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The Relationship between Leadership Styles and Organizational Culture in Sport Organizations

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Abstract

The relationship between leadership style and organizational culture is interdependent; while organizational culture affects the manager's choice of leadership style, with time, the manager himself shapes and changes the organizational culture. Much attention has been given to this matter in scientific literature since the leadership style in an organization is directly related to the structure, strategy, management and other relationships in the organization. This research aims to determine which leadership style can be found in sport organizations in Montenegro, and which organizational culture comes from it. The goal is to recognize and determine a satisfactory leadership style that will improve the quality of sports organizations in Montenegro. For the needs of this research, a questionnaire has been developed, adapted to the Leadership Network as well as to the Test for Diagnosing Organizational Culture. The data were collected using a questionnaire for 300 respondents that are active members of sport organizations. The contribution of this research is seen in providing insight into the dominant leadership style and the corresponding organizational culture, which influences both achieving results and the levels of motivation and loyalty of the sport organization's members.

Key words: leadership styles, organizational culture, sport organizations*

Introduction

The cultural patterns that can be found in people's everyday behaviour and way of acting are transmitted to their ways of behaving and acting in organizations. The relationship between organizational culture and the leadership style represented in the organization is one of the most studied relationships in scientific literature, because the leadership style is connected with all other elements of an organization. According to Stogdill (1974), leadership itself represents a complex and multi-dimensional process. Northous (2007) stated that it is a process in which an individual affects a group to achieve the organization's goals. With the arrival of a new leader, or by changing leadership style in an organization, all of the elements of an organization (such as strategy, structure, and management) undergo some changes. These changes will affect the change of behaviour as well as values,

i.e., the change of the organization's organizational culture (Robbins, 2003).

According to Schein (1996), the relationship between leadership and organizational culture is an interactive process, according to which a leader, with his leadership style, creates an organization that, with its beliefs, behaviours, and values, creates a future organizational culture. Sarros, Gray, and Densten (2002) believe that leadership has a significantly greater impact on the culture than the culture of leadership does.

The correct choice of a leader and his/her leadership style accompanied by the organizational culture that they create are responsible for the organization's business success. Organizations like sport organizations are quite specific, therefore, their way of organizing, setting goals and tasks, even succeeding can be seen through their members' success,

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their motivation, and the relationship between members and the leader. Their success depends on the leader's knowledge and skills, as well as the relations he/she creates with his/her followers; in the end, these cause them to achieve better results and make the organization known for their members' success.

In the scientific literature, there are different types of classifications of leadership styles. These will help us make a connection between leadership styles and types of organizational cultures. Some of these classifications were made as a result of research done at universities in Iowa, Ohio, and Michigan, Likert's classification, as well as Blake's and Mountan's managerial network. The goal of this research was to find a leadership style that best fits every type of situation. There is no doubt that the research has made an enormous contribution to understanding the relationship between leadership style and organizational culture.

In the Iowa study, the simplest classification of leadership was made, according to which there are three basic styles (Lewin, 1977): autocratic, democratic, and liberal. Autocratic leadership style is characterised by the fact that the leader makes decisions without consulting with other team members. With a democratic leadership style, the leader allows the members to take part in making decisions. The liberal style is characterized by the absence of the leader in decision making.

In the study done at Ohio State University (Northouse, 2008), it was concluded that a leader has one of two basic types of behaviour (consideration or initiating structure); both of which are seen as different and independent.

Researchers from the University of Michigan gave particular attention to the influence that a leader's behaviour has on performance in small groups-

R. Likert and G. J. Likert (1976) constructed a model of leadership styles, in which four different styles can be found: exploitative authoritative, benevolent authoritative, consultative, and participative. In the exploitative authoritative type of management system, the responsibility lies with those in higher positions in the hierarchy, and the leader has no trust in his subordinates. In the benevolent authoritative type, the responsibility lies in higher positions in the hierarchy, but leaders do have some trust in their subordinates. In the consultative system, the leader has substantial but not complete trust in his subordinates. In the participative system, the leader has full confidence in his subordinates.

Blake and Moutoun created a concept of managerial networks with two basic dimensions: task-oriented leaders and people-oriented leaders. From the managerial network, there are five basic leadership styles: impoverished management, in which the managers exert minimum effort to get the work done; task management, in which subordinates are required to perform the task as directed by their superiors; middle of the road, in which the manager attempts to keep a balance between the organizational goals and subordinates' personal needs; country club management, in which leaders are cooperative; team management, in which the leader takes both people and production hand in hand.

The relationship between a leadership style and organizational culture is interactive, and it is the leader who – with his values, beliefs, and behaviour – creates a foundation for the making of organizational culture. There are many definitions of organizational culture; in one of them, culture is defined

as a complex system of values that organization's members follow when making decisions and simply behaving. Values, such as creativity and efficiency, work as a foundation for the organization's culture, which creates its identity and sets it apart from the competition (Erhardt, Carlos, & Heckscher, 2016). Also, according to Schein (1996), organizational culture is a series of assumptions that a person makes about the group in which they participate; these assumptions are grouped into three levels: artefacts, espoused beliefs and values. and basic underlying beliefs.

Classifications of organizational cultures have emerged as a result of generalizing the authors' experiences, as in the case of Handy's classification of organizational culture, or as a result of empirical research, as in the case of the Cameron and Quinn classification (Janicijevic, 2013).

Classification of types of organizational cultures was one result of Cameron and Queen's empirical research done in 1999, according to which there are four basic types of organization cultures: clan culture, adhocracy culture, hierarchy, and market culture.

The subject of the research is to determine which leadership style is used in sport organizations in Montenegro, in relation to their members and which organizational cultures comes from it. The initial hypothesis is: leadership style and the improvement of relations between sports management and organization's members affects the organizational culture and the organization's task performance, which affects the organization's members and the level of their motivation and loyalty.

The goal of this research is to recognize the leadership style that will improve the quality of sports organizations, and improve their task performances; as well as to define which type of approach will improve the quality of the relationship between the leader and his subordinates.

Methods

The research was conducted on 300 respondents from 16 sport clubs that are active members of sport organizations. The data was collected using the questionnaire method, with a specially designed questionnaire adapted to the Leadership Network and Test for Diagnosing Organisational Culture. The questioning was done in the period from June to November 2018, in Montenegro. It included sports clubs from the cities of Podgorica, Kotor, Budva, Bar, Tivat, Herceg Novi, Bijelo Polje, Berane, Niksic, and Kolasin.

The questionnaire had three parts:

The first was about basic information on the respondents, including: how old they are, how long they have been active in sport, how many sports clubs they have been part of thus far, how long they were the members of the sport club.

The second part was about the managerial network; it was made to measure the orientation of sport managers on tasks, or interpersonal relations, through 20 statements followed by a five-step Likert scale, which expresses the degree of agreement or disagreement with the given claim (where 1 means never to 5 that means always), on the basis of which the average grades for each claim are calculated, as well as the overall score on the basis of average grades, based on what a certain style of leadership is. The analysis of the collected data included the assertion of assertion analysis for the needs of the Leadership Network and the determination of the focus on tasks and relationships, which indicates the style of leadership.

The third part of the questionnaire concerned the establishment of the organizational culture of sport organizations. The Organizational Culture Assessment Tool (OCAI) was used, by which six key dimensions of the organizational culture are evaluated. Respondents divided points (100 points) for each individual denominator, according to the relevance of the offered answers and situations in their sport organizations. In all matters, a total of 100 points should be allocated to four offered responses in such a way that the highest number of points is assigned to a response that best describes the situation in the club for the given dimension. Based on the obtained results, a conclusion can be made regarding the type of organizational culture and the style of leadership that characterize the sport organizations.

Results

The results showed that more male respondents (61.33%) participated in the research than female respondents did (38.67%). The respondents were divided into six age groups: 76.67% of them younger than 20; 18% of them aged from 21-25; 4.66% of them aged from 26-30; and 0.67% of them aged from 36-40, there were no respondents aged from 31-35 or those older than 41 that participated in this research. Regarding the duration of the period they spent actively doing sports, the greatest percentage of them have been active for 1 to 3 years (34.67%) and for 3 to 6 years (30.33%); they are followed by respondents who have been active for less than a year (17%); 8% of them fall into the category of 9 to 12 years; 6.33% of them are in the category of 6 to 9 years, and 3.67% of them have been active for more than 12 years. It is interesting that 67.33% of the respondents have never changed the sport organization they are currently a member of. Regarding the time spent at the same club, the results showed that the longest time was from 1 to 3 years (32.33%), followed by the period of 3 to 6 years (24.33%) with nearly the same percentage for the period of one year (24%); 11% of the respondents had been active members of a club for over 9 years, while 8.33% of them had been members of the same club for 6 to 9 years.

In the part of the questionnaire referring to the managerial network, the obtained results show that Montenegrin sport managers scored high on task orientation (40.09); high average grades have been given to all of the criteria by which this result is measured (Table 1).

Table 1. Leader's Results Orientation

Leader's behaviour	Average grade
Leader tells the team members what they need to do	4.01
Leader sets the standards for the members' task performance	3.92
Leader gives suggestions on how to solve a problem	4.04
Leader clearly points out his attitudes to the club members	4.04
Leader comes up with the group's plan of activities	4.07
Leader sets the roles and responsibilities for every group member	4.04
Clarifies his own role in the group	3.90
Makes plan on how to do the job	4.08
Sets the criteria on what is expected from the group	4.01
Encourages group members to achieve best results	3.99
Total score	40.09

Orientation on relations is measured through a set of questions designed to reveal how the management treats the sport organization's members, to which extent it contributes to building trust, promoting individual values, providing good conditions and adequate rewards, promoting healthy interpersonal relations, etc. The results show that managers of sport organizations in Montenegro have scored high on the relations orientation (39.23). High average grades have been given to all of the criteria by which this result is measured (Table 2).

Table 2. Leader's Orientation on Interpersonal Relations

Leader's behaviour	Average grade
Leader is friendly with other group members	3.88
Helps others feel comfortable in the group	3.91
Open for other member's suggestions	3.85
Behaves properly with other members	4.11
His behaviour is predictable	3.87
Actively communicated with group members	4.06
Shows that he cares for the well-being of club members	3.97
Shows flexibility in decision making	3.90
Shares his thoughts and shows his feelings to group members	3.68
Helps the group members agree	3.99
Total score	39.23

Combining these two sets of results, it can be concluded that the characteristic leadership style for managers of sport organizations in Montenegro is Team management. This leadership style promotes a high level of participation and teamwork, in which team members are included in decision making and setting priorities, and the manager is open to suggestions and enjoys his job. Team management as a leadership style is characterized by results achieved by dedicated people, and the participation in achieving the organization's goals creates relationships of trust and respect (Northouse, 2008).

Based on results from the Test for Diagnosing Organisational Culture, a conclusion has been made regarding which organizational culture characterizes sports organizations in Montenegro (Table 3).

Table 3. Dimensions of organizational culture

Dimensions	Claim	Results
The dominant characteristic of the organization	Sports organization is a very personal place. People share a lot among themselves.	33.47
	In sport organization, people are willing to act decisively and take risks.	20.23
	Sport organization is oriented to the result. People are very competitive and oriented towards achievement.	22.22
	Sport organization is very structured and controlled. Formal procedures are very important and are respected in directing the activities of team members	24.08
Leadership in organization	Leaders in my organization provide an example of mentoring, support and assistance to members of a sports organization.	31.04
	Leaders in my sports organization give an example of entrepreneurship, innovation and risk taking.	24.53
	Leaders in my sports organization give an example of reason in decision-making and focus on the result.	19.62
	Leaders in my sports organization provide an example of coordination and harmonious functioning.	24.81
Leadership style	The leadership style in my sports organization is characterized by team work, consensus and participation.	33.01
	The leadership style in my sports organization is characterized by individual takeover of shares.	21.90
	The leadership style in my sports organization is characterized by strict competition, high expectations and achievements	21.05
	The leadership style in my sports organization is characterized by security and stability in relationships.	24.02
Unity of the organization	The "Glue" who holds my sports organization together is loyalty and mutual trust. Commitment to a sports organization is high.	34.18
	The "Glue" who holds my sports organization together is a commitment to development. The focus is on tracking the latest trends.	21.29
	The "Glue" who holds my sports organization together is an emphasis on achieving and achieving goals.	21.25
	The "Glue" who holds my sports organization together is formal rules and procedures.	23.07
Strategic focus	Sports organization focuses on people's development, openness, trust and participation.	31.67
	Sports organization focuses on getting new resources and creating new challenges. Trying new things and creating chances is highly appreciated.	22.04
	Sports organization puts emphasis on achieving results. To achieve high goals is highly appreciated.	22.25
	Sports organization puts emphasis on stability and durability. Efficiency and coherent functioning are highly appreciated.	24.11
Criteria of successes	Sports organization defines success based on the development of human resources, team work, people's dedication and care for people.	31.77
	Sports organization defines success based on innovation, change and achievement.	21.76
	Sports organization defines success on the basis of whether we are better than the competition.	20.16
	Sports organization defines success on the basis of achieving high results and a large number of good results.	26.34

For the dominant characteristics of organizational culture the most represented opinion is that the sport organization is seen as a personal place, where people share many things among themselves (average grade 33.47); while the least represented opinion is that people are willing to act and take risks when it comes to decision making (20.23). The dimension leadership in an organization is characterized by a leader who is a good mentor, supportive and there to help (31.04), while the least represented focus is the one on results (19.62). Managing people is characterized by teamwork, consensus, and participation (33.01). Individual risk taking is less represented, as are innovation, freedom of acting, stability and predictability, tough competition, high expectations and achievements (21.05-24.02). What gives a sense of unity of the organization is loyalty and mutual trust, with a high level of dedication to the sport organization (34.18). As less meaningful for the sense of unity, the respondents have marked achievements and accomplishing goals, innovations, following the latest trends, as well as formal rules and procedures (21.25-23.07). As for strategic focus, it is on the development of people, openness, trust and participation (31.67). Lower average grades were given for the remaining three offered answers, in relation to obtaining new resources and creating new challenges, competition action and achievements, as well as stability and sustainability (22.04-24.11). Sport organizations define their success through teamwork, dedication and caring for their members (31.77). Respondents have marked as less meaningful leadership in respect of results, innovations, efficiency and efficacy (20.16-26.34).

Based on total average grades, it can be concluded that the dominant culture in sport organizations in Montenegro is clan culture. The total average score of 32.53 includes the employees seeing the club as a very personal place in which leaders support and help to their members through teamwork, consensus, and participation. The club's focus is on the development of members, and the criteria for success is caring for the development of human resources, teamwork, dedication, and caring for the members.

Discussion

The contribution of this research is seen in acknowledging that team management is the dominant type of leadership and clan culture is the organizational culture of sport organizations in Montenegro, and that they influence each other, but need to be compatible for the sport organizations to achieve success and high results. The initial hypothesis has been proven correct: creating an organizational culture that will amplify the sports organization's members' level of satisfaction while performing tasks contributes member's loyalty and better performances in a sports organization. The results obtained from this research have given a good basis for further tracking and comparison of changes in leadership style and organizational culture, and their influence on task performance.

The change of organizational culture is a result of changes in the leadership style. In the beginning, it is the leader who adjusts his leadership style to the organizational culture, but over time, it is the leadership style that later changes the organizational culture. Different types of organizational culture work best with different leadership styles. A leader in a specific organizational culture chooses the leadership style that fits best that culture, because otherwise he will not be accepted as a leader in that organization. Based on this research, it is possible to conclude that sport managers are both people- and task-oriented, which makes the team management the dominant leadership style in sports organizations in Montenegro, and the following organizational culture of this leadership style is clan culture (Table 4).

Table 4. Leadership Network and Organizational Culture of Sports Organizations in Montenegro in 2018

LS/OC	2018
Task Oriented	40.09
People Oriented	39.23
Leadership Style	Team Management
Organizational Culture	Clan Culture

This research confirms the hypothesis that leadership style and improving relations between sports management and organization's members affect the organizational culture and the quality of achieving results, which then affects the organization's members and their motivation and loyalty within the sports organization to which they belong.

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