors, 28.9% were written by two authors, while only 18.4% were written by a single author.

Most of the literature sampled (28 papers; 73.7%) is practice oriented. The practice-oriented literature included publications analysing the sports culture of sports organisations/associations using a method. A total of ten publications included in the sample were theory-oriented (e.g., systematic reviews) (26.3%). More than half of the practice-oriented literature (20 publications; 71.4%) used a culture model to explore the culture of sports organisations. Furthermore, 53.6% of the practice-focused articles were qualitative, 35.7% were quantitative, and 10.7% used both quantitative and qualitative methodologies.

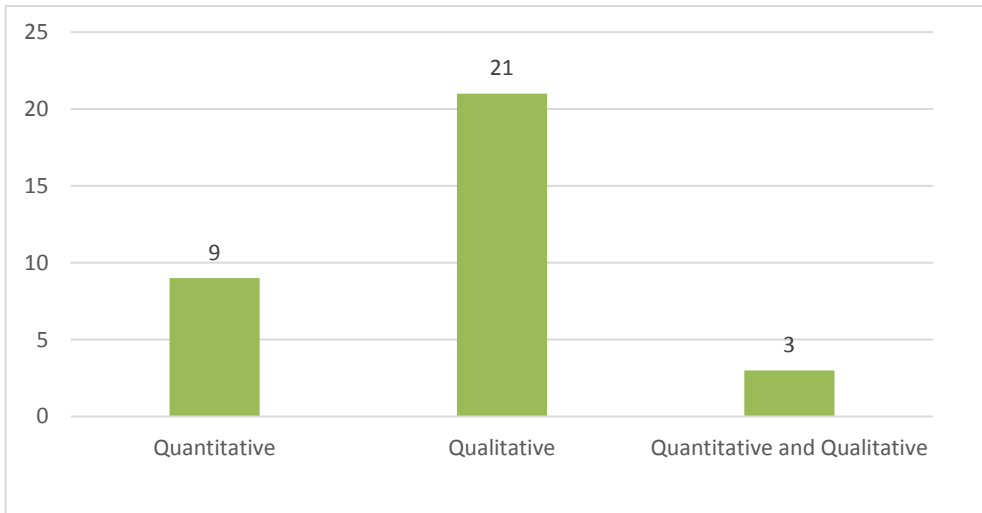


Figure 2. Distribution of the methodology used in sports organisational culture studies

Source: Own editing

There is no universally accepted definition of articles on organisational culture and sport. To simplify organisational culture, we can quote Marvin Bower (1966) who defined it as “the way we do things around here”. Of course, more varied and complex formulations have emerged. The keywords in the definitions are emphasized by organisational researchers in the subfield they are researching. For example, in the study of culture and organisational ethics, Riihari and Heikkinen (2022) used the definition “Ethical organisational culture can be defined as the virtues of an organisation”, while in a study of culture and effectiveness, Williams and co-authors (1993) used the definition of Williams et al. (2015) in their study: “Organisational culture is defined as relatively stable beliefs, attitudes and values shared among organisational members”. In total, 21 definitions of organisational culture were recorded after the literature review, demonstrating the diversity in the way culture is formulated. Edgar Schein defined organisational culture as: “Organisational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaption and internal integration, and that have worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 1991 p.246).

Once the step was completed, the keywords used in each definition were selected to obtain an idea of which keywords appear most frequently in the definitions. The table below clarifies the meaning of the main keywords.

Table 2. The meanings of the keywords that appear most often in the definitions of organisational culture used in sports organisational culture studies

Keyword	Definition	Author(s)/year
Value	<i>“Values are related to what is perceived as morally good or bad”</i>	Frese, 2015, p.2
Belief	<i>“Cultural beliefs are beliefs that are learned and shared across groups of people”</i>	Weller, 2005, p.579
Norm	How people are thinking (shared reality) and behaving	Shteynberg et al., 2009

Source: Own editing

Many organisational culture definitions include the term “value”; the terms “norm” (N=9) and “belief” (N=12) also appear frequently in the various definitions.

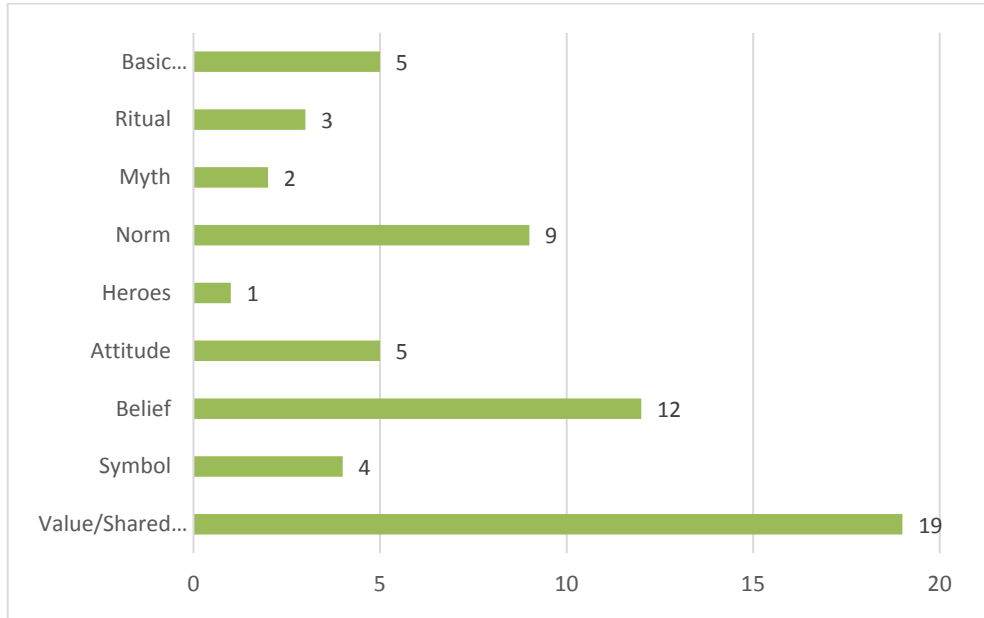


Figure 3. Distribution of keywords for definitions used in sports organisational culture studies

Source: Own editing

Possibilities for measuring organisational culture in sport

After the literature review using a systematic approach, studies on sports organisational culture were grouped into five distinct themes (see Figure 4).

Articles dealing with the characteristics of sports organisational culture, including strengths and weaknesses, were grouped under the heading “culture characteristics”. Seven included a culture model (N=20), representing 35% of the publications. Concerning the models used, the articles mainly employed the CVF model developed by Cameron and Quinn (1999) and the closely related OCAI questionnaire. Three publications deviated from this methodology, with one using a self-designed questionnaire to sample (Samur, 2021), another using the culture view created by Spillmann (2016) to characterise the sports organisation (Skille & Chroni, 2018), and a third using Martin and Meyerson’s (1988) three-perspective approach. The third group primarily studied sports leaders, sports managers, paid employees and, less frequently, coaches and athletes. In the ‘culture and effectiveness/leadership’ grouping, we selected

literature exploring links or differences in the relationship between culture and the effectiveness of an organisation or organisations. In addition, the grouping also included publications that related the communication style of senior or middle managers in sports organisations to culture. A total of seven literature papers were included, representing 35% of the articles. Of the models used, the CVF model/OCAI questionnaire (Cameron & Quinn, 1999) was dominant, with five of seven articles using the model, while two studies used the DOCS (Denison, 2006) model and questionnaire. In the “culture and ethical issues” group, we collected literature focusing on culture and illegal performance enhancers (Solberg & Ringer, 2011) and culture and ethical behaviour within organisations (Riivari & Heikkinen, 2022). Two articles found in the literature addressed this topic (10%). The first used the CEV questionnaire survey, which is associated with Kaptein (2007), while the second analysed American baseball league culture using the cultural value and behavioural norm descriptors developed by Schein (2004). Our penultimate thematic grouping is called “culture and performance”, and the literature here (N=3) focuses predominantly on team culture (15%). Essentially, studies in this thematic group seek to answer how culture influences the on-field performance of athletes of a given sports club or sports organisation. Two different models appear in the literature, with two articles (Cole & Martin, 2018; Junggren, Elbæk & Stambulova, 2018) employing the culture segmentation methodology defined by Schein (2010) and one article (McDougall, Ronkainen & Richardson, 2020a) favouring the three-perspective approach of Martin and Meyerson (1988). The last group – “culture and PR” – comprises one article (N=1; 5%) investigating the influence of sports organisation culture in marketing via the “culture cycle” model (Curtin & Gaither, 2007).

It is worth noting that the literature search yielded several publications that lacked a culture measurement model. These include papers on culture change (N=4), in which the authors address the questions of when culture change should be implemented, how it can be done, and the advantages and disadvantages of the culture change process. The literature on culture change is still in its infancy, as evidenced by Cruickshank and colleagues (2012), who describe a lack of literature and then provide a discussion paper (2013) to initiate a discourse on the topic before offering recommendations for the development of a possible culture change model (Cruickshank, Collins & Minten, 2015). The literature on talent management is also worth highlighting (N=3).

When distinguishing the target population assessed in each article by geographical location for Balkan, Central European and Asian sports organisations, the present study found that clan culture dominated the publications in which the OCAI questionnaire was used.

Several authors highlight the important role of sports organisational culture in promoting talented young people, although this is not closely related to organisational culture (Larsen, Alfermann, Henriksen & Christensen, 2013; Mills, Butt, Maynard & Harwood, 2014). Our sample included three systematic literature reviews. Like the present study, Wagstaff et al. (2018) examined definitions and methodology of sports organisational culture, while Godfrey and co-authors (2020) researched the diversity of culture.

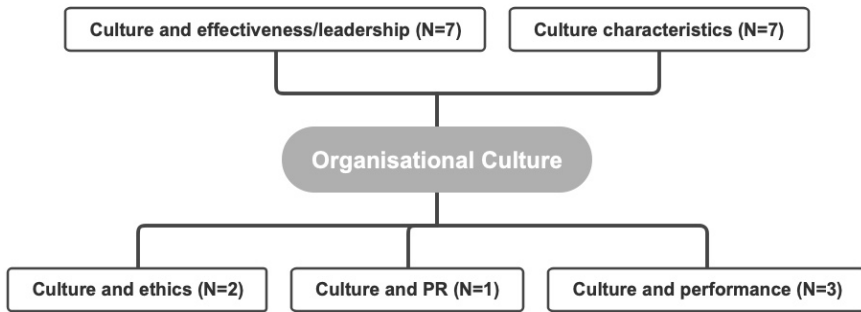


Figure 4. Grouping the literature on sports organisational culture by subject

Source: Own editing

Table 3. Key characteristics of studies on sport organisational culture (in chronological order)

Author(s)/ Year	Title	Content	Participants	Methodology
Colyer, 2000	Organisational culture in selected Western Australian sport organizations	Culture characteristics	Paid employee, Volunteers	CVF-model, OCAI questionnaire (Cameron & Quinn, 1999)
DongJun, 2009	The Research on the Organisational Culture of Competitive Sport Organization and Its Effect on the Organisational Effectiveness in China	Exploring the relationship between sport organisational culture and organisational effectiveness	Athletes, Coaches	CVF-model, OCAI questionnaire (Cameron & Quinn, 1999)
Choi, Seo, Scott & Martin, 2010	Validation of the Organisational Culture Assessment Instrument: An Application of the Korean Version	Culture characteristics	Paid employee, Sport managers	CVF-model, OCAI questionnaire (Cameron & Quinn, 1999)

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Author(s)/ Year	Title	Content	Participants	Methodology
Tojari, Heris & Zarei, 2011	Structural equation modeling analysis of effects of leadership styles and organisational culture on effectiveness in sport organizations	Exploring the relationship between sport organisational culture, leadership, and organisational effectiveness	Sport experts	DOCS-model (Denison, 2006)
Solberg & Ringer, 2011	Performance-Enhancing Drug Use in Baseball: The Impact of Culture	Ethical issues in sport organisational culture	Sport manager	Schein (2004) cultural values and behavioural norms
Cruickshank & Collins, 2012	Culture Change in Elite Sport Performance Teams: Examining and Advancing Effectiveness in the New Era	Culture change	Not relevant	A gap in the literature on culture change
Parent & MacIntosh, 2013	Organisational culture evolution in temporary organizations: The case of the 2010 Olympic Winter Games	Culture development in a sports organisation	Organising committee	Elements of sport organisational culture
Mills & Hoerber, 2013	Exploring Organisational Culture Through Artefacts in a Community Figure Skating Club	Culture characteristics	Athletes	Martin and Meyerson's (1988) three-perspective approach to culture
Larsen, Alfermann, Henriksen & Christensen, 2013	Successful Talent Development in Soccer: The Characteristics of the Environment	The relationship between sport organisational culture and talent development	Not relevant	Not relevant
Cruickshank, Collins & Minten, 2013	Culture Change in a Professional Sports Team: Shaping Environmental Contexts and Regulating Power A Response to Commentaries	Culture change	Not relevant	Discourse on sport organisational culture
Kalateh & Amoozadeh, 2014	The relationship of organisational culture and entrepreneurship with effectiveness in sport organizations	Examining the relationship between sport organisational culture and organisational effectiveness	Sport directors, sport experts	DOCS-model (Denison, 2006)

Author(s)/ Year	Title	Content	Participants	Methodology
Mills, Butt, Maynard & Harwood, 2014	Toward an Understanding of Optimal Development Environments Within Elite English Soccer Academies	The relationship between sport organisational culture and talent development	Not relevant	Not relevant
Cruickshank, Collins & Minten, 2015	Driving and sustaining culture change in professional sport performance teams: A grounded theory	Culture change	Sport managers	Culture change model development
Maitland, Hills & Rhind, 2015	Organisational culture in sport - A systematic review	Not relevant	Not relevant	Systematic review
Mehmet, 2015	Managers' Perception of Organisational Culture and Organisational Communication	The relationship between sport organisational culture and leadership	Sport managers	OCS questionnaire (Kanun, 1990)
Eskiler, Geri, Sertbas & Calik, 2016	The effects of organisational culture on organisational creativity and innovativeness in the sport business	Examining sport organisational culture and organisational innovation	Paid employee	Dimension 4 of Richard Pascal's organisational culture model
Souza, Galatti, Graca, Folle & Nascimento, 2017	Female basketball athlete development environment: proposed guidelines and success factors	The relationship between sport organisational culture and talent development	Not relevant	Not relevant
Larsen, 2017	Bringing a knife to a gunfight: A coherent consulting philosophy might not be enough to be effective in professional soccer	A sport psychology approach to sport organisational culture	Athletes, Sport managers	Danish sport psychology programme report
Wagstaff & Burton-Wylie, 2018	Organisational culture in sport: A conceptual, definitional and methodological review	Not relevant	Not relevant	Systematic review
Junggren, Elbæk & Stambulova, 2018	Examining coaching practices and philosophy through the lens of organisational culture in a Danish high- performance swimming environment	A sport psychology approach to sport organisational culture	Coaches, Athletes	Schein's (2010) three-level theoretical model

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Author(s)/ Year	Title	Content	Participants	Methodology
Cole & Martin, 2018	Developing a winning sport team culture: organisational culture in theory and practice	A sport psychology approach to sport organisational culture	Coaches, Athletes	Schein's (2010) three-level theoretical model
Skille & Chroni, 2018	Norwegian sports federations' organisational culture and national team success	Culture characteristics	Sport managers	Spillmann's (2016) view of culture
Guenter, Dunn & Holt 2019	Talent Identification in Youth Ice Hockey: Exploring Intangible Player Characteristics	The relationship between sport organisational culture and talent development	Not relevant	Not relevant
Chroni, Abrahamsen, Skille & Hemmestad, 2019	Sport Federation Officials' Practices and National Team Coaches' Stress	The relationship between sport organisational culture and stress	Sport managers	Outline practical feasibility and proposals
McDougall & Ronkainen, 2019	Organisational culture is not dead... yet: Response to Wagstaff and Burton-Wylie	Reply to Wagstaff & Burton-Wylie	Not relevant	arguing for the importance of sports organisational culture
Ibrahimi & Miftari, 2019	Managerial culture in sports organizations in Kosovo as a factor in the integration in international sports associations	Culture characteristics	Sport managers, Managers, Paid employee	CVF-model, OCAI questionnaire (Cameron & Quinn, 1999)
Jeong, Kim & Zhang, 2019	Exploring Relationships among Organisational Culture, Empowerment, and Organisational Citizenship Behavior in the South Korean Professional Sport Industry	Exploring the relationship between sport organisational culture, empowerment, and organisational behaviour	Paid employee	CVF-model, OCAI questionnaire (Cameron & Quinn, 1999)
Mitrovic, Simovic & Raicevic, 2019	The relationship between leadership styles and organisational culture in sport organizations	Exploring the relationship between sport organisational culture and leadership styles	Sport managers	CVF-model, OCAI questionnaire (Cameron & Quinn, 1999)
Kitchin, Telford & Howe, 2022	An empirical use of organisational habitus and ethnography to explore how sport cultures are negotiated	Operationalising the concept of organisational habitus	Not relevant	Not relevant

Author(s)/ Year	Title	Content	Participants	Methodology
Feddersen, Morris, Littlewood & Richardson, 2020	The emergence and perpetuation of a destructive culture in an elite sport in the United Kingdom	Destructive culture	Talent development team, Athletes, Coaches, parents, Sport experts, Sport managers	Developing a destructive culture framework
Mcdougall, Ronkainen, Richardson, Littlewood & Nesti, 2020b	Three team and organisational culture myths and their consequences for sport psychology research and practice	A sport psychology approach to sport organisational culture	Not relevant	Keynote speech
Godfrey, Kim, Eluère & Eys, 2020	Diversity in cultural diversity research: a scoping review	Not relevant	Not relevant	Systematic review
Mcdougall, Ronkainen, Richardson, Littlewood & Nesti, 2020a	Organisational Culture Beyond Consensus and Clarity: Narratives from Elite Sport	A sport psychology approach to sport organisational culture	Strategic managers, Athletes, Coaches, Paid employee	Martin and Meyerson's (1988) three-perspective approach to culture
Feddersen, Morris, Littlewood & Richardson, 2021	A Longitudinal Study of Power Relations in a British Olympic Sport Organization	Culture change	Athletes, parents, National Governing Body	Examining power relations during culture change
Samur, 2021	Examination of organisational culture variables in sports organisations (perspective from Turkey)	Culture characteristics	Sport managers	Self-edited questionnaire
García, 2021	Real Madrid and public relations: applying the circuit of culture to organisational values	The relationship between sport organisational culture and PR	Real Madrid	Culture cycle (Hall, 1997)
Popkochev & Tsvetkov, 2021	Profile of the organisational culture in youth club football (the present situation in Blagoevgrad region)	Culture characteristics	Athletes, Coaches	CVF-model, OCAI questionnaire (Cameron & Quinn, 1999)
Riivari & Heikkinen, 2022	Virtuousness in Sports Organizations: Examination of Ethical Organisational Culture and Its Virtues	Ethical issues in sport organisational culture	Sport managers, Sport experts, Coaches, Paid employee	CEV questionnaire (Kaptein, 2007)

Source: Own editing

CONCLUSION

There have been previous systematic reviews of studies on sports organisational culture (Maitland, Hills & Rhind, 2015; Wagstaff & Burton-Wylie, 2018). Maitland and co-authors (2015) grouped different definitions of organisational culture according to three perspectives (integrative, differentiation, and fragmentation). They also explored the methodologies used to assess culture in each literature. In line with the results of our article, their results showed that the questionnaire method dominated quantitative methods, while the interview was the most predominant qualitative measurement option. Most studies using the questionnaire method used the OCAI questionnaire (Cameron & Quinn, 1999). Wagstaff and co-researcher (2018) reviewed the literature on organisational culture that may be relevant for sports psychologists.

Colyer (2000) investigated the culture of three Western Australian sports organisations with different profiles (disadvantaged, outdoor, racquet sports), and his results showed that sports organisations with different profiles had different culture types and different cultural strengths. Clan culture dominated most sports organisations surveyed via the OCAI questionnaire developed by Cameron and Quinn (1999) (Ibrahimi & Miftari, 2019; Jeong, Kim, & Zhang, 2019; Popkochev & Tsvetkov, 2021), suggesting that these sports organisations emphasize internal cohesion, shared values, cooperation, and collective beliefs. According to Mehmet's (2015) research, there is no significant difference between some subscales of organisational culture and the gender profile of the sports organisations studied.

Several studies agree that organisational culture impacts the effectiveness of a sports organisation (Amoozadeh, 2014; Eskiler, Geri, Sertbas & Calik, 2016; Samur, 2021). In his research, Amoozadeh (2014) used the DOCS model (Denison, 2006) to examine the Directorate General of Sport and Youth in Golestan province from the perspective of organisational culture. His results showed that organisational culture is a predictor of organisational effectiveness. DongJun's (2009) study of Chinese sports organisations found that the prominence of clan culture made the organisation more effective. Moreover, organisational culture positively influences employee responsibility (Jeong, Kim, & Zhang, 2019), creativity, and organisational innovation (Eskiler, Geri, Sertbas & Calik, 2016).

In addition to organisational effectiveness, organisational culture also affects sports performance. Popkochev and Tsvetkov (2021) investigated organisational culture in youth football sports clubs in Belgrade and found that managing culture is essential for improving sports performance efficiency and competitive results. Their results show that the coaches of the best-performing sports teams emerged from hierarchical cultures, while clan culture dominated the worst-performing.

Among the sub-domains of organisational culture, several articles identify the prevailing culture within a team. The literature on team culture mainly examines the impact of culture from a sport psychology perspective. Cole and Martin (2018) found that team culture, including performance culture, is the most important factor for success, adding that team culture needs continuous development, which is mainly the coach's responsibility. According to Cruickshank, Collins and Minten (2015), achieving a final form of team culture is impossible as it is constantly changing. To be successful, professionals and coaches need to understand the different facets of the team culture (Larsen, 2017), and coaches need to fit into the cultural values within the team by sharing similar values (Chroni, Abrahamsen, Skille & Hemmestad, 2019). In the case of professional sports teams, scouts not only look at the talent of the athlete they want to sign but also look at how well the athlete will fit into the team culture of the sports organisation (Guenter, Dunn & Holt, 2019).

There is consensus in much of the literature that leaders influence the culture of a sports organisation. Cole and Martin (2018) argue that sports organisation leaders should reinforce culture across the breadth of the organisation. Sports leaders and coaches in successful organisations need to communicate clear guidelines to strengthen the organisational culture (Souza et al., 2017). Skille and Chroné (2018) examined organisational culture through Norwegian sports leaders. Their results show that sport leaders' commitment to their work (a sense of sacrifice and privilege) and closeness to coaches and athletes influence organisational culture. A study on the relationship between leadership style and culture found that transformational leadership positively influences organisational effectiveness and organisational culture, while transactional leadership diminishes effectiveness and culture (Tojari, Heris & Zarei, 2011). The presence of leadership skills in a hierarchical culture is the most significant in a study of managers and paid employees of sports federations in Kosovo (Ibrahimi & Miftari, 2019).

As evidenced by the research of McDougall and colleagues (2020), academic literature on culture change methodology is still in its infancy, suggesting that sports psychologists need to examine culture more thoroughly and clearly. Cruickshank, Collins and Minten (2013) call on researchers to investigate the processes of culture change further. The authors also emphasise that culture change is context specific and not a general process. In the process of culture change, sports leaders and managers need to create conditions that encourage athletes to see the importance of culture change for themselves to mitigate or perhaps avoid the emergence of subcultures. When approaching culture change from a practical perspective, Cruickshank and Collins (2012) and Cruickshank, Collins and Minten (2015) argue that the best approach is an

initial evaluation, design and impact assessment phase involving internal and external stakeholders. In sports organisations, an adhocracy culture has been shown to be the most effective in culture change (Samur, 2021).

In contrast, Chroni and colleagues (2019) interviewed Norwegian national team sports managers concerning coaching beliefs. They explained that coaches of non-Norwegian origin who come to work in Norway have a difficult time, as other countries often have a more hierarchical model than Norway. In Nordic countries, an open exchange of views is vital. There is no hierarchy; everyone is equal. However, it is significant to note that the scope for regional comparisons in the literature is limited because the methodologies used in the different studies are dissimilar.

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