

DOCTORAL (PHD) DISSERTATION

Kushtrim Vllasaj

Debrecen

2024

UNIVERSITY OF DEBRECEN
FACULTY OF ECONOMICS AND BUSINESS
Institute of Sport Organization and Management

**KÁROLY IHRIG DOCTORAL SCHOOL OF MANAGEMENT AND
BUSINESS**

Head of the Doctoral School: Prof. Dr. Balogh, Péter university professor, DSc

**EXPLORING THE CENTRAL MANAGEMENT
PECULIARITIES OF SPORT CIVIL ORGANIZATIONS IN
KOSOVO, WITH SPECIAL ATTENTION TO LEADERSHIP**

Prepared by:

Kushtrim Vllasaj

Supervisor:

Dr. Habil. Szabados György Norbert

DEBRECEN

2024

EXPLORING THE CENTRAL MANAGEMENT PECULIARITIES OF SPORT CIVIL ORGANIZATIONS IN KOSOVO, WITH SPECIAL ATTENTION TO LEADERSHIP

The aim of this dissertation is to obtain a doctoral (PhD) degree in the scientific field of „Management and Business”

Written by: certified

Supervisor: Dr.

Doctoral final exam committee:

	name	academic degree
Chair:
Members:

Date of the doctoral final exam: 20.... ..

Reviewers of the Dissertation:

	name, academic degree	signature
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Review committee:

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LIST OF ABBREVIATIONS

CSO = Civil Society Organization
NGO = Non-governmental organization
NPO = Non-profit organization
NSO = Nonprofit Sport Organization
SDP = Sport for Development and Peace
ICNPO = International Classification of Non-profit Organizations
KCSF = Kosovar Civil Society Foundation
KAS = Kosovo Agency of Statistics
KPST = Kosovo Pension Saving Trust
MIA = Ministry of Internal Affairs
MCYS = Ministry of Culture, Youth and Sports
UNMIK = United Nations Interim Administration Mission in Kosovo
OC = Organizational Capacity
HR = Human Resources
HRM = Human Resources Management
LMX = Leader-member exchange
GTL = Global Transformational Leadership
MLQ = Multifactor Leadership Questionnaire
LPI = Leadership Practices Inventory
FRLM = Full Range of Leadership Model
LPC = Least Preferred Co-worker
BCC = Blind Carbon Copy
IT = Information Technology
SPSS = Statistical Package for the Social Sciences
N/A = No answer

Contents

INTRODUCTION	10
1. TOPICS AND OBJECTIVES.....	13
1.1. Aims of the research.....	13
1.2. The objectives, research questions and hypotheses	13
1.3. Research approach.....	15
1.4. Structure of the dissertation.....	16
2. TECHNICAL LITERATURE REVIEW	18
2.1. Management, leadership and leadership styles	18
2.2. Civil society organizations definitions, terminologies and concepts	20
2.3. The history, regulation and landscape of civil society organizations in Kosovo	22
2.4. The organization of sport in Kosovo.....	26
2.5. Civil society organizations in Kosovo from a managerial point of view (what do we know?).....	27
2.6. Previous literature of the study of civil sports organizations and management patterns	28
2.6.1. Organizational capacity	30
2.6.2. Human Resources	31
2.6.3. Inter-organizational partnerships	35
2.6.4. Relative studies regarding the leadership style in CSOs	36
2.7. Theoretical framework and hypotheses buildup	36
2.7.1. Organizational capacity conceptual model by Hall and others.....	36
2.7.2. The Managerial (leadership) Grid of Blake and Mouton.....	39
2.7.3. The short measure of Transformational Leadership (GTL scale).....	42
2.7.4. Hypotheses development	43
3. MATERIAL AND METHODS	47

3.1. METHODOLOGY.....	47
3.1.1. Research philosophy	47
3.1.2. Research approach	48
3.1.3. Research strategy	48
3.1.4. Research choice	49
3.1.5. Time Horizon	49
3.2. Data collection methods.....	50
3.3. Qualitative data collection methods.....	50
3.3.1. Documentary analysis.....	50
3.3.2. Interviews.....	51
3.4. Quantitative data collection methods.....	57
3.4.1. Questionnaire survey	57
3.4.2. Research total and target population.....	58
3.4.3. Questionnaire introduction.....	58
3.4.4. Sampling	61
3.4.5. Way of recording the data.....	63
3.4.6. Analysis methods	64
4. FINDINGS AND RESULTS.....	65
4.1. Qualitative findings.....	65
4.1.1. Secondary data analysis.....	65
4.1.1.1. Mission statement of sport NGOs	70
4.1.1.2. Federations strategic plans	72
4.1.2. Semi-structured interviews through content analysis.....	75
4.1.2.1. The financial capacity network of patterns	78

4.1.2.2.	The human resources capacity network of patterns	81
4.1.2.3.	The structural capacity network of patterns	84
4.1.2.4.	The leadership network of patterns	86
4.2.	Quantitative findings - survey.....	90
4.2.1.	Participation in the survey and the activity of organizations.....	90
4.2.1.1.	Geographical location of organizations.....	90
4.2.1.2.	Activities of organizations and types of sports	92
4.2.1.3.	Demographic characteristics of the respondents.....	94
4.2.2.	Cronbach’s Alpha test of Reliability	96
4.2.3.	Descriptive statistics of the Organizational Capacity variables	97
4.2.3.1.	Financial capacity.....	97
4.2.3.2.	Human Resources Capacity	99
4.2.3.3.	Structural capacity.....	102
4.2.4.	Factor analysis of organizational capacity variables	105
4.2.5.	Descriptive statistics of leadership measurement.....	108
4.2.5.1.	Transformational leadership measurement through GTL.....	108
4.2.5.2.	Leadership styles according to Leadership Grid.....	110
4.2.6.	Hypotheses testing.....	113
4.2.6.1.	Hypotheses regarding leadership measurers and analysis on their comparison	121
5.	CONCLUSIONS.....	124
5.1.	Limitations and future studies	128
5.2.	Practical suggestions.....	129
6.	MAIN CONCLUSIONS AND NOVEL FINDINGS OF THE RESEARCH	131
6.1.	Main conclusions.....	131

6.2. Novel findings	132
References	134
LIST OF PUBLICATIONS	152
LIST OF TABLES	153
LIST OF FIGURES	155
APPENDICES	157
Introduction letter.....	157
Interviews questions (protocol).....	158
Survey questionnaire questions.....	160
Organizational capacity part	160
Leadership style part	163
Measurement of variables	165

INTRODUCTION

While the field of organizational management is saturated with studies of business organizations whose goal is profit maximization, the study of civil society non-profit organizations which belong to another sector, is still not well studied. Although this topic has recently begun to receive more attention as they have become increasingly important actors (KALDOR - ANHEIER 2013, SALAMON et al., 2017, ANHEIER - TOEPLER, 2019), the content of the literature consists of mainly superficial studies which do not go into depth, are not very specific, and are not treated from all points of view. However, Civil Society Organizations (CSOs) are of great importance to the democratic societies of the 21st century. They stand for their missions that are mainly about contributing to society in different forms, based on the right of individuals to associate.

Nevertheless, CSOs are one of the forms of organizations that are dispersing, formalizing, and becoming more sophisticated, thus the public is continually recognizing their legitimacy and influence. They are important not only from the individual viewpoint of the person who belongs to one, but also from the wider view where such an organization is perceived as a community and cultural integration and development actor. A large number of these organizations are sports organizations. Because of their size, the need for support, the objective for which they work, and other factors and facilities, they are found most frequently in the civil society sector, which is also characterized by being non-governmental and non-profit. Sports organizations exist in both profit and nonprofit orientations, and they quite often coexist in the same space. However, this study focuses primarily on nonprofit civil society organizations which are usually distinguished by a higher level of volunteerism, are community-based, and have some sort of social development as their primary objective.

Sports have evolved into a key social subsystem, with their role that has grown significantly in recent years. Most sporting activities are associated with social organizations, and their engagement in society is substantial. These organizations are unique owing to their operational conditions, which are characterized by nonprofit and volunteer features. Despite the importance of the study of management, in practice, there is a lack of research of civil society organizations in Kosovo but also in the Balkans as a whole. There is no study whatsoever of the management of sports organizations in Kosovo, although they constitute the largest number as one of the categories of registered Non-Governmental Organizations (NGOs) in Kosovo. This thesis consists parts of

distinct published and unpublished studies which anyhow fall within the field of management of civil society organizations, with special emphasis on sports, but which are more valuable when viewed as a whole than when presented separately. The management of civil society organizations, in general, is better explained by considering multiple factors and a multidimensional approach. Consequently, this will require a more diverse methodological approach, ranging from basic techniques of conceptual explanations and reviews to first-hand empirical data conclusions.

The focus of this study is to explore the internal management elements of civil society organizations belonging to the field of sport, based on the organizational capacity model of HALL et al., (2003). Respectively, these elements include financial capacity (fund-raising), human resources capacity (boards, volunteers, and paid staff), and structural capacity (relationship and networks, infrastructure and process, planning and development). Another element, which will be given special importance, will be the leadership style, which in terms of CSO's is very unexplored. In addition to organizational capacity and leadership style that will be explored separately, they will also be analyzed for how they shape each other.

The purpose of the diagram below (Figure 1) is to simplify the illustration of the research gap managed to be identified after a brief literature review. The leadership style in businesses and corporations is undoubtedly saturated by studies. The organizational capacity in CSO also is not new, since a considerable number of studies have already delved in this direction using the model of HALL et al. Nevertheless, there are no studies that include all three of these factors: 1. leadership style, correlation to 2. organizational capacities, among 3. (sport) civil society organizations. The style of leadership has an essential impact on civil organizations such as those of sports, which are unique in terms of organizational capacity, so such a research gap is of interest to be filled. What has not been presented in the diagram, but important of mentioning is that the study of these themes in Kosovo is scarce, since those themes have not been studied as separate ones, let alone as correlated with one another. Similar related studies, which however fall around this research gap, will be elaborated in chapter 2 where the literature is reviewed.

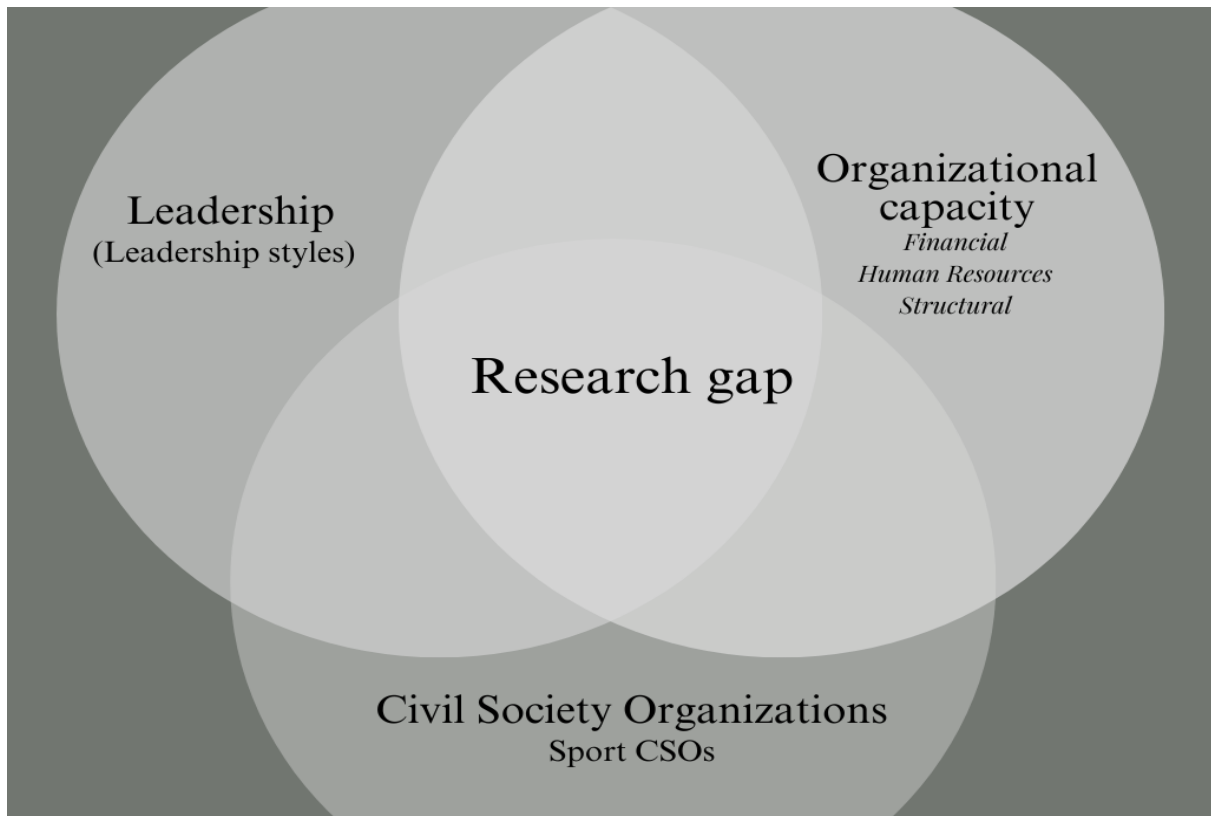


Figure 1. Venn Diagram illustrating the research gap identified among the composition of study areas

Source: created by the author (2023)

The value of this study resides in several aspects, but primarily in providing a novel explanation for a specific form of organizational management, which can be viewed as distinct from all others. This serves the academic literature in the management field with specific objective patterns based on empirical data. The results of this study will also be useful to sports organizations that will be able to get insights on how their situation is on the ground and benefit from the suggestions that will be given in the last part. They will also serve the federations as an overview of the situation for a better organization to the challenges that the clubs face as well as opportunities to address them. Furthermore, they will also serve the stakeholders, whether from civil society itself, as well as Kosovo's central or local governments. They can learn more about the functioning of the sector in general and benefit from the suggestions that come in response to the management flaws that those organizations have.

1. TOPICS AND OBJECTIVES

1.1. Aims of the research

The purpose in this study is presenting the management view of a very common type of non-profit civil society organization that belongs to the field of sports. After a thorough review of the literature and consolidating a foundation of the main concepts and theories of this study, empirical research takes as its basis four main topics, as pillars that hold the management of civil sports organizations, the first three based on the study model of HALL et al. (2003). Even though it belongs to the human resources capacity, the leadership element will be treated as a separate subject, in order to discover the effect that it has on organizational capacities.

- Financial capacity (fund-raising)
- Human Resources (volunteers and paid staff)
- Structural capacity (relationship and networks, infrastructure and process, planning and development)
- Leadership

1.2. The objectives, research questions and hypotheses

Objective 1

Describing the CSO sector structure in Kosovo, categorizing civil organizations according to field of activity and exploring the main attributes of sport organizations.

R.Q.1.

- a) Which is the structure of the CSO sector in Kosovo and the main categorization based on the field of activity?
- b) What part do sport CSOs make and what are their main attributes?

Objective 2

Distinguishing characteristics and challenges of financial capacity of CSOs in Kosovo and understanding the best management for greater sustainability.

R.Q.2.

- a) What are the characteristics and challenges of financial capacity of CSOs?
- b) How are they managed for greater sustainability and diversity?

H.1.

- a) *The financial situation is positively correlated with the sustainability and the diversity of funds.*
- b) *The financial situation is positively correlated with the dependency of funds.*
- c) *The leadership style is correlated with the sustainability and diversity of funding sources.*

Objective 3

Explaining the human resources capacity in Kosovar sport CSOs, the contribution of members (volunteers and paid staff) and understanding their decision-making power.

R.Q.3.

- a) What characterizes the human resources capacity in Kosovar sport CSOs?
- b) In what form and how big is the contribution of members (volunteers and paid staff) as the main part of the HR of sports organizations?
- c) What is HR (board and members) decision-making power?

H.2.

- a) *The number of volunteers is correlated with the leadership style.*
- b) *In most sports organizations, the executive director as a leader performs tasks that are related to HRM practices.*
- c) *The practicing of HRM is correlated with the size of the organizations.*
- d) *The educational level and the work experience of the leader in the NGO sector is positively correlated with the transformational leadership.*
- e) *In the organizations with leaders with higher level of transformational leadership, the participation of members in planning will be higher.*
- f) *In the organizations with leaders with higher level of transformational leadership, the participation of board-members in decision-making will be higher.*

Objective 4

Exploring the structural capacities of Kosovar sport CSOs.

R.Q.4.

- a) Where do they stand in terms of the relationship and network capacity?
- b) What is the situation of infrastructure and process capacity, and what are their challenges?
- c) What are their planning and development capacities, how is it done and how often?

H.3.

- a) *The access of sport CSOs to sporting facilities and the conditions of the sporting facilities are poor and inadequate.*
- b) *The number of relationships and networks will be higher in the case of a higher transformational leadership.*
- c) *Information technology usage is positively correlated to the leadership style.*
- d) *There is a relationship between the capacity of developing strategic plans and the leadership style.*

Objective 5

Exploring the leadership structure in Kosovar sport CSOs, distinguishing the leadership styles and explaining its relationship with Organizational Capacity variables.

R.Q.5.

- a) What characterizes the leadership structure in Kosovar sport CSOs?
- b) Which style of leadership is dominant to the leaders of sport CSOs?
- c) Which is the relationship between leadership style and organizational capacity of Kosovar sport CSOs?

1.3. Research approach

To explain best the research approach on this study SAUNDERS et al., (2016) onion analogy is the best way to do this. Researcher's assumptions and beliefs of nature of reality and knowledge follow the philosophy of a positivist approach. Using an inductive and deductive approach, the goal of this study is to draw generalizations about the peculiarities of non-profit civil sports organizations in Kosovo by analyzing empirical observations gathered from the field of management, within these entities. The strategy aligning best with this approach is a combination of case study (document analysis and semi-structured interviews) and survey research. This leads to the method choice known as concurrent mixed methods design, which includes qualitative and

quantitative methods of data collection. The time horizon is gathering data from a single point in time making this a cross-sectional study.

Due to the duality of the data, their analysis will also have to be of multiple types. Although the interpretation of qualitative data is usually done simply by formulating a narrative, which will be developed by doing a thematic analysis, content analysis will be additional to enrich the narrative with more thorough explanations. As for the quantitative part, it will be analyzed using descriptive statistics analysis, towards more complex analysis such as cluster analysis, correlation and factor analysis.

1.4. Structure of the dissertation

This dissertation is structured in six main chapters with many sub-chapters within them. The main chapters are: 1. Topics and objectives, 2. Technical literature review, 3. Material and methods, 4. Research findings and their evaluations, 5. Conclusions and recommendations and 6. Main conclusions and novel findings of the research.

The first chapter aims to present the topics covered by this study, the objectives it aims to achieve after answering the research questions, the logical and methodological approach, as well as the hypotheses presented.

The second chapter is the technical literature review which examines the terminology, concepts, definitions, theories and functions of management which relate to civil society organizations in particular. It also includes previous studies on sports organizations and the spectrum of civil society organizations in Kosovo, as the place where the study will take place.

The third chapter is materials and methods which explains in detail the type of data used and how they are collected. This chapter shows the population and samples from which the material was collected, to continue further explaining the research philosophy, approach, strategy, choice and time horizon. The most important in this chapter are two subchapters which describe the qualitative and quantitative data collection methods.

The fourth chapter is the most important because it presents findings and results, first as raw and then as narratives, evaluations, comparisons and more sophisticated analysis. It is divided in two parts, the qualitative (the documentary analyses and the interviews) and the quantitative part (survey interpretation).

The fifth chapter presents the conclusions reached in terms of results and findings, which can be seen as more direct answers to research questions. It also includes the limitations that the study has and the space left for future studies.

The sixth chapter presents the main most distinctive conclusions of the study, especially those which are novelties in this field of study.

Other parts of the dissertation include the summary, the references, the list of authors' publications, the list of tables, the list of figures and other appendices.

2. TECHNICAL LITERATURE REVIEW

2.1. Management, leadership and leadership styles

In the description of organizations, their functioning and operation, management as a process is a necessary basis for explanation. Different authors have given different views on how management is defined, but many of them agree on at least four of the functions that Henry Fayol gave for the first time, which are: planning, organizing, directing (leading) and controlling (GRIFFIN, 2016). In this sense, planning is attributed to the establishment of objectives, the definition of strategies and actions necessary to achieve the objectives. Organization means activating the necessary resources that enable the achievement of goals. Leading includes the guidance and motivation of individuals and groups to effectively contribute towards the achievement of goals. And lastly, control, which means monitoring and evaluating the actions to see if they are in line with the plans, as well as the corrections necessary to be made. Similarly, ROBBINS and COULTER (2012) simplified it when said that a manager is someone who coordinates and oversees the work of others so that organizational goals can be achieved. However, this often includes and implies many functions and sub-processes which can be much more than Fayol's four functions. Nevertheless, the focus will be more on one function, that of leadership.

Often during the discussions there is a tendency to confuse the terms management and leadership, which is also understandable due to the resemblance between the concepts, but different theorists have also taken the effort to distinguish between them. Despite their differences, they are compatible with one another, and an organization requires both to function properly. Leadership is required to effect change, while management is required to obtain orderly outcomes. Management and leadership can promote orderly change, and they can keep the organization linked with its environment (GRIFFIN, 2016). In a simple definition, NORTHOUSE (2007) sees leadership as a process where the leader influences a group of individuals to accomplish a common goal. Although similar, other authors have different views on leadership and give other definitions. For example, GRIFFIN (2016), in addition to being a process, also sees leadership as a property. As a process, leadership is the noncoercive influence to shape the group's goals, motivate behavior toward the achievement of those goals, and define the group's organizational culture. While as a property, leadership is the set of characteristics attributed to individuals who are perceived as leaders.

The leadership style is critical for ensuring the strategies that must be implemented to attain the desired objectives. Unlike most for-profit organizations, or businesses, non-profit organizations have an extra motivation since they must plan ahead of time for potential donors who will fund their projects. Furthermore, leadership becomes substantially more difficult in a non-profit organization since it is essential to encourage individuals in mostly non-financial ways because they are volunteers, but also because of the nature of the sector.

Another, relatively new division of leadership styles, comes from DULEWICZ and HIGGS (2005) who, after reviewing the literature, proposed three other types of leadership which they grouped into three categories.

- *Goal-oriented.* A set of behaviors where the leader provides direction and acts as he or she has a substantial role in directing others to achieve the primary goals required and the required performance.
- *Involving.* A less leader-centered set of behaviors. The leader's focus in this category is on delivering a clear strong sense of direction.
- *Engaging.* This category of leader behaviors focuses on assisting others in reaching both the nature of the direction and the means of achieving the essential goals.

A theory that is used to measure leadership style or leadership behavior is FIEDLER'S Least Preferred Co-worker (LPC) Theory (1967). As the first situational theory of leadership, it is developed on the two dimensions of concern for people and concern for production, to then derive and identify two main types of leadership, relationship oriented and task-oriented. Using the so-called LPC measure questionnaire, Fiedler claims that the behavior, respectively the leadership style, depends on the leader's personality, and that most personalities belong to one of the mentioned categories. However, due to the criticisms that this theory has received as being impractical as well as the difficulty in measuring these situation variables (KABANOFF, 1981), it will not be considered, furthermore, it is not in the scope of this study.

There are other different theories about leadership as a concept and its styles or types, but this study will be developed on the basis of the Managerial Grid theory by Blake and Mouton, which will be elaborated in chapter 2.8. of this dissertation.

2.2. Civil society organizations definitions, terminologies and concepts

Regarding the explanation, definition and terminology used for civil society organizations, it is diverse and often quite complicated. This is because various names and definitions are used for them, which can often be the same in meaning, but from which, without a doubt, differences can also be found. The most frequently encountered are "the third sector", "voluntary sector", "the civil society", "non-governmental organizations (NGOs)", "non-profit organizations (NPOs)", etc. The very famous International Classification of Non-profit Organizations (ICNPO), SALAMON and ANHEIER (1996) distinguish them from their differences, but also presents five basic features that these organizations share. They are: 1. Organized – *institutionalized to some extent*. 2. Private - *institutionally separate from government*. 3. Self-governing - *equipped to control their activities*. 4. Non-profit distributing - *not returning profits generated to their owners or directors*. and 5. Voluntary - *involving some meaningful degree of voluntary participation*.

But some authors not all authors think that these organizations should share all these features necessarily. For example, GORDENKER and WEISS (1995) do not include the feature related to volunteering. Or if we look at this concept in a different perspective, other differences can be seen also. For example, EVERS and LAVILLE (2004) regard them as "American" the model proposed by SALAMON and ANHEIER (1996), and "European" by proposing another model which has an analytical approach of developing association typologies and changes in the development of the economic dimension of all non-profit organizations.

Different authors, organizations or entities can often have differences in how they call them. The WORLD BANK report (1990) calls them non-government organizations, when discussing about the cooperation between NGOs and the government. On the other hand, ANHEIER et al. (1993) use the term non-profits (NPOs) based on the UNITED NATION (1993) terminology in the System of National Accounts. And for the reason that these two may not be enough to summarize all these organizations, we must return to a more general term which includes a broader set of organizations, ranging from small, informal, community-based organizations to large, high - profile, INGOs working through local partners across the developing world (UNDP, 2013), namely Civil Society Organizations or CSOs.

For more, also in the systematic review by RAINEY et al. (2016), where the terms and concepts of CSOs were looked at critically, it was found that the two main components that appear in all

Figure 2. Word cloud of the most used words from all 108 papers in the period 2015-2019, using the words CSO, NGO and NPO

Source: Reproduced from (VLLASAJ et al., 2022)

Figure 1 was generated to show the most used keywords in the articles that study these organizations, using all three terms, and a very good way to do this is by generating a word cloud. Being done through a proven software, it doesn't only represent the frequency of the most used words, but also the proximity and connectivity of them. Meanwhile, the table below, also extracted from this study, shows the most used words for each of these groups of articles, from which we can see the common words that these three groups have, as well as those that are different from each other. For better explanation for each of them, see the source.

Table 1. Ten most used words among three groups of articles

Articles titles using the terms:					
1. "Civil society organization" or "CSO"		2. "non-governmental organization" or "NGO"		3. "Non-profit organization" or "NPO"	
Most used words	% of usage inside the group	Most used words	% of usage inside the group	Most used words	% of usage inside the group
Csos	0.53%	ngos	0.50%	social	0.37%
Social	0.39%	development	0.30%	organizations	0.36%
Society	0.37%	ngo	0.27%	management	0.33%
Public	0.37%	social	0.23%	npos	0.33%
Research	0.34%	international	0.22%	organizational	0.21%
Civil	0.32%	local	0.21%	organization	0.19%
Political	0.27%	public	0.20%	leadership	0.19%
organizations	0.23%	government	0.20%	public	0.17%
European	0.21%	society	0.19%	sector	0.16%
Project	0.19%	project	0.19%	control	0.16%

Source: Reproduced from (VLLASAJ, SZABADOS, BABA-BACSNE, & ORBAN, 2022)

2.3. The history, regulation and landscape of civil society organizations in Kosovo

Although the civil society in Kosovo does not begin from 1999, because there was civil society even when Kosovo was part of the previous systems earlier than this period, that have gone through many stages of changes and transitions, that period will be taken as a starting point. However, as before, even after this period, the fact that Kosovar society is characterized by a constant

relationship with nationalist policies and the need for liberation from a failing system, cannot be overlooked. With only a few CSOs before the liberation from what remained from Ex-Yugoslavia, civil society in Kosovo suffered the need for independence from Serbia. Until 2008 when Kosovo finally got its independence, this enthusiasm pervaded civil society even after the war, although to a smaller extent. First with the two largest parties of that time, “Lidhja Demokratike e Kosovës – LDK” (Democratic League of Kosovo) and “Partia Demokratike e Kosovës – PDK” (Democratic Party of Kosovo), and after with the “VETËVENDOSJE!” (Self-determination) (SCHWANDNER-SIEVERS, 2013) which began as a movement, in 2010 ran in the elections and today is in power running the government of Kosovo. Looking at all this, it is obvious that the moment of independence, 14 years ago, was the point of change where the Kosovar society was separated from the preoccupation with issues of independence and nationalism, to be more connected with the policies of socio-economic development.

With the arrival of international missions after 1999, such organizations began to appear in such large numbers in a way like mushrooms after the rain. According to BELLA-MURATI (2012), a lot of them have been established by foreign donor organizations, which even today remain their sources of funding. During the years 1989-1998, only about 65 CSOs operated in Kosovo, of which 5 were foreign, while from the liberation in 1999 until 2004, about 2300 were registered (STRAZZARI - SELENICA, 2013). As we speak, they have reached almost 12,000 (MINISTRY OF INTERNAL AFFAIRS, 2022). According to STRAZZARI and SELENICA (2013), the terminology, where CSOs have been renamed to NGO, is related to the fact that after the 98-99 conflict, there was a need for their redefinition because the West would not support someone resting on 'ethno-territorial rights', where there is a risk of destabilization and ethnic cleansing. In this case, their missions should be more related to human rights, humanitarian issues and democracy. Nowadays, with the new appearance of NGOs, this sector and these organizations are becoming more and more significant in various economic, social and cultural fields, with a new spirit of democratization, state building, development and equality.

A well-known and credible international measurer that measures the sustainability of CSOs in many countries of the world, the civil society organizations sustainability index (2021), says that in Kosovo, even after the pandemic and its effects, the sustainability of CSOs has remained stable in general, although two its dimensions have marked progress and two others have marked

regression. Thus, Kosovo remains in the middle of the road to be considered to have enhanced sustainability, but with a 3.6 score (same as one year before when they improved in all dimensions) it is evolving. During this year, improvements have been noted in the dimension of financial viability and public image, while the dimension of advocacy and sectoral infrastructure have deteriorated, mainly due to measures to prevent the spread of the virus. Other dimensions, including the organizational capacity, have remained largely unchanged. Finally, if we compare this index with previous years, we can conclude that the sustainability of CSOs has had a positive trend.

Civil society activity in Kosovo is difficult to describe for several reasons because it is problematic in many dimensions. First, it is very complex to express in numbers as it consists of people, groups and formal and informal organizations, registered and unregistered, therefore it is not clear who should be included. Bypassing this, dealing only with the existing official state statistics of the relevant institutions, we again encounter another problem because the latter are also quite deficient in the sense that, in the best case, they do not record updated data for the activity of NGOs. Another extra issue is that an organization can be considered active even if it does not work regularly. Regarding official government data on civil society organizations, namely those of sports in particular, in Kosovo there are two main sources. The Department of Public Administration within the Ministry of Interior, which has a public list of all non-governmental organizations, and the Department of Sports within the Ministry of Culture, Youth and Sports, which provides data on federations of all sports in Kosovo, participating clubs and for sport as a sector as a whole. Kosovo Agency of Statistics (KAS) is deficient in this context as it does not provide direct data on the civil society sector as a separate. Indirect data that can be found are only in the context of other issues that include this sector, such as employment statistics where all sectors are involved. However, these data are mostly irrelevant to the topic of this study or at best, marginal. Meanwhile, regarding KAS data for the field of sports in particular, the latest sports statistics are from 2013. Even in terms of municipalities and their directorates of culture, youth, and sports, they do not provide data online on their websites. Therefore, these voids make the activity of this sector unknown.

As of 2019, under the Law on Freedom of Association in Non-Governmental Organizations¹ the NGOs in Kosovo can be organized as an association, foundation and an institute, when they register. According to this law, the association is a membership organization where at least three or more people must participate. While the foundation and the institute are organizations without membership where even just one person is enough to establish one. To establish any of these organizations is free of charge, but in the case of a foundation, an initial capital of 1000 euros, a testament, or a leave of inheritance is required. Every civil society organization in Kosovo should be registered as a Non-Governmental Organization (NGO), additionally the law makes a big highlight on the criteria that they must be non-profit. Even in the administrative instruction No. 01/2005² which regulated these organizations before the independence of Kosovo, the first point of Article 4 stated that: A public sport club shall have no right to carry out activities, which generate profit for the founders, its members or third parties.

NGOs in Kosovo are also divided as local and foreign NGOs, but since there are no sport related NGOs in the behalf of foreign NGOs, they will not be included in this study. Based on official data until December 12, 2022, 11,748 local and 554 foreign NGOs have been registered in the NGO department in Kosovo. They have started to be registered since the liberation of Kosovo in 1999 (MPA, 2022). Regarding local NGOs 94.3% of them are registered as associations, 4.36% are registered as foundations and 1.34% are registered as institutes, even though the law enabling this is relatively new. Most of them, about 85%, have declared their location in urban areas or cities (about 1/3 of them in Prishtina), while the rest in rural areas or villages. Since there is no instrument that updates the data related to the activity of these organizations, it is not known how many of them are active and that large number tells us that many of them have been extinguished. Furthermore, a study which can be taken as a basis for this issue (PUKA, 2018), suggests that only about 1000 organizations or 10% of the total are really active.

The issue of employees from the NGO sector is very ambiguous because there is not always a very clear division between members, employees, volunteers and so on, and because the work can be temporary or for a certain period of time. However, if we take into consideration the official data, such as those of the Kosovo Pension Saving Trust, from the annual report we see that the NGO

¹ Law No. 06/L- 043 on Freedom of Association in Non-Governmental Organisations, Government of Kosovo, April 2019, Prishtina

² Administrative Instruction No. 01/2005, UNMIK, Provisional institutions of self-government, Prishtina, May 2005

sector in Kosovo, during 2021, provided pension contributions for 25,385 employees, out of 315,722 total contributions received in Kosovo (KPST, 2022). Although with a symbolic contribution to the employment (about 8% from all employed in Kosovo), it should be noted that this sector suffers from many problems such as the poor institutional infrastructure of regulation and the lack of recognition of their authority and role, and consequently also the lack of sources of funds.

2.4. The organization of sport in Kosovo

Since 2002, sport in the Kosovo is regulated as a separate department of the Ministry of Culture, along with three other departments (culture, youth, and non-resident affairs). Since then, development actions have been happening in the organizational structure by establishing municipal departments for sports, followed by the reform of federations, associations, and sports clubs. Although funded by the small budget of the Republic of Kosovo, the main challenge that characterizes sports in Kosovo is its poor infrastructure and lack thereof, especially the closed one, which often does not even meet the elementary criteria. However, within this department are listed 34 federations of different sports, from those of the most popular sports such as football, basketball, handball, volleyball, and others of the less popular sports (MINISTRY OF CULTURE, YOUTH AND SPORTS, 2022).

Today, organizations of sports in Kosovo are organized, instructed, directed and kept inside the margins of 34 federations:

1. Federata e Sportit Shkollor e Kosovës (Kosovo School Sports Federation)
2. Federata e Futbollit të Kosovës (Kosovo Football Federation)
3. Federata e Basketbollit të Kosovës (Kosovo Basketball Federation)
4. Federata e Hendbollit të Kosovës (Kosovo Handball Federation)
5. Federata e Volejbollit e Kosovës (Kosovo Volleyball Federation)
6. Federata e Sporteve Universitare të Kosovës (Federation of University Sports of Kosovo)
7. Federata e Ping Pongut e Kosovës (Kosovo Ping Pong Federation)
8. Federata e Atletikës e Kosovës (Athletics Federation of Kosovo)
9. Federata e Notit e Kosovës (Swimming Federation of Kosovo)
10. Federata e Boksit e Kosovës (Boxing Federation of Kosovo)
11. Federata e Xhudos e Kosovës (Kosovo Judo Federation)
12. Federata e Mundjes e Kosovës (Kosovo Wrestling Federation)
13. Federata e Taewondos së Kosovës (Kosovo Taekwondo Federation)
14. Federate e Autosporteve të Kosovës (Kosovo Autosport Federation)
15. Federata e Çiklizmit e Kosovës (Cycling Federation of Kosovo)

16. Federata e Tenisit e Kosovës (Tennis Federation of Kosovo)
17. Federata e Shenjëtarisë Sportive e Kosovës (Sports Shooting Federation of Kosovo)
18. Federata e Kick-Box-it e Kosovës (Kickboxing Federation of Kosovo)
19. Federata e Karatesë së Kosovës (Karate Federation of Kosovo)
20. Federata Skitare e Kosovës (Ski Federation of Kosovo)
21. Federata e Peshëngritjes e Kosovës (Kosovo Weightlifting Federation)
22. Federata e Shigjetarisë së Kosovës (Archery Federation of Kosovo)
23. Federata e Gjimnastikës e Kosovës (Gymnastics Federation of Kosovo)
24. Federata e Pentatlonit Modern të Kosovës (Federation of Modern Pentathlon of Kosovo)
25. Federata e Alpinizmit dhe Bjeshkatarisë e Kosovës (Federation of Alpinism and Mountaineering of Kosovo)
26. Federata e Shahut e Kosovës (Kosovo Chess Federation)
27. Federata e Boulingut e Kosovës (Bowling Federation of Kosovo)
28. Federata e Aeronautikës e Kosovës (Kosovo Aeronautics Federation)
29. Federata e Minigolfit e Kosovës (Kosovo Minigolf Federation)
30. Federata e Peshkatarisë e Kosovës (Kosovo Fishing Federation)
31. Federata e Karlingut e Kosovës (Kosovo Curling Federation)
32. Federata e Kalërimit e Kosovës (Horse Riding Federation of Kosovo)
33. Federata e Lundrimit të Kosovës (Kosovo Sailing Federation)
34. Federata e Bodybuilding dhe Fitness e Kosovës (Kosovo Bodybuilding and Fitness Federation)

(MINISTRY OF CULTURE, YOUTH AND SPORT, 2022)

The issue of sports in Kosovo was initially regulated by the law on sports no. 2003/24, of the Provisional Institutions of Self-Government of Kosovo, which in Article 35 provided that sports clubs may be public which should be registered as nongovernmental organizations, and private clubs which should be registered under the relevant laws in Kosovo³. After the declaration of independence of the Republic of Kosovo, this law was amended and supplemented twice until today, but never in this article. Public sports clubs are still registered as nongovernmental organizations.

2.5. Civil society organizations in Kosovo from a managerial point of view (what do we know?)

When it comes to governing bodies and decision-making in CSOs in Kosovo, we can say that it is an organizational culture that tends to centralize management to a narrower circle of people, although the laws prescribe and suggest the opposite. The law on the right of association requires

³ Law No. 2003/24 Law on Sport, UNMIK, Provisional Institutions of Self Government, Assembly of Kosovo, 20 November 2003

associations to have the Assembly of Members as their highest governing body. However, a study by KCSF (2018) shows that only 43% of associations have an assembly of members as the highest body, while 41% and 16% of them have stated that the board of the organization, respectively the executive director is the highest leading body. Even when it comes to decision-making, it is done mainly by the boards (44%) and the executive director (22%), and only in 29% of the organizations, it is done by the assembly of members, respectively in 5% of them by the staff.

Regarding employees, according to this survey, the recruitment of employees is mainly based on two main criteria: work experience (67.3%) and educational qualification of candidates (65.3). Another criterion that is often taken into account, based on which employees are recruited, are previous jobs in the civil society sector or direct references from other CSOs. After the recruitment, the CSO staff is known for the fact that they keep the job for a relatively long time, even in cases when the organizations do not declare revenues at all.

In this survey, CSOs assessed that they have good organizational capacities within. Most of them estimated that they have high capacities in the following five aspects. Management of the organization (61.4%), communication with the public (61.4%), financial management (53.5%), community mobilization (57.4%), operational implementation of projects (51.5%), and writing of project proposals (43.6%). While the main problem CSOs consider is finding donors. However, the majority of CSOs (74%) consider their staff to be highly professionally trained in the areas in which they operate, although donors think otherwise.

2.6. Previous literature of the study of civil sports organizations and management patterns

The review of the literature on previous studies of the management subparts of civil society organizations will be based on an exclusive study of systematic review for management patterns of civil society organizations, by the author of this dissertation (VLLASAJ, 2021). In this study, 67 peer-reviewed articles were analyzed by creating a database with articles from Scopus, Web of Science and Science Direct platforms. The analysis process was quite thorough because it included rigorous stages of identification, recording, coding, evaluation and interpretation of the data (FINK, 1998). The aspiration of this study was that, in addition of being systematic, the review was also critical. In this study the author has used the phrases nonprofit, sports and management,

as well as their combinations and their synonyms⁴. The findings showed that most of the authors or 63% of them have published mainly in three journals: *Journal of Sport Management*, *Sport Management Review*, and *European Sport Management Quarterly*. Next, in the figure below, it can be seen that the maturity of the content started in 2009, where their study increased significantly, as around 84% of all articles were published from this year.

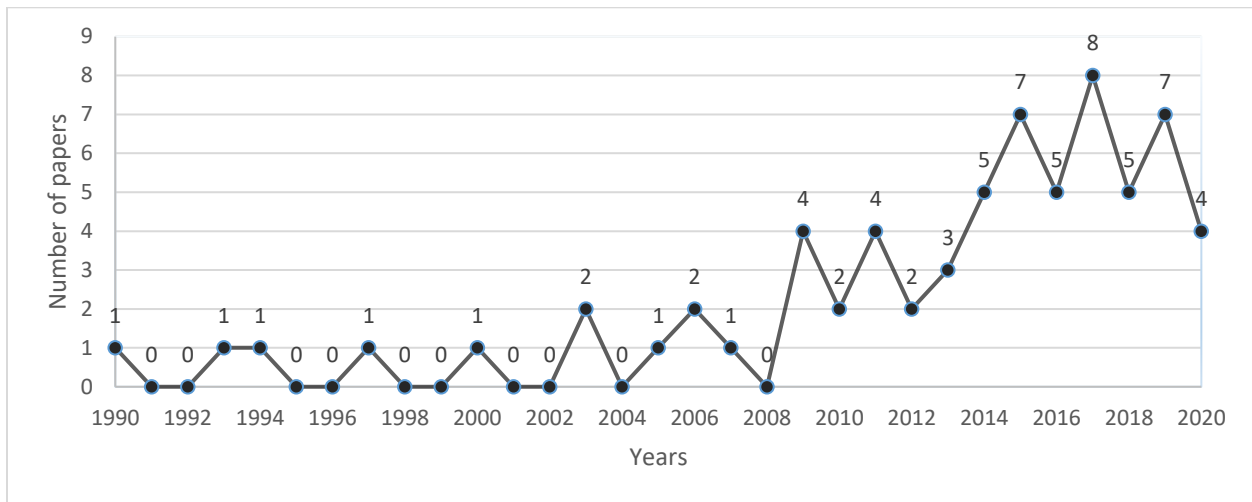


Figure 3. Number of selected papers published over the years

Source: (VLLASAJ, 2021)

Regarding the methodological construction of these articles, the figure below shows us that they have been studied from different methodological points of view. Starting with theoretical and conceptual papers, but being dominated by empirical ones. Among them, representative quantitative studies with questionnaire survey are in the largest majority, where 11 of them were online. Another part consists of qualitative studies with interviews, whether unstructured or semi-structured, and case studies with such. There were also six of these papers using mixed-methods approaches, and just one action research.

⁴ Nonprofit, non-governmental, civil, voluntary, management, governance, sports

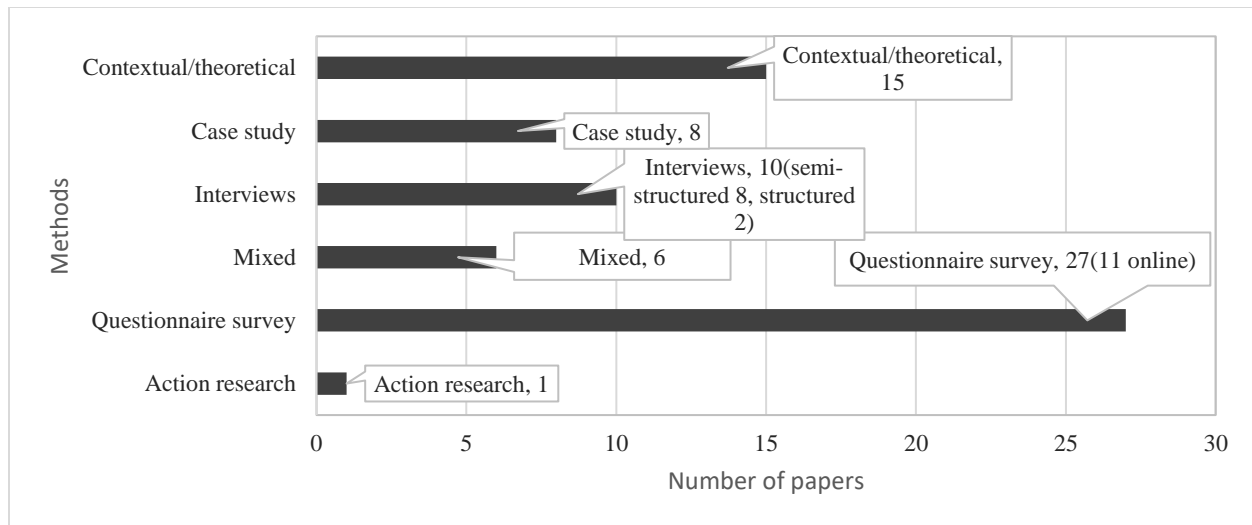


Figure 4. The methods used in the articles

Source: (VLLASAJ, 2021)

And most importantly, when it comes to the content of this reviewed literature, the findings of this study show that the main themes and sub-themes to which those articles are a part, are as follows:

- organizational capacity
 - performance/effectiveness
 - approaches and strategies
- human resources
 - boards
 - leadership
 - membership and volunteerism
- inter-organizational partnerships
- hybridity and SDP organizations and
- theoretical papers.

In one form or another, it can be noted that they are very consistent with the theory of organizational capacity, where many of these topics are based on a big portion of the literature. Therefore, only those relevant to this theory will be elaborated below, which also justify the formulation of these topics.

2.6.1. Organizational capacity

Organizational capacity by HALL et al. (2003), as a multidimensional approach is one of the most used theories regarding sports organizations but also non-profit organizations in general. The authors have used it to study different topics such as organizational ambition in relation to

organizational capacity (BALDUCK et al., 2015), the organizations ability to achieve its mission and how the capacities impact it (MISENER - DOHERTY, 2009), how organizational capacity level factors affect voluntary engagement (SWIERZY et al., 2017), the association of the capacities with taking up various volunteer roles (SWIERZY et al., 2018). Furthermore, there are studies that show how these capacities and other concepts like economies of scale and economies of scope can be determinants of organizational problems (WICKER - BREUER, 2013, WICKER et al., 2014).

Table 2. Literature content on organizational capacity of NSO management

Author	Purpose/aim of the study	Methods	Context/function
Misener and Doherty (2009)	Examining the nature and impact of organizational capacity to identify factors that affect the ability of the organization to fulfill its mandate and provide sport opportunities.	Case study with interviews	The impact on the ability to fulfill the mission
Balduck et al. (2014)	Measuring the organizational capacity and organizational ambition through multidimensional framework.	Online questionnaires	Organizational ambition
Svensson and Hambrick (2015)	Identifying critical elements that influenced the organization's ability to fulfill its mission.	Semi-structured interviews	The ability to fulfill the mission
Millar and Doherty (2016)	Proposing a comprehensive model of capacity building that recognizes the concepts and relationships involved.	Contextual/theoretical	Capacity building
Swierzy et al. (2017)	Whether and how human resources, financial, and structural capacities of sports clubs influence individual voluntary engagement.	Online questionnaires	The impact of OC on voluntary engagement
Swierzy et al. (2018)	The usefulness of multilevel modeling using the case of voluntary roles	Online questionnaires	Voluntary roles
Wicker and Breuer (2013)	The impact of different types of organizational resources on the severity of organizational problems.	Online questionnaires	Organizational resources, organizational problems
Wicker et al. (2014)	The concepts of economies of scale and economies of scope are used to explain size advantages.	Online questionnaires	Organizational size, organizational problems

Source: (VLLASAJ, 2021)

2.6.2. Human Resources

The topic of human resources in this study takes into account the articles that have in focus either the boards of directors or the paid employees and volunteers.

2.6.2.1. Boards

Boards of directors are very important in these organizations, therefore the study for them has been quite rigorous. They have been studied in many aspects such as recognition of the functions and

roles of organizational members by INGLIS (1997), the continuity and change of decision-making (KIKULIS, 2000), the committee cohesion (DOHERTY - CARRON, 2003), board and supervisors roles (YEH et al., 2009), the competencies of board members and volunteer board members (BALDUCK et al., 2010), and multidimensional role ambiguity explored by DOHERTY and HOYE (2011). Another subtopic in the study of boards is the issue of conflicts, which has received the attention of the authors. They have studied the influence of intragroup conflict on the quality of decisions, satisfaction, and commitment to the board (HAMM-KERWIN and DOHERTY, 2010), by identifying conditions that fuel conflict (KERWIN et al., 2011), and attempts to find new approaches that result in positive outcome, which are collaboration and compromise (VAN BUSSEL - DOHERTY, 2015). The other studies discuss about performance of boards (HOYE - CUSKELLY, 2003, HOYE - DOHERTY, 2011)

Table 3. Literature content on boards of NSO management

Author	Purpose/aim of the study	Methods	Context/function
Inglis (1997)	The roles or functions of boards in nonprofit organizations, as found in the management literature, were used to explore the roles associated with a sample of nonprofit amateur sport organizations	Questionnaire survey	Roles and functions
Kikulis (2000)	Discussing the continuity and change in the governance and decision making and developing arguments that address why institutional theory provides a strong foundation for advancing our understanding and management of this continuity and change.	Contextual/theoretical	Change in governance and decision making
Hoye and Cuskelly (2003)	Exploring the relationship between board members' perceptions of board performance and the patterns of power that exist within the boards of voluntary sport organizations.	Questionnaire survey	Performance and power
Doherty and Carron (2003)	Exploring cohesion in volunteer sport executive committees or boards by assessing perceptions of cohesion, individual satisfaction, effort, intent to quit, committee effectiveness, and a variety of individual and organizational variables.	Questionnaire survey	Cohesion, individual satisfaction, effectiveness
Yeh et al. (2009)	Exploring the roles taken by the board of directors and the board of supervisors.	Questionnaire survey	Roles
Balduck et al. (2010)	Contributing to the studies on roles and responsibilities of boards by identifying competencies of volunteer boards.	Semi-structured interviews	Competencies
Doherty and Hoye (2011)	Exploring the relationship between multidimensional role ambiguity and individual board member performance within nonprofit voluntary sport organizations.	Questionnaire survey	Role and performance
Hamm-Kerwin and Doherty (2010)	Examining the nature of intragroup conflict in nonprofit sport boards, and its impact on perceived decision quality, board member satisfaction, and commitment to the board.	Questionnaire survey	The impact of conflicts

Kerwin et al. (2011)	Examining board member experiences with task, process, and relationship conflict, identifying latent conditions that influence the likelihood of these conflict types, and exploring the impact of conflict within boards.	Semi-structured interviews	Conflict types
Hoye and Doherty (2011)	Presenting an integrated model of board performance that provides a framework for this review, and for the further discussion of current findings, gaps, and areas for future research.	Contextual/theoretical	Performance
Van Bussel and Doherty (2015)	Examining the nature and level of conflict, issues and existing conditions that incite conflict, how conflict is managed, and its ultimate impact on boards.	Case study with interviews	Conflicts nature, causes and management
O'Boyle et al. (2020)	Exploring how intra-board leadership at the national level influences the overall leadership capacity of a federal network.	Case study with interviews	Intra-board leadership

Source: (VLLASAJ, 2021)

The issue of board leadership is placed in a separate table because many of the articles were in this context, therefore that table is in the context of boards. This subtopic has been studied in different contexts such as examination of leader-member exchanges and its relationship with retention and commitment, especially to volunteers (HOYE, 2006) and the impact on job satisfaction and retention (BANG, 2011). Also, there were new conceptual frameworks of leadership theories (WELTY PEACHEY et al., 2015), and also a new working model of nonprofit sports governance leadership (O'BOYLE et al., 2018).

Table 4. Literature content on leadership of NSO management

Author	Purpose/aim of the study	Methods	Context/function
Hoye (2006)	The study of dyadic relationships between leaders (board chairs and paid executives) and members (volunteer board members) in boards of voluntary sport organizations.	Mixed: survey, semi-structured interviews	Relationship with members
Bang (2011)	Examining the influences of leader-member exchange (LMX) dimensions (Affect, Loyalty, Contribution, and Professional Respect) of volunteer leaders and followers on job satisfaction and assesses the influences of LMX dimensions and job satisfaction of volunteer leaders and followers on intention to stay with their organizations.	Paper-based and online questionnaires	Relationship with members Retention
Welty Peachey et al. (2015)	Providing a comprehensive synthesis of the sport management leadership literature from the 1970s to the present day, to outline what has been learned, and then, drawing from this synthesis, to articulate a preliminary conceptual model capturing how leadership operates.	Contextual/theoretical	Leadership theory
O'Boyle et al. (2018)	Presenting a preliminary working model of leadership in nonprofit sport governance based on existing literature and new empirical evidence.	Case study with interviews	Leadership theory

Takos et al. (2018)	Exploring board member interactions in nonprofit sport boards and specifically the construct of authentic leadership and its impact on board functioning.	Case study with interviews	The impact in board functioning
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Source: (VLLASAJ, 2021)

2.6.2.2. *Membership and Volunteerism*

Although quite complex, the issue of members, employees and volunteers or the main part of the organization was also among the most studied topics in the study of sports organizations. They were elaborated in terms of expectations and evaluations of sport managers by their followers who in one case were students and interrelationships between groups (DESENSI et al., 1990), HRM practices from TAYLOR and MCGRAW (2006) who found that only a small part of nonprofits have structured HRM systems and that approaches toward paid employees and volunteers differ. Other subtopics, certainly include the case of volunteers such as the reasons that motivate them (HSU et al., 2013), the role of Age in the leader-member relationship, job satisfaction, and intentions to stay betwixt volunteers (BANG, 2015), the relationship between volunteer motivation, satisfaction, and retention (JOHNSON, et al., 2017), the individual and organizational determinants of volunteer satisfaction (NAGEL, et al., 2019), and finally, a research by WEGNER et al. (2019) exploring the factors that influence volunteerism. Regarding membership, by examining some external drivers was found that hosting a major sport event has a positive effect on the growth of membership (WEIMAR et al., 2015), meanwhile ELMOSE-ØSTERLUND et al. (2019) found that individual and organizational characteristics are conducive to the social integration of members and volunteers.

Table 5. Literature content on membership and volunteerism of NSO management

Author	Purpose/aim of the study	Methods	Context/function
DeSensi et al. (1990)	Determining employer expectations of sport managers, employer evaluation of educational sport management programs and curricula, college/university faculty/student evaluation of components of existing sport management programs, and the interrelationships among these groups.	Questionnaire survey	Interrelationships
Taylor and McGraw (2006)	Studying the adoption of HRM practices by organizations that operate with both paid and volunteer human resources.	Questionnaire survey	HRM practices
Hsu et al. (2013)	Understanding of the motivational factors of volunteers.	Questionnaire survey	Motivational factors
Bang (2015)	Examining the moderating role of Age in the relationships between leader-member exchange dimensions (Affect, Loyalty, Contribution, and	Questionnaire survey	Relationship with leader

	Professional Respect) and Job Satisfaction and between Job Satisfaction and Intention to Stay among volunteers.		
Weimar et al. (2015)	Examining external drivers of membership numbers in, which are conceptualized by the trickle-down effect.	Questionnaire survey	External drivers
Johnson et al. (2017)	Examining the relationship between motivation, satisfaction, and retention of volunteers at undergraduate sport management programs.	Questionnaire survey	Retention
Wegner et al. (2019)	Examining how individual or institutional factors collectively impact group identity formation, which is associated with collective solidarity.	Mixed: focus groups, interviews, documents	Identity formation
Nagel et al. (2019)	Exploring individual and organizational determinants of volunteer satisfaction.	Questionnaire survey	Satisfaction
Elmose-Østerlund et al. (2019)	Identifying individual and organizational characteristics that are conducive to social integration of members and volunteers.	Online questionnaires	Individual and organizational characteristics

Source: (VLLASAJ, 2021)

2.6.3. Inter-organizational partnerships

Partnerships and collaborations, as part of structural capacity, are another topic that cannot be overlooked because of the great importance it has for civil society organizations. They were studied to explore the determinants and conditions for starting and forming partnerships (BABIAK, 2007), the broader characteristics of the network structure including the size, composition, external actors, the underlying balance and stability (JONES et al., 2017), the influence of the network structures in organizational activity and contribution to relations matter (JONES et al., 2017), discovering the key challenges of sustaining partnerships (WELTY PEACHEY et al., 2017), and the external advisory services that are essential for organizations to attract and retain volunteers (KLENK et al., 2017).

Table 6. Literature content of management of inter-organizational partnerships of NSO

Author	Purpose/aim of the study	Methods	Context/function
Babiak (2007)	Exploring the determinants and conditions of partnership formation in a group of collaborating nonprofit, public, and private organizations.	Mixed: documents, observations, semi-structured interviews	Partnership of different sectors
Jones et al. (2017)	Examining key structural properties determine how partnerships were utilized to build organizational capacity.	Structured interviews	Networks
Jones et al. (2017)	Providing a broader, structural perspective of an inter-organizational network.	Structured interviews	Structural perspective
Welty Peachey et al. (2017)	Examining challenges faced by SDP organizations when forming and sustaining partnerships across contexts and	Semi-structured interviews	Challenges and strategies

	partnership types, and strategies to overcome these challenges.		
Klenk et al. (2017)	Analyzing the factors that are critical for the implementation of external advisory programs.	Case study with interviews	External advisory programs

Source: (VLLASAJ, 2021)

The original study contains five main topics and five sub-topics, but in this study only those that are relevant and in harmony with the purpose of this study are included. Meanwhile, topics such as performance/effectiveness, approaches and strategies, hybridity and SDP organizations and theoretical papers, did not need to be included because they belong to other topics.

2.6.4. Relative studies regarding the leadership style in CSOs

Finally, regarding the leadership style of CSOs, whether they are called NGOs or NPOs, there are a number of studies that have been developed in this context. Such studies include the relationship of leadership styles to job satisfaction of employees (ACHARYA - SHRESTHA, 2013) which took into consideration the leadership style of NGO managers from a psychological point of view (MUFTI et al., 2020). KIVASU (2015) in a master thesis studied the relationship between the leadership styles and the implementation of strategies among the NGOs in Kenya. In a study closer to management sciences and important to note as a reference why the influence of particular leadership styles are important to be studied, MWAI et al. (2018) found that the leadership style has significant relationship on organizational effectiveness, respectively on process efficiency and goal attainment. Meanwhile another study is that of ABORAMADAN and DAHLEEZ (2020), who study the relationship between leadership styles and employees' work outcomes in NPOs, specifically behaviors on employees' affective commitment and organizational citizenship behavior.

2.7. Theoretical framework and hypotheses buildup

2.7.1. Organizational capacity conceptual model by Hall and others

As mentioned before, the explanation and description of the management or organization of civil society, nonprofit and voluntary organizations is above all very complex and requires consideration of many factors and aspects. For this reason, in this study will be included the conceptual model of organizational capacity by HALL et al. (2003) which was exclusively designed for nonprofit and voluntary organizations. According to this model, capacities define as the abilities to perform or produce and is often associated to potential. It also says that it is

multidimensional which depends on variety of specific capacities. Moreover, this concept is thought to be closely related to capital in the sense that the capacities which work to achieve certain goals depend on the capital apt deploy.

This model, at the center has the organizational capacities, which are possessed by the organizations and which put them to work to achieve the desired outputs and outcomes. The ability of the organization to develop or maintain this organizational capital depends on external factors. These three main factors that influence the performance of organizations, according to this model are:

1. Environmental Constraints and Facilitators
2. Access to Resources
3. Historical Factors

However, it is interest of this study to go back to the three more internal organizational capacities elaborated by this model. They are:

1. **Financial Capacity** – the ability to develop and deploy financial capital (i.e., the revenues, expenses, assets, and liabilities of the organization).
2. **Human Resources Capacity** – the ability to deploy human capital (i.e., paid staff and volunteers) within the organization, and the competencies, knowledge, attitudes, motivation, and behaviors of these people. Human capital is considered to be the key element that leads to the development of all other capacities. For example, the creation and maintenance of financial capital requires human capital with competencies in finance. Planning and development capital requires competencies in leadership and strategic management.
3. **Structural Capacity** – the ability to deploy the non-financial capital that remains when the people from an organization have gone home. There are three types of structural capacity:
 - a) **Relationship and Network Capacity**
 - b) **Infrastructure and Process Capacity**
 - c) **Planning and Development Capacity**

In figure 5, the ellipsis shows the three structural capacities and financial capacity, in relation to human resources.

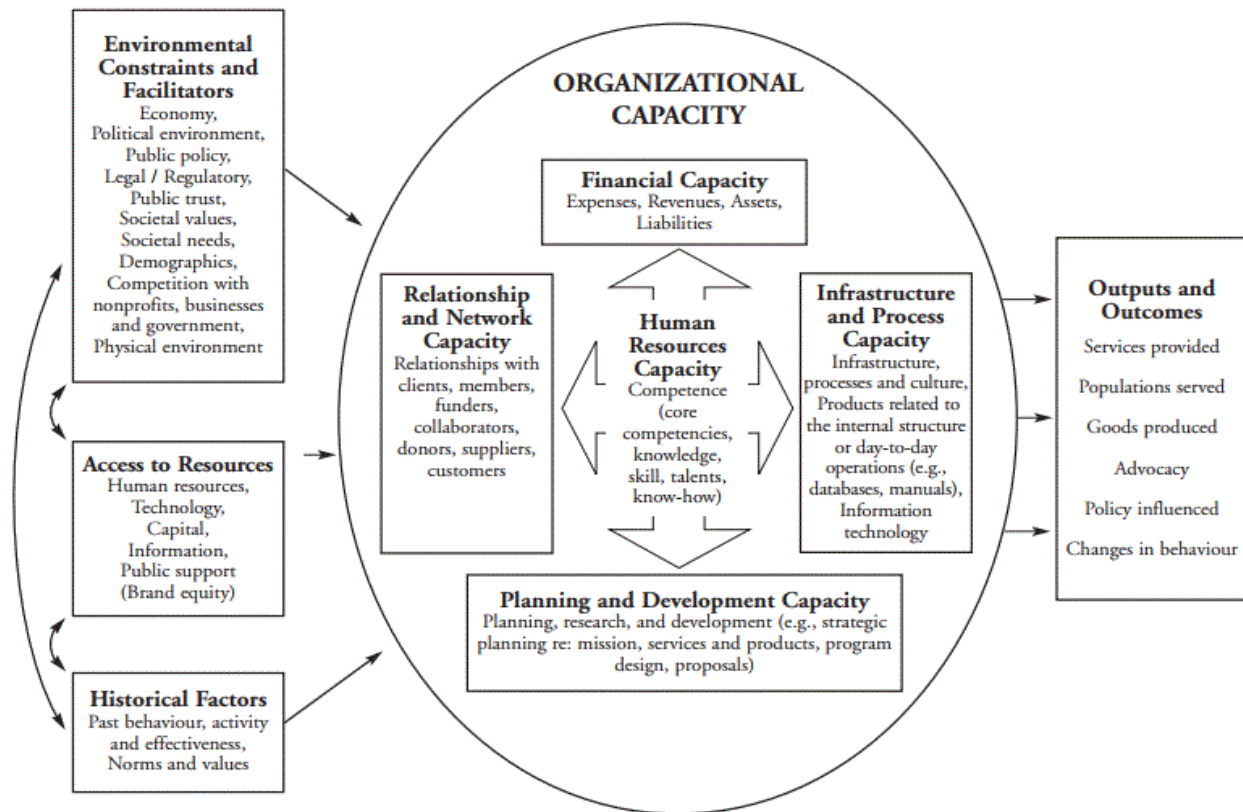


Figure 5. Conceptual Model of Organizational Capacity

Source: (HALL, et al., 2003)

Finally, the model describes the outputs or intended outcomes of the organization, which come as a product or result of these capacities of the organization and the external environment where it operates. Outputs can be in different forms of services such as: various performances, trainings, advocacy or other services. They can also be in forms of production of goods or their distribution.

In their study HALL et al. (2003) conducted a sum of 36 focus groups within 13 communities across Canada. But their study was comprehensive in the sense that it involved organizations from various fields, in a large country like Canada. That was necessary, to have a representation of the population. In my study, instead of focus groups, semi-structured interviews are conducted with only one individual from a case (organization), for two main reasons. First, in Kosovo there is not such a large number of organizations as to form community groups and maintain focus groups. Second, the goal is to explore only sports organizations, which significantly reduces their number. Therefore, semi-structured interviews with representatives from the highest hierarchy of management of organizations are sufficient.

2.7.2. The Managerial (leadership) Grid of Blake and Mouton

A well-known formulation of leadership behavior is Managerial Grid, which according to WILLIAMS et al. (1985) is the most thoroughly conceptualized approach. Through instruments designed by Robert Blake and Jane Mouton, the managerial grid is a good way to assess leadership styles. Similar to the LPC theory, by taking into account the two dimensions, concern for production and concern for people, the grid measures the concerns of leaders from the lowest levels (1) to the highest levels (9).

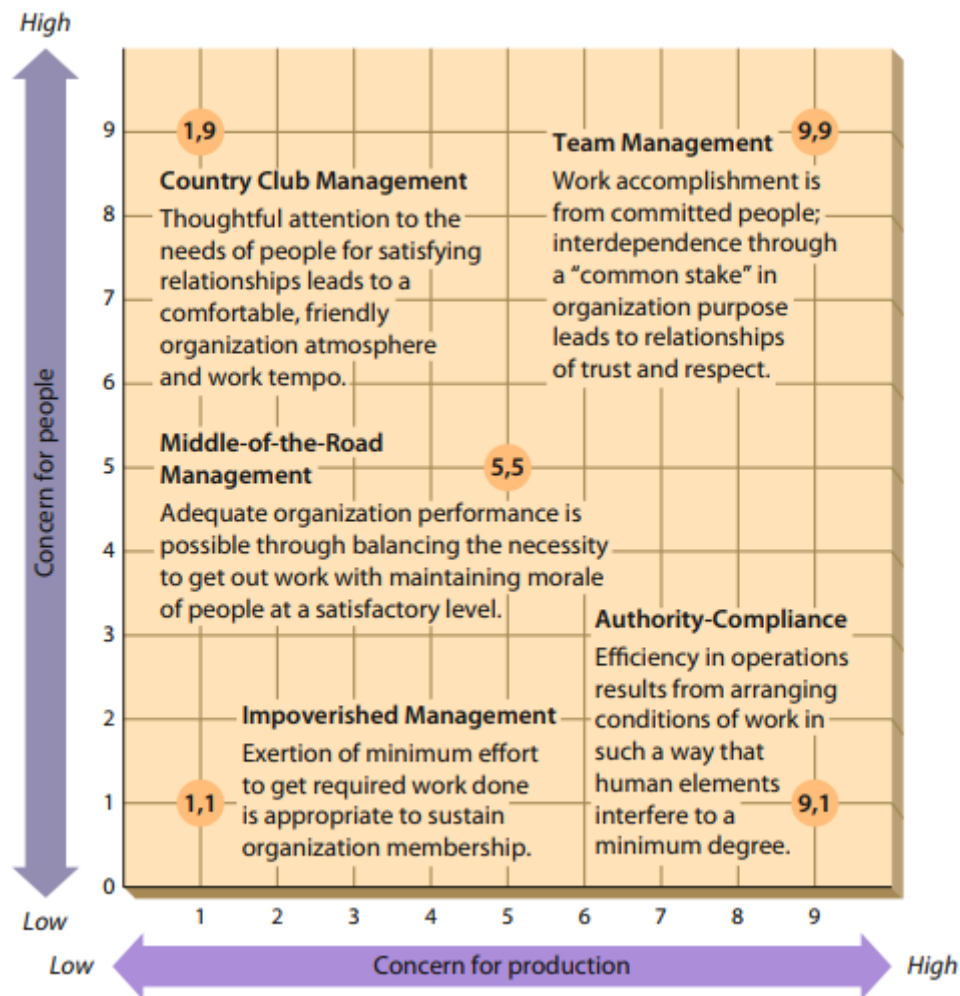


Figure 6. The Managerial Grid by Blake and Mouton

Source: (GRIFFIN, 2016)

Although in total technically there are 81 potential leadership styles from the combination of two horizontal and vertical axes in the grid, Blake and Mouton highlight five of them which are the most important.

9,1. Authority-Compliance – when the concern for production is in maximum level (9) and the concern for people is in minimum level (1), the efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree. These leaders attempt to maximize production by using authority and power to achieve control.

1,9. Country Club Management – when the concern for production is at minimum and the concern for people is at maximum level, thoughtful attention to needs of people for satisfying relationships leads to a comfortable friendly organization atmosphere and work. These managers believe that attitudes and feelings are of utmost importance rather than commitment to the production.

1,1. Impoverished Management – when both, the concern for production and people is at minimum level, the exertion of minimum effort to get required work done is appropriate to sustain organization membership. These leaders are uninvolved and indifferent to the needs of subordinates and goals of organizations and care only about holding their jobs.

5,5. Organization Man Management – when both of the concerns are in the middle measurement level (5), adequate organization performance is possible through balancing the necessity to get out work with keeping people satisfied. These leaders represent a compromise position that seeks neither to do everything for the people nor to achieve the highest production.

9,9. Team Management – when the concern for people and production is in the highest level, work accomplishment is from committed people; interdependence through a “common stake” leads to relationships of trust and respect. These leaders believe that goals can be best met as individuals become committed to the values and goals of their employer, and satisfy their needs through productivity and involvement.

The managerial grid by Blake and Mouton was published for the first time in 1964 by explaining two types of concerns for production and people (BLAKE - MOUTON, 1964). However, as an evolving theory that it is, and due to the opposition from other theories, mainly situational, the management grid has been strengthened and updated several times (BLAKE & MOUTON, 1968, 1982, 1985). To summarize, the main reason for the criticism of this theory was because Blake

and Mouton have idealized one best style of leadership that should be followed (the 9, 9 or team management). And this is how the contradictions of the so-called situationist theorists began, who do not agree with the idea that one type of leadership should be followed for all situations. An answer to this has come from BLAKE and MOUTON (1982), by exploring further the labels of production and people and their interdependence as a compound. Nevertheless, at this point, this does not present any issue for this study because its purpose is to reveal the dominant style of leadership in civil sports organizations, and not to predefine it. And the last evolution of the model came when BLAKE and MCCANSE (1991) have separated the leadership styles of this model from the previous linkages with the field of Organizational Development. At this point it was renamed “*Leadership Dilemmas—Grid Solutions*” when Anne McCanse replaced Mouton who died that year.

According to BURKE (2017), even though comparing to the opponent theories the grid is not very popular, it is worthy because it is based in sound behavioral science research and theory and practical experience. Regardless the fact that it has an ultimately universal approach (VAN WART, 2012) and universalist theorists have been somewhat discredited, this model has been employed by many authors in many studies of different management subfields. A meta-analysis for studies that examine possible differences in culture, gender and organizational roles using instruments derived from this theory, constituted of 36 empirical studies (HOLT - DEVORE, 2005). This framework of consulting was applied in various sectors including government, business, and third sector organizations (RAINEY H. G., 2009).

Even recently, the Managerial grid has been used by authors of various studies. For example, CHO et al. (2018) classify principals' leadership styles and examine the relationship between leadership type and student achievements. ZBIHLEJOVA et al. (2018) have used the grid to find whether there are any significant differences in some of the leadership attributes between managers from the perspective of gender. Keeping its original specifications, ROY (2019) tested the managerial grid in 11 countries in Europe for a 10 years period, to see whether it was feasible to replicate the matrix at the macroeconomic level. TRONG (2020) used it to examine what leadership styles the seminarians used when they practiced their leadership behaviors in a certain community or organization.

2.7.3. The short measure of Transformational Leadership (GTL scale)

Taking into account all the variety of types or styles of leadership, the theory known as Full Range of Leadership Model (FRLM) by Bruce Avolio and Bernard Bass (AVOLIO - BASS, 1991) which focuses on the behavior of leaders towards the workforce in different work situations is one of the most known. In this theory are presented three distinct styles of leadership, transformational, transactional and laissez-faire. Transformational is the leader's style that helps his followers develop into leaders, responding to their needs and equating the objectives and goals of the followers, the leader, the group, and the entire organization. In this way, they aim to achieve both, develop themselves and have excellent results (BASS - RIGGIO, 2006). Presented for the first time by BURNS (1978), transformational leadership is an extension of what is known as transactional leadership which encompasses contingent reward and management by exception, and which involves exchange relationships between leaders and followers, such as the salary they receive or prestige fulfilling the leader's wishes (RAFFERTY - GRIFFIN, 2004). And finally, laissez-faire leadership is an approach which comes from the absence of leadership, or when the leader lets the decisions be made by the followers without interfering in them.

However, the drawback of this theory in relation to this study is that it requires the Multifactor Leadership Questionnaire (MLQ), which is relatively long, to determine the leadership style, and together with the questions of the rest of the questionnaire would be a lot in total. Considering the risk of the respondents not completing the questionnaire due to its length, it was decided that MLQ will not be included. Fortunately, taking into account the MLQ, and the Leadership Practices Inventory (LPI) assessment (KOUZES - POSNER, 1990), CARLESS et al (2000) have introduced a short version of transformational leadership, making it possible to achieve similar results using only seven measures (items), known as Global Transformational Leadership scale (GTL). These seven measures or statements are based on seven behaviors which are attributes with which transformational leadership is conceived. They are that: (1) communicates a vision, (2) develops staff, (3) provides support, (4) empowers staff, (5) is innovative, (6) leads by example, and (7) is charismatic. Thus, seven questions derived from there will be included in the questionnaire. The testing of these measures shows that the total score on the GTL correlates strongly with the LPI and MLQ, has high reliability and assesses a single global construct of transformational leadership (CARLESS et al., 2000). Furthermore, it can be completed by both a superior and a subordinate.

This measure has been tested and proven to be successful in determining the degree of transformational leadership. It is quite popular and has been used by authors in various fields. For example, it was used to explore the correlation between transformational leadership, the meaningful work and psychologic well-being (ARNOLD et al., 2007), and the effects on followers sensed working characteristics and psychologic well-being (NIELSEN et al., 2008). MULLEN and KELLOWAY (2009) used it to assess the impact of safety-specific and general transformational leadership training interventions on both leader and employee safety outcomes. Later, other authors used it to explain the transformational leadership and work engagement correlation through the meaning in work as a mediator (YASIN GHADI, et al., 2013), its relationship with service motivation, mission valence and employees' performances (CAILLIER, 2014), and also with the optimal functioning at work (FERNET et al., 2015). And recently, BUIL et al. (2019) have used it to investigate the underlying mechanisms and conditions that explain the relationship between TL and frontline employee performance. Most recently, LAVOIE-TREMBLAY et al. (2022), have used it when they tried to discover the impact of caring for COVID-19 patients on nurse's turnover, work satisfaction, and quality of care.

2.7.4. Hypotheses development

Considering the literature review, this study hypothesizes the relationships with three variables of organizational capacity (structural, financial and HR) theory and leadership, regarding leadership styles theories presented before.

Financial capacity and leadership style

Usually, the problem with financial capacity or financial situation is the lack of sources for funding or the very unsustainable sources. According to the sustainability index by USAID (2021), CSOs in Kosovo are considered to be somewhere in the middle of the road to enhanced overall sustainability, and financial sustainability remains its weakest link. As a solution to such a problem, LYNN (2013) sees the differentiation of funding sources, which, according to him, helps the organization to be financially more sustainable. Often when the funds coming from internal sources such as donations, membership fees, or fees for services are not sufficient, organizations seek external sources for funds such as the government, corporations, embassies or foreign organizations. Another problem related to project funding is the loss of autonomy. It was found that the higher attention on project supporting through funds leads to organizations losing their

financial and organizational autonomy by limiting them to particular activities and programs (HALL, et al., 2003). However, it is not known how this affects the character of the leaders. In a study close to this topic, NÚÑEZ-POMAR et al. (2020) examine the relationship between entrepreneurial orientation in sports clubs and some management variables, among them the type of funding, as it can be public or private. Although it has to do with the approach of how management operates in the organization, entrepreneurial orientation is something different from leadership style, which leaves room for examination of this issue. So, it is important to study how the sustainability and types of funding, internal and external, affect the shaping of the leadership style. Thus, three hypotheses follow:

H1a. The financial situation is positively correlated with the sustainability and the diversity of funds.

H1b. The financial situation is positively correlated with the dependency of funds.

H1c. The leadership style is correlated with the sustainability and diversity of funding sources.

Human Resources capacity and leadership style

According to HALL et al. (2003) HR Capacity is the competence to deploy what is called human capital like that of a board member, a paid employee and voluntary engaged staff in the organization, the competence, knowledge, attitude, motivation, and behavior. The HR practices of a typical business organization cannot be transferred equally to a sport organization because HR management is considered the most essential and complex phenomenon for the activity of the organization (CHELLADURAI - MADELLA, 2006). Furthermore, sports organizations often find themselves in the unclear space between formal and informal setting, even though the implementation of these formalities could bring higher senses of teamwork, enhances social connections, and increases employees and volunteers' motivation (TAYLOR - MCGRAW, 2006). Therefore, most of these tasks must be performed by the leaders who informally take over such duties. Therefore, based on these, the following hypotheses are proposed:

H2a. The number of volunteers is correlated with the leadership style.

H2b. In more than 50% of sports organizations, the executive director as a leader performs tasks that are related to HRM practices.

H2c. The responsible person of practicing of HRM is correlated with the size of the organizations.

H2d. The educational level and the work experience of the leader in the NGO sector is positively correlated with the style of leadership.

H2e. In the organizations with higher transformational leadership leaders, the participation of members in planning will be higher.

H2f. In the organizations with higher transformational leadership leaders, the participation of board-members in decision-making will be higher.

The capacity of human resources is the variable where the most significant correlations are actually expected with the changed variable, the leadership style. This is because the leader-member relationship is a direct factor that can determine not only the approach and behavior of the leader, but also that of the followers.

Structural capacity and leadership style

Regarding the hypotheses that are built between structural capacity and leadership styles, the variables from the three types of structural capacity will be taken into consideration, which are: relationship and network, infrastructure and process, and planning and development.

Relationship and Network Capacity is the competence to close on relationships with clients, members, funders, partners, government, the media, corporations, volunteers, and the public (HALL, et al., 2003). The partnerships have proven that, among many other benefits, they have also helped the promotion of community leadership (VAIL, 2007). But it is also important to know how much they depend on the leadership style of the leaders within the organization, when we know that very often it is the same individuals who take charge of relationships or collaborations with other entities. According to BABIAK (2007), leadership tasks and functions are impacted by different goals in the inter-organizational relationships, which are often subject to negotiation, conflict and power dynamics. At this point, leaders with different styles are assumed to not perform the same in terms of the effectiveness of setting and building relationships with others. Therefore, the following alternative hypothesis is raised:

H3a. The number of relationships and networks will be higher in the case of a higher transformational leadership.

The competence to deploy or depend on infrastructure, processes and culture, products related to internal structure or day-to-day operations, information technology, and intellectual property is referred to as *infrastructure and process capacity* (HALL, et al., 2003). When it comes to the infrastructure and the condition of the sporting facilities in Kosovo, it is important to see how it is related to the approach to leadership, when we know that according to the Ministry of Culture, Youth and Sports of Kosovo (2022), it is in a such poor state that it doesn't even meet the most elementary conditions. And this can affect the behavior and approach of leaders towards followers, particularly the leadership style. Another very important variable in structural capacity in non-profit organizations is information technology or communication tools on which relationships are often built. In a study on the relation between the dimensions of relationships and the use of communication tools, WANG (2020) found that the use of certain communication channels influences public engagement. But there is no study that shows us how this is related to leadership style. Therefore, taking these references into account, it can be hypothesized that:

H3b. The access and conditions of the sporting facilities are poor and inadequate for sport CSOs.

H3c. Information technology usage in sport CSOs is positively correlated to the leadership style.

Planning and development capacity is when the organization is able to compile and draw on strategic development plans, designs, policies and overall proposals (HALL, et al., 2003). WELTY PEACHEY et al. (2019) explore and examine managers who attempt to scale up their SDP organizations by identifying strategies they employ in the process of mitigating constraints in this regard. The study suggests that there should be a relationship between how the leaders behave and the capacity of developing strategies or plans. Therefore, taking into account this, it can be hypothesized that:

H3d. There is a positive correlation between the capacity of developing strategic plans and the leadership style.

3. MATERIAL AND METHODS

3.1. METHODOLOGY

Calling science an enterprise dedicated to "finding out", BABBIE (2014) singles out its three most common and useful purposes: exploration, description and explanation. Different authors have different insights into what research is and how it should be developed. But here, it will be taken into account what the authors agree on, what rules should be respected and what steps should be followed to arrive at the acceptable results of a genuine study. To make it more precise and easier for the reader to understand how this research will be carried in the methodological context, which techniques were used, and what types of data were collected, 'research onion' has been adapted from SAUNDERS et al. (2016), taking into account each of its six layers below.

- Research philosophy
- Research approach
- Research Strategy
- Research Choice
- Time Horizon
- Data collection methods

3.1.1. Research philosophy

This empirical study, which is broadly focused on civil society organization management, is theoretically positioned primarily in management and business studies. When it comes to management studies as one among the social sub-topics, there are generally five main research philosophies. Beginning from positivism, critical realism, interpretivism, postmodernism to pragmatism. SAUNDERS et al. (2016) think that positivism is related to the philosophical viewpoint of the natural sciences which involves employing a social reality that is observable, in order to come to law-like generalizations. While critical realism concentrates on understanding what we view and encounter in context of the underlying reality constructions that determine observable events. According to interpretivism, people are distinct from physical occurrences as they construct meanings. Postmodernism emphasizes the significance of language and power relations in challenging conventional thinking and giving voice to alternative marginalized views. Finally, pragmatism affirms that concepts are useful when they endorse action (SAUNDERS et al., 2016; KELEMEN - RUMENS, 2008). This research develops from a **positivist** approach which nevertheless implies the observation and description of phenomena from an objective point of view without interfering in them.

3.1.2. Research approach

The way a researcher approaches a study from the beginning to the end defines the research design in some ways. Usually, the research approach is evaluated as twofold: deductive or inductive. According to KETOKIVI and MANTERE (2010), deductive reasoning is when the conclusions are produced logically from an array of premises, the conclusion is true because all the premises are confirmed. Meanwhile, in the inductive reasoning is kind of the opposite because the conclusions are being “judged” to be backed by the observations. This means a gap in the logic argument between conclusions and premises observed, until the hypotheses are confirmed.

Even to this study the approach is twofold **inductive and deductive**, as it is considered more appropriate for a study that aims to describe and explore the organization and management of sports organizations, to further enrich the existing literature with new generalizations, but it is also aiming to hypotheses testing. This approach is more than acceptable in the social sciences, and even more so, BABBIE adds (2014) that induction and deduction work together to provide powerful and complete understandings.

3.1.3. Research strategy

To address the research questions of the study it is seen reasonable that the strategy used is a **survey** and a **case study**.

Table 7. Relevant Situations for Different Research Strategies and the chosen ones

Method/strategy	Form of Research Question	Requires Control Over Behavioral Events	Focus on Contemporary Events
Experiment	how, why?	Yes	Yes
Survey	who, what, where, how many, how much?	No	Yes
Archival analysis	who, what, where, how many, how much?	No	Yes/No
History	how, why?	No	No
Case study	how, why?	No	Yes

Source: (YIN, 2003)

The table above, adopted from YIN (2003), reasons the logic how the strategy was chosen above others.

Precisely, a case study incorporating multiple cases. Semi-structured interviews and documentary analysis will all be part of the case study, as is quite typical. The other component that is not very common, but that will be employed as a strategy is a survey. Nevertheless, when undertaking mixed-method research, SAUNDERS et al. (2016) suggest that the survey strategy could be used within a case study.

3.1.4. Research choice

According to SAUNDERS et al. (2016), the term "quantitative" is frequently used to refer to any data collection method (such as a questionnaire) or data analysis techniques (such as graphs or statistics) that generates or uses numerical data. In comparison, the term "qualitative" is used as a synonym for any non-numerical data collecting technique (such as an interview) or data analysis procedure (such as categorizing data). The research method in this dissertation is designed to combine both of these techniques, qualitative and quantitative, known as mixed methods research design. They will be incorporated as a **concurrent mixed methods** design which involves the separate use of qualitative and quantitative methods within a phase of data collection and analysis. This means that both sets of results are to be interpreted jointly to provide a more complete and richer response to the research questions, where a concurrent triangulation will take place (SAUNDERS et al., 2016). The use of the methodological triangulation, even by using different methods of data collection from the same respondents, is seen as a powerful tool of providing a richer and accurate understanding of a certain phenomenon (MORSE, 1991, CRESWELL - PLANO CLARK, 2017).

3.1.5. Time Horizon

The researcher must select between two options when it comes to the research time horizon: cross-sectional and longitudinal. It is called cross-sectional when the data is gathered at a particular time as a "snapshot" and longitudinal when it is done through a series of snapshots on a cohort or a diary perspective (SAUNDERS et al., 2016). Considering that the purpose of the study is to collect data that have nothing to do with changes or development in the topics mentioned in the research questions, a longitudinal study is not necessary in this case. Therefore, a **cross-sectional** study is a sufficient choice for data collection at a given point, which this research tends to do.

3.2. Data collection methods

In this research, two types of data collection sources have been used, secondary and primary. The use of secondary sources is important in identifying existing studies addressing the concept, the role of NGOs in sport. These studies will be used for analysis of the sector and in order to keep away from duplication of these data through this study. Official documents from governmental institutions will be a starting point of the contact for future sources. In this case the two basic sets are the list of NGOs registered in the Department of the Public Administration of the Kosovo Ministry of Internal Affairs (MIA), which is official and relevant because it is updated when a new organization registers, and the Department of Sports from the Ministry of Culture, Youth and Sports of Kosovo (MCYS), where all sports federations in Kosovo are registered. Other important sources include the Kosovar Index of Civil Society which is a report made regularly by Kosovar Civil Society Foundation (KCSF), but other supplementary data which can contribute in the study will be also taken into consideration.

Primary data is collected by interviewing and organizing a survey with civic organizations leaders operating in Kosovo, thus it was necessary to formulate questions throughout reviewing the existing literature. Thus, since the methods used in this research are dual: qualitative and quantitative, it was necessary to apply techniques for generating quantitative and qualitative data.

3.3. Qualitative data collection methods

3.3.1. Documentary analysis

Unobtrusive methods are qualified as qualitative, exploratory and inductive, very suitable for social research in the age of information technology and scientific communication through digital forms (O'BRIEN, 2010), such as blogs, websites, forums, and online discussion groups which are widely used as sources of unobtrusive data (LEE, 2019). In this study they will be essential to the begin with the qualitative part of a study, to build a basis for the rest of it. That said, unobtrusive methods are not only a supplement to traditional methods of data collection, but also alone are sufficient to build a study in social sciences. Documentary analysis can be developed in different ways, depending on different type of data and research objectives and questions. In this study the approach by BOWEN (2009) will be taken as a basis, who describes five common steps for documentary analysis:

1. Identifying the documents that are relevant to the research question.
2. Reviewing the documents rigorously, keeping notes and observing.
3. Coding the data according to themes or categories.
4. Analyzing the data, finding patterns or trends.
5. Interpreting the data, making conclusions and connections with the research question.

The outcome from this part includes the categorization and summary of the main data of the NGOs list, a word cloud and work count analysis of the main concepts deriving from the NGOs mission statement (official goal), and a critic narrative regarding the strategic plans of federations.

3.3.1.1. Documents analyzed

1. The central material from which the data for documentary analysis is obtained, is the list of local NGOs in Kosovo which is public on the website of the Ministry of Internal Affairs, respectively in the Department of Public Administration. This document contains the list of all NGOs registered in Kosovo since 1999, where various data can be found such as the name of the organization, founders, address, telephone, scope, official purpose, and others that will be explained during the analyses.
2. To better supplement the narrative, the website of the Ministry of Culture, Youth and Sport, from which the organization of sports NGOs (clubs) originates through the respective federations, is a source that serves to see the government approach, and even more, the approach of the federations towards these organizations. The object of the study are their official documents which can provide relevant data, one of the most important being the strategic plans.

3.3.2. Interviews

The phase of interviews is focused on **semi standardized interviewing**. The point of the interviews is to explore the main management components of civic organizations which will lead us to understand patterns in depth, respectively providing us with detailed answers without misleading the topic. According to GILLHAM (2000), semi-standardized interviews are a method of conducting qualitative research where the interviewer employs a flexible, yet pre-formulated, set of questions or topics to give direction to the discussion. This approach provides a middle ground between standardization and adaptability, allowing more comprehensive exploration of the research topic than completely standardized interviews, while still ensuring possibility of

comparability across interviews. The semi-standardized interviews are located somewhere between the extremes of the standardized and unstandardized interviews, so the plan is to lean slightly towards standardized interviews because they operate from a different set of assumptions or begin with the assumption that they do not know in advance (BERG, 2004). They will come in handy especially at the stage when exploring work of the management, respectively boards members or directors, when more subjective elements are in question and which require deeper explanation, factors such as relationships, roles and positions, and so on. The reason why semi-standardized interviews were selected in this study is due to the possibility of comparison with other cases. In addition to being one of the ingredients of triangulation, the interview process is composed of open-ended questions based on the theoretical framework.

3.3.2.1. Interviews instrument

Semi-standardized interview is a method where, in addition to a central question that is asked, the researcher aims to obtain the most detailed information by asking follow-up questions. Consequently, the protocol of the interview questions was made taking into account this principle (see appendices). The protocol with questions was designed considering at least three main objectives that it should achieve, according to GILLHAM (2000): covering all key topics related to the research questions, allowing more flexibility and exploration in more depth, and ensuring that the questions are clear and understandable that elicit relevant and precise information. Thus, the interview protocol is divided into four groups of questions. In the first, second and third group, the questions are formulated on the basis of the organizational capacity theory mentioned in chapter 2.8.3., for the three central capacities of this model, Structural, Human Resources and Financial capacity. While the fourth group of questions, which aims to explore the way of management, leadership and leadership style, is separated from the other groups and the questions are based on two theories discussed in chapter 2.8.1 and 2.8.2.

3.3.2.2. Sampling and respondents

When a sample is selected based on knowledge of a population, its elements, and the purpose of the study, it is called purposive or judgmental sampling (BABBIE, 2014). Since for the qualitative part, representativeness is not the issue that is considered more than the exclusivity and richness of information coming from semi-structured interviews, purposive non-probability sampling is a sufficiently appropriate technique for selecting respondents. The exact method of sampling that

was used to select the interviews participants is **purposive heterogeneous sampling**. This type of sampling, as it is called otherwise by SAUNDERS et al. (2016), maximum variation sampling, means the judgment to select participants with different characteristics to the extent that even in the collection of data, their variation and richness is maximum. According to SAUNDERS et al. (2016), for all nonprobability sampling techniques, except quota sampling, there are no rules for selecting the sample size, because the purpose and focus are more important and generalizations are made for theory more than for the population.

In these cases, the number of interviewees in qualitative interviews is a wide debate and has been discussed in different studies, but in any case, there is a consensus that it is smaller than the number of respondents in quantitative studies. CRESWELL - POTH (2018) state that the sample size in qualitative research is often small and determined by factors such as the research question, the available resources, and the time frame, suggesting that a sample size of 10-20 participants is common in qualitative research. GUEST et al., (2006) argue that another factor which is saturation, or the point at which new data no longer yields new insights, is the most important factor in determining sample size by suggesting that a sample size of 12-15 participants is often sufficient to reach saturation. SAUNDERS (2012) also suggests to keep collecting interviews until data saturation is reached. Nevertheless, he set a limited guidance for that, and for semi structured interviews, he foresees that between 5 to 25 interviews should be undertaken.

Considering the information above, to determine the sample number of NGOs to participate in interviews, the following factors were considered: 1. the diversity of the organizations in terms of the type of sport they deal with, 2. the geographic location of municipalities, 3. The diversity in terms of the size of the organization, 4. the potential relationships between subjects of interviews and 5. the saturation of the data (the point at which new interviews no longer provided new information or insights).

3.3.2.3. *Interviews final sample*

Out of 55 organizations (clubs) that were invited to participate in the interviews, 27 of them agreed to participate, but in the end only 19 sport organizations, registered as associations, participated (see table 8). The reasons for not participating in the interviews were different, but mostly limited time due to other commitments.

The list from the Public Administration (MIA) and the Ministry of Culture, Youth and Sports website (www.mkrs-ks.org) were utilized as a starting point to determine the potential sport NGOs (clubs) which could participate for the primary data source for the qualitative part. On this site, all 35 federations of all current sports in Kosovo are listed.

For example, among them was the Kosovo Volleyball Federation, whose website served to see the volleyball leagues and participating clubs within them (www.fvk-ks.org). For this study, organizations/teams have been chosen from the First League (women) of Kosovo, which is, in fact, the second in terms of level hierarchy, because the first and main one is the Kosovo SuperLeague. The First League of Kosovo was chosen as the best option for this study since it is seen to represent the best and comprises of membership organizations that are more amateur in terms of organization, fundraising, and being a standard NGO. The reason why it was intended to include multiple clubs from one league is because it was intended to make comparisons between teams that are similar within a common environment, to explore the relationships between them and to observe the nature of the interaction between them. Therefore, 7 of these interviews were held with representatives of 7 different clubs, from the total of 16 volleyball clubs of the first women's league (east and west), during their fifth round of games on November 5/6, 2022.

Other interviews were conducted with leaders from 5 football clubs, 3 basketball, 2 handball, 1 karate and 1 triathlon. These organizations were not from clubs that competed in the same leagues. The purpose was that, in addition to including a number of the same clubs for the reasons mentioned above, a number of different sports clubs were also included for the sake of exploring the diversity of the data that could be extracted from these interviews, which enriches this part a lot. Contact with potential participants was provided by the notice of club managers who provided us with other sports clubs. To a small extent this was also imposed by the availability of the respondents who agreed to participate in the interviews. To sum up, from a total of 55 organizations (clubs), 19 sport organizations agreed to participate. After thoroughly reviewing and summarizing the interviews, it was concluded that saturation had been reached. This determination was made based on the fact that no additional novel insights or information were being gleaned from further interviews. The table below shows all the clubs that participated in the interview, whose names have been replaced by pseudonyms for confidentiality, the position of the representative

interviewee, the type of sport, the municipality where it is located, and the date and place where the interview took place.

Table 8. The list of interviews conducted

Nr	Pseudonym	Interviewee position	Type of sport	Location (municipality)	Date and place of interview
1.	A.	Executive director	Volleyball	Suhareka	5 November 2022, Prishtina
2.	B.	Executive director	Volleyball	Prishtina	5 November 2022, Prishtina
3.	C.	Executive director	Volleyball	Prishtina	5 November 2022, Prishtina
4.	D.	Executive director	Volleyball	Prishtina	5 November 2022, Prishtina
5.	E.	Director assistant	Volleyball	Vushtrria	6 November 2022, Prishtina
6.	F.	Executive director	Volleyball	Mitrovica	6 November 2022, Prishtina
7.	G.	Director assistant	Volleyball	Prishtina	6 November 2022, Prishtina
8.	H.	General manager	Football	Gjilan	7 November 2022, Gjilan
9.	I.	Board member	Basketball	Gjilan	7 November 2022, Gjilan
10.	J.	Executive director	Triathlon	Kamenica	7 November 2022, Kamenica
11.	K.	Secretary	Handball	Gjilan	8 November 2022, Gjilan
12.	L.	Executive director	Handball	Ferizaj	8 November 2022, Gjilan
13.	M.	Director	Football	Hani i Elezit	11 November 2022, Ferizaj
14.	N.	Board member	Basketball	Prishtina	12 November 2022, Prishtina
15.	O.	Director assistant, board member	Basketball	Klina	12 November 2022, Prishtina
16.	P.	Board member	Karate	Podujeva	12 November 2022, Podujeva
17.	Q.	Board member	Football	Rahovec	13 November 2022, Rahovec
18.	R.	Board member	Football	Drenas	13 November 2022, Drenas
19.	S.	Director	Football	Dragash	15 November 2022, Dragash

Source: formulated by the author (2022)

3.3.2.4. *Interview way of recording*

Interviews were applied with executive directors, assistant directors, board members, and secretaries, respectively with the representatives from the management structure of the organization that either way are an important source of leadership in their organizations, see table 15. They were all conducted by the author of the thesis in Albanian language and translated in English after. The interviews time span varied from 32 to 44 minutes. The interviews were conducted in various locations, including private settings such as club-owned sports facilities, school sport halls, and offices, as well as public settings in the municipalities mentioned in Table 8. These locations were chosen to ensure the privacy, comfort, and convenience of the interviewees. For the ease of processing them, the interviews were recorded with a smartphone through a voice recorder program. After conducting all interviews, they were transcribed in word files by the author, and the other steps like categorizing, coding, cleaning and preparing for analysis followed. Word files of transcribed interviews in Albanian and English were stored in a separate file on the author's computer.

3.3.2.5. *Analysis methods*

The interviews will be analyzed using an inductive approach, allowing the themes and patterns to emerge from the data. This will involve conducting a **content analysis** of the materials, categorizing the information, examining the connections between concepts, and analyzing the communicative language. According to KRIPPENDORFF (2013) content analysis involves systematic, objective, and quantitative analysis of message characteristics, such as the words, themes, and concepts used in a text, to identify patterns and derive meaningful insights, which is done through these main steps: unitizing the data, sampling, coding, and analyzing patterns towards conclusions. This will be done using ATLAS.ti 22, which is one of the most used software regarding content analysis of qualitative data like interviews, and which is considered to have been proven successful (MAYRING, 2000). By presenting an extensive guide for utilizing ATLAS.ti in conducting content analysis, explicating the successive steps and illustrating how the software can assist in identifying and organizing codes and categories, FRIESE (2019) it as a powerful tool.

The analysis of the interviews will start by creating a word cloud and frequency table of the most common words and phrases across all topics discussed by the interviewees. This exploratory step will provide an initial overview of the main themes and issues that emerge from the data. Next, a

more focused analysis will be conducted to identify the three central topics related to organizational capacity and leadership. These topics were selected based on their relevance to the research questions and their recurrence across the interviews. To visualize and understand the relationships between these topics, a network analysis will be performed using ATLAS.ti software. This approach will allow us to map out the connections and patterns of meaning within and across the interview data. The resulting networks will be presented using visualizations such as diagrams, which will help to illustrate the key themes and their interconnections. Finally, a detailed qualitative analysis narrative is presented in between the networks to further refine and deepen our understanding of the topics identified through the earlier steps of analysis.

3.4. Quantitative data collection methods

3.4.1. Questionnaire survey

As many other authors agree, BABBIE (2014) sees survey research as probably the best method available to the social researchers interested in collecting original data for describing a population too large to observe directly. Being representative is the reason why in this study it was deemed necessary to employ a survey. In addition, self-administered questionnaires have a number of advantages over structured interviews, which according to BRYMAN and BELL (2011) are: cheaper to administer, quicker, absent interviewer effect and convenient to respondents. Applying a large sample survey is essential for obtaining data for the descriptive part of the study. While surveys with large samples cost more and require more time, they also tend to increase the precision of outcomes and provide a representative view of sports civil organizations' organizational capacity and leadership, which can be expressed in a quantitative manner.

SAUNDERS et al. (2016) use the word “questionnaires” as a general term to include all methods of data collection in which each person is asked to respond to the same set of questions in a predetermined order (DE VAUS, 2014). In this survey, questionnaires are used as an instrument, which are compiled taking into account the conceptual construction that comes from the literature review. However, the specific method chosen for this study is **self-completed internet questionnaires**, which are distributed to participants via email and the questionnaires are accessed through a hyperlink in a web browser, without the presence of an interviewer or data collector (COUPER, 2008).

3.4.2. Research total and target population

To determine or select the study methods and techniques it is important to first define the total population, target population and the sample which is examined for the study. Considering that the study is both quantitative and qualitative, it is important to make a distinction in terms of approach to sources of empirical data collection. The total population of this study covers 11747 local NGOs registered as associations, foundations and institutes, in the department of public administration. But this number of organizations is not the real view because obviously the list contains of organizations registered since 1999, most of which are not active/operational, and unfortunately there is no official source which could provide the real number of active/operational NGOs. But in a report done by KCSF at a time when there were 9,545 local and foreign NGOs registered, it is said that only about 1,000 of them are active (PUKA, 2018). Specifically, only 973 had reporting annual corporate tax declaration (10%), and 816 of them declared employees (8.5%). Since there are no other relevant sources for this issue, these percentages will be taken as the initial basis for further calculations.

However, since the study focuses only on sports organizations, the initial target population of this study is 2237 sports NGOs registered in the form of sports clubs and sports associations. Nevertheless, these sports organizations are a part of all NGOs in Kosovo so the target population should also be adjusted accordingly. Taking under consideration the study stating that only 10% of them are active (PUKA, 2018), a number of only 224 organizations would make up the target population. But for these cases, SAUNDERS et al. (2016) note that using a conservative estimate of the proportion that possesses the characteristic of interest in the population is better, in order to ensure that the sample size is large enough to give accurate estimates. Thus, for more accuracy and probability, this percentage is doubled to 20%, equaling to a number of 448 organizations, which is used as a target population, to calculate the sample size next (see chapter 3.4.4.).

3.4.3. Questionnaire introduction

For the part of the leadership style assessment questions, the questions from two well-known questionnaires were used, which have been proven to be effective and practical in this field of study. The first one is taken from the managerial grid by BLAKE and MOUTON (1964) and the second one was taken from The Short Measure of Transformational Leadership by CARLESS et al (2000) which is also known as The Global Transformational Leadership scale. Meanwhile, the

part of the questions regarding organizational capacity was formulated by the author, taking into account the original theory (HALL, et al., 2003) and from other similar relevant works (see Appendices). Even though the study of civil organizations incorporating the organizational capacity model in the original study was done using qualitative methods, quantitative methods were also adapted by other authors using questionnaires in a survey (WICKER and BREUER, 2013, BALDUCK et al., 2015, SWIERZY et al. 2017). Therefore, a similar method will be implemented in this study as well. For the questionnaire questions, see the appendices. Scaling 1-5 has been chosen to be used as a Likert scale in all of the ordinal organizational capacity questions because it is the most appropriate way to measure those variables, and it was also used by previous authors in similar studies (WICKER et al., 2014, SWIERZY et al., 2017). Meanwhile, 0-5 scaling is used exclusively in the leadership part as it was used in the original Blake and Mouton Leadership Questionnaire and it cannot be changed, since those numbers will be later used to calculate and score the leadership style.

Table 9. The questions and sources used for the survey instrument

Main source	Questions	Supporting sources
	Demographic questions	
	Question 19-27	
	Organizational capacity questions	
<i>HALL, M., ANDRUKOW, A., BARR, C., BROCK, K., DE WIT, M., EMBULDENIYA, D., . . . VAILLANCOURT, Y. (2003). The Capacity to Serve: A Qualitative Study of the Challenges Facing Canada's Nonprofit and Voluntary Organizations. Toronto, ON: Canadian Center for Philanthropy.</i>	<i>Financial capacity</i>	
	Question 1	WICKER et al., (2014) SWIERZY et al., (2018)
	Question 2	MIRAGAIA et al., (2016) Also based on the respondents' answers to the first group of questions of the interview
	Question 3	based on the respondents' answers to the first group of questions of the interview
	Question 4	based on the respondents' answers to the first group of questions of the interview
	Question 5	based on the respondents' answers to the first group of questions of the interview
	<i>HR capacity</i>	
	Question 6	WICKER - BREUER (2013)

		SWIERZY et al., (2017)
	Question 7	SWIERZY et al., (2017)
	Question 8	WICKER – BREUER (2013) SWIERZY et al., (2017)
	Question 9	WICKER - BREUER (2013)
	Question 10	based on the respondents' answers to the second group of questions of the interview
	<i>Structural capacity</i>	
	Question 11	BABIAK (2007) JONES et al., (2017)
	Question 12	JONES et al., (2017)
	Question 13	WICKER - BREUER (2013)
	Question 14	SWIERZY et al., (2018)
	Question 15	SWIERZY et al., (2018)
	Question 16	based on the respondents' answers to the third group of questions of the interview
	Question 17	SWIERZY et al., (2018)
	Question 18	SWIERZY et al., (2018)
	Question 19	based on the respondents' answers to the third group of questions of the interview
	Question 20	based on the respondents' answers to the third group of questions of the interview
	Leadership questions	
BLAKE, R. R., & MOUTON, J. S. (1964). The Managerial Grid: The key to leadership excellence. Gulf Publishing Company.	<i>Managerial Grid Leadership Self-Assessment Questions (18 measures)</i>	
CARLESS, S. A., WEARING, A. J., & MANN, L. (2000). A Short Measure of Transformational Leadership. <i>Journal of Business and Psychology</i>	<i>Global (short) Transformational Leadership Questions (7 measures)</i>	

Source: formulated by the author (2022)

3.4.4. Sampling

The formula below, adapted from Creative Research Systems (2022), was used to compute the number of samples required for inclusion in this study from the target population. In cases of dealing with an infinite population, the following formula is used:

$$- SS = \frac{Z^2 * (p) * (1-p)}{c^2}$$

where:

SS = Sample size

Z = Z value (1.96 for 95% confidence level)

p = percentage picking a choice, expressed as decimal (0.5 used for sample size needed)

c = confidence interval, expressed as decimal (e.g., 0.05 = ±5)

$$- SS = \frac{1.96^2 * (0.05) * (1-0.05)}{0.05^2}$$

SS = 384

But when dealing with a target population which is finite (448 Sport CSOs), the following correction formula should be used:

$$- \text{new SS} = \frac{SS}{1 + \frac{SS-1}{pop}}$$

where:

pop = population

$$- \text{new SS} = \frac{384}{1 + \frac{384-1}{448}}$$

new SS = 207 Sport CSOs

This sample size was also verified using the calculator from another website (worthix, 2022), which using the same values gave 207 samples.

The geographical area for this study is the entire territory of the Republic of Kosovo, including all municipalities, which is home to these sports non-governmental organizations. Since the target population size is relatively large, for the quantitative part to be representative, it is necessary through a **probability sampling technique** to determine organizations that will participate in the

survey. **Stratified sampling** is the technique used to verify whether the sample is representative. The reason why this technique was chosen is because we are dealing with a target population which is heterogeneous, with homogeneous groups within, which consist of similar organizations (in the sense of the type of sport they practice, such as football, basketball, volleyball, etc.). According to BABBIE (2014), the ultimate function of stratification, then, is to organize the population into homogeneous subsets (with heterogeneity between subsets) and to select the appropriate number of elements from each. And in order to have a representation of all these groups, this sampling technique was the most appropriate. The table below shows the exact required number of samples to each subset (type of sport or other fields), which in total will make the sum of 207 samples. If we divide the number of the initial target population (2237) by the number of samples needed for examination ($2237 \div 207 = 10.8$), it turns out that in this data collection every eleventh organization from the list must be included. This rule is valid for subgroups that require more than one sample within them.

In table 10, registered sports NGOs are divided into strata (based on the type of sport they deal with), in the number of organizations for each sport, the percentage, and how the sample size for each strata would look like in an ideal representation, when the total sample size is 207.

Table 10. The number of samples required for each strata

Type of sport or other fields	Number of registered organizations	%	The ideal sample size of organizations included
1. football	394	17.6	36
2. martial arts	305	13.6	28
3. basketball	124	5.5	11
4. volleyball	85	3.8	8
5. ping pong	76	3.4	7
6. athletics and gymnastics	62	2.8	6
7. handball	61	2.7	6
8. pigeon keeping	61	2.7	6
9. swimming and diving	59	2.6	5
10. chess	58	2.6	5
11. weapon shooting	55	2.5	5
12. biking	49	2.2	5
13. hiking, scouting and climbing	40	1.8	4
14. tennis	39	1.7	4
15. aeronautics	36	1.6	3
16. cycling	36	1.6	3

17. mini-golf	32	1.4	3
18. skiing	32	1.4	3
19. bodybuilding	31	1.4	3
20. darts	17	0.8	2
21. badminton	15	0.7	1
22. fishing	15	0.7	1
23. kayak	15	0.7	1
24. bowling	13	0.6	1
25. horse riding	13	0.6	1
26. pool	13	0.6	1
27. off road	8	0.4	1
28. rugby	8	0.4	1
29. baseball	7	0.3	1
30. curling	7	0.3	1
31. parkour	6	0.3	1
32. sailing	4	0.2	0
33. federation	70	3.1	6
34. general	68	3.0	6
35. other	323	14.4	30
Total	2237	100.0	207

Source: formulated by the author (2022)

3.4.5. Way of recording the data

The survey is conducted online by sending through emails to all respondents' available, a questionnaire created through Typeform (typeform.com). Contact with these organizations was made possible by getting access to their email addresses which are public online in the list of NGOs registered by the NGO department in the Ministry of Interior. After excluding repeated addresses, those mistyped and in the absence of those who did not provide email at all, the organizations were invited to participate in the survey. Although it was formulated earlier, the questionnaire was opened on December 12. It was sent to all emails on December 12 and 13, then re-sent again on December 19 to all those who had not completed questionnaire the first time. During this period, the questionnaire form was open to receive answers until December 23, when it was finally closed. The emails were sent in groups of 100 at a time, using the Blind carbon copy (Bcc) option, so that the recipients do not see each other's addresses. Conclusively, representatives from 238 sport NGOs took part in the survey. The data were recorded in excel sheet to extract summaries, tables and graphs of descriptive data, then moved to SPSS which served to present the data through deeper and more sophisticated analyses.

3.4.6. Analysis methods

The analysis of the data begins with the description of the statistics of the demographic parts, then it will continue with the univariate analysis of the other parts through the summary of the data, frequencies, percentages, means, medians and standard deviation. They are presented using charts, tables, figures, and a map of organizations spread across municipalities. Cronbach's Alpha test of reliability is conducted to test the Organizational Capacity and Leadership style variables. Four items of HR capacity are categorized according to their size. Factor analysis, correlation statistical significance, and means and statistical significance are done for all Organizational Capacity variables which are presented through a correlation matrix table. Leadership style through Leadership Grid and Transformational Leadership through GTL are analyzed and presented according to their measurers and Cluster Analysis is conducted to both of them. The last but very important step for the study, hypothesis testing which are mostly related to correlation, is done through Spearman's rho correlation analysis. Most of the complex analysis are done through the IBM SPSS software, which is proven for such analyses.

4. FINDINGS AND RESULTS

4.1. Qualitative findings

4.1.1. Secondary data analysis

The original document (list) downloaded from the website of the NGO department from the Ministry of Internal Affairs had a total of 11,747 non-governmental organizations registered as of December 12, 2022. The data analyzed from this list will be the categories and the official purpose of the organization. The first is used to classify categories based on the field of activities of NGOs, while the second is used to analyze these official goals or missions to see what characterizes them.

This official government list divided them into 59 categories, but for practical reasons, in the table 11, the author of this dissertation considered more reasonable to divide them into 19 categories or fields of activity. Also, a division of four six-years periods has been made since the liberation of Kosovo in 1999 until today, the last month of 2022.

The categorization of NGOs is usually difficult and ambiguous because very often they do not serve only one specific mission or cause, but are connected to several ones. When an organization registers, it must provide information about their activities in the three questions on the registration form. They have to choose the "category" they belong to and here they have to choose only one of the given options (one of which can be sport). After this sorting which is the main one, the organization has to choose the "field of activities" which can be one or more, and the "sub-activities" which can also be one or more. In most cases, only the "category" was enough, but in rarer cases when it didn't provide enough information, the other two categorizations have been taken into account.

In the following, it will be explained which types of organizations include each of these categories proposed by the author.

Table 11. The number of registered local NGOs in categories (field of activity) * the registration year period

		6-year periods				Total
		1999-2004	2005-2010	2011-2016	2017-2022	
Category/field of activity	Agriculture and Tourism	204	250	232	114	800
	Civil Society	168	178	267	283	896
	Culture	342	323	424	326	1415
	Democracy and Peacebuilding	96	84	73	86	339
	Developmental	114	148	114	113	489
	Economic	111	123	95	111	440
	Education and Research	187	194	298	384	1063
	Environmental	134	127	186	143	590
	Health	123	119	97	93	432
	Heritage	13	4	13	16	46
	Human Rights	373	205	266	135	979
	Humanitarian	206	147	120	125	598
	Hunting, Fishing and Mountaineers	26	48	30	46	150
	Journalism	54	50	28	36	168
	Law	25	26	10	11	72
	Religious	24	11	0	0	35
	Science and Technology	24	7	20	42	93
	Sport	147	660	549	881	2237
	Youth	194	214	278	219	905
	Total	2565	2918	3100	3164	11747

Source: Formulated by the author using SPSS (OPEN DATA Republic of Kosova, 2022)

Agriculture and Tourism include different forms of associations in the agricultural category such as associations aimed at advising, informing and encouraging farmers and associations of producers, farmers' associations, beekeeping as another category which is tourism.

Civil Society includes categories of organizations that deal with various social causes with more general topics such as civil society or civic participation, up to the most specific and different topics in the form of Advocacy and Lobbying or even Funding.

Culture is a category that includes a large group of organizations that are mainly in the field of music, dance, art, languages and cultural traditions.

Democracy and Peacebuilding includes organizations that serve democratization and peacebuilding by targeting policies that influence community opinion and being organizations known as watchdogs against the government system. It also includes organizations and institutes that are in a supporting function for European integration.

Developmental includes organizations that deal with development policies and activities in different fields for different communities, as well as the development of the NGO sector itself.

Economic is a diverse category that includes organizations in different economic sectors. Also there are organizations that aim to increase employment, business support, consumer protection, those related to microfinance institutions as well as some of architecture.

Education and Research include organizations with an educational character of mainly various schooling subjects, and also organizations that deal with researches and analyses, similar types of thinktanks.

Environmental includes categories of organizations concerned with Flora and Fauna, environmental protection and animal protection.

Health includes the category of general or widespread organizations in all areas of medicine, including psychosocial fields such as psychiatry, psychology and psychotherapy.

Heritage includes organizations that are preoccupied with the research, finding and preservation of historical cultural heritage.

Human Rights is another quite broad category that includes organizations that concern from basic human rights issues, up to more specific rights such as gender equality, mainly focusing on the rights of women, people with disabilities, minority groups rights in a multiethnic country, and other marginalized communities.

Humanitarian includes mainly charitable organizations and those for refugees, most of which are related to the first period after the war, which have helped in the reconstruction, the distribution of material or financial aid to people in need, although even currently there are many that help families in need.

Hunting, Fishing and Mountaineers is a group of three categories that include mountaineers' associations, hunters' associations and fishermen's associations.

Journalism includes associations that aim to better inform the public, improve journalism and the media, their professionalization and transparency.

Law mainly includes organizations that deal with the field of justice and the provision of legal assistance for certain groups, also a small number of them are related to traffic rules.

Religious are a very small number of organizations, which were registered only in the first two periods.

Science and Technology includes associations that deal with the development of various scientific fields related to the inclusion and development of students, and the field of technology, especially information technology.

Youth includes various youth and student organizations and networks formed for various developmental, inclusive, scientific, research, artistic, cultural, recreational and many other purposes.

Sport as part of the culture but as a separate category is the primary field of activity of 2237 NGOs in Kosovo. Sport as the category where the focus of this study is, includes three types of organizations which are listed as: Sports Clubs, Sports Associations and Sports Federations. In the table below are divided the NGOs registered in Kosovo, only for the field of sport, which were mostly in the form of sports clubs, sport schools, federations, fan groups, recreational organizations and other forms that support the sport.

Table 12. The number of Sport NGOs categorized based on the type of sport

Nr.	Organizations type of sport or field of activity	Number of organizations	Percentage
1.	Football	418	18.69
2.	Basketball	129	5.77
3.	Volleyball	90	4.02
4.	Handball	59	2.64
5.	Ping pong	75	3.35
6.	Martial arts	321	14.35
7.	Minigolf, Golf	32	1.43

8.	Swimming, Diving	68	3.04
9.	Tennis, Padel, Badminton	65	2.91
10.	Skiing, Snowboarding	33	1.48
11.	Cycling	38	1.70
12.	Athletics, Gymnastics	64	2.86
13.	Bodybuilding, Fitness, Heavy lifting	32	1.43
14.	Rugby, Baseball, Curling, Rowing, Teqball	37	1.65
15.	Multisport	85	3.80
16.	e-Gaming	10	0.45
17.	Pool, Bowling, Chess, Darts, Boccia	112	5.01
18.	Weapon shooting	67	3.00
19.	Aeronautics	44	1.97
20.	Horse riding	13	0.58
21.	Kayak, Sailing	20	0.89
22.	Autosport, Motorbiking, Offroad	80	3.58
23.	Extreme sports	19	0.85
24.	Hiking, Scouting, Climbing	45	2.01
25.	Fishing	18	0.80
26.	Pigeon racing, Bird Cultivation	61	2.73
27.	Federation	76	3.40
28.	Other	126	5.63
	Total	2237	100.00

Source: Categorized by the author based on official governmental list of NGOs (2022)

As shown in Table 12, the largest number of organizations are football clubs (418), basketball (129), volleyball (90), ping pong (75), handball (59), and martial arts (321) which include sports like karate, boxing, kickboxing, taekwondo, judo, wrestling, muay thai, arm wrestling or similar. Organizations of other lesser-known sports include swimming, skiing, tennis, cycling, mini-golf, and others as can be seen in the table.

Among the sports organizations are also included the recreational ones such as those keeping timpler pigeons which are used for flight endurance races. Then there are table game clubs such as

chess and billiards (pool), darts and others, while other sports like bowling are much less common. 70 of these registered organizations are foundations. The 'multisport' category includes organizations that engage in more than one type of sports, organizations of triathlon and also school sports, while the 'other' category includes organizations that support the sport in various forms such as advocacy, which are not included in the above categories. It also includes fan clubs, organizations related to sport and health, associations of judges and trainers, and associations of pedagogues and physical education veterans.

The definition of the type of sport is made based on three items of the list of NGOs and these are the official purpose, mission, and name of the organization. In the official purpose almost, all organizations have given the description with almost detailed statement of what is the purpose of their organization, and here it is found in most cases in which sports they are focused. Approximately the same information can be found in the part of the mission, but the disadvantage is that in most cases this column was empty. While the name of the organization has served more as an orientation and confirmation of information that has been extracted from the other two fields because their names often contain the sport to which they belong, for example X football school.

4.1.1.1. Mission statement of sport NGOs

One of the data available in the list of registered NGOs that can be used for qualitative analysis is the field/section called the official goals of the organization, which can actually be interpreted as the organization's mission, or at least the closest official statement of an organization to the mission. These goals consist of statements, usually a few sentences, which tend to describe towards what mission the organization is oriented. According to project management literature, goals and missions are not the same, but the tendency is often in aligning project goals and objectives with the mission of the organization (PROJECT MANAGEMENT INSTITUTE, 2017). Nevertheless, it is difficult to determine to which group these sentences belong, since in most cases they are very general, so that they would be more suited to the mission group than to the goal. Analysing this through content analysis, an overview can be presented which shows concepts/words that are mostly related to the official goal/mission of sports organizations in Kosovo. The word cloud below, through the size of the words which is related to the frequency of use of the words, shows various concepts that are the main parts of the official goals/mission statements.

“competition participation”, “physical activities”, “game” and “education”. Other concepts such as “social”, “cooperation”, “members”, “citizens”, although important, do not have any exclusivity only for sports organizations, but are components of NGOs of all fields.

Table 13. Word list of the 30 most used words in the mission statement of sport NGOs

Nr.	Word	Count	Percentage	Nr.	Word	Count	Percentage
1.	sport	1668	3.73%	16.	physical	280	0.63%
2.	organization	734	1.64%	17.	cooperation	256	0.57%
3.	people	730	1.63%	18.	among	251	0.56%
4.	development	693	1.55%	19.	age	248	0.56%
5.	activities	667	1.49%	20.	develop	245	0.55%
6.	young	638	1.43%	21.	chess	238	0.53%
7.	football	599	1.34%	22.	members	238	0.53%
8.	kosovo	512	1.15%	23.	national	232	0.52%
9.	club	508	1.14%	24.	well	226	0.51%
10.	youth	458	1.03%	25.	education	222	0.50%
11.	promotion	383	0.86%	26.	established	219	0.49%
12.	international	367	0.82%	27.	promote	218	0.49%
13.	competitions	352	0.79%	28.	citizens	213	0.48%
14.	social	336	0.75%	29.	participation	208	0.47%
15.	aim	330	0.74%	30.	game	207	0.46%
				Total		44688	100.00%

Source: created by the author using ATLAS.ti 22 (2022)

4.1.1.2. Federations strategic plans

As for the planning and development part of structural capacity, access to the strategic plans of all sports clubs is impossible in this case. However, an attempt has been made to analyse the strategic plans of the federations to see how the clubs are included in them. To access their strategic plans, their official websites, official Facebook pages, or both of them were searched. Nevertheless, out of 34 federations in total, only 6 indicated that they have done strategic plans and only 3 of them actually had them, at least publicly. Strategic plans in general have not been natural for sports

federations in Kosovo. They were pushed by the courses for sports administrators by the Olympic Committee of Kosovo, where the members of the federations took part, and where the importance of strategic planning was emphasized. The ping pong federation, the wrestling federation and the curling federation indicated on their pages that they had strategic development plans, but they were not found. The only federations whose strategic plans were found were the basketball federation, the judo federation and the tennis federation, which will be elaborated below. It is also important to note that only the basketball federation is valid at this point in time because it is for the period 2021-2025. Meanwhile, the strategic plans of judo federation and tennis federation are not because they are made for the periods 2017-2021, respectively 2016-2020.

Basketball Federation of Kosovo

Of the most popular and largest sports federations in terms of the number of organizations (clubs and schools), only the basketball federation had a strategic plan. It is compiled for the period 2021-2025 and is largely well structured, with long-term and short-term goals. To the greatest extent, it is focused on the financial stability and the increase of the income of the federation, with plans to find funds through new sponsors and donors and other financing lines, but in this aspect, there is no plan for the member clubs.

Of the five general objectives, one of them is dedicated to the empowerment of the federation's member clubs. The plan to do this includes four objectives, 1. Licensing of clubs, 2. Program for the development of clubs with workshops, 3. Restructuring of clubs by creating new age groups and 4. Participation in international competitions. The second point, the program for the development of clubs means holding workshops, in areas such as income generation, governance, and similar. In addition to this, which is more concrete, especially in relation to planning and development capacities, the federation also foresees the creation of new leagues (youth, veterans), and the registration of new participants in the form of engagement from schools and universities, which is related with the development of the capacity of relationships and networks. Nevertheless, as a whole, it can be seen that the support towards the clubs is not great, since apart from the fact that the federation focuses more on the financial strengthening of the federation and less on the clubs, it also seems to be more focused on the bigger clubs, and the goals of their achievements at the international sports level and less at the smaller community clubs and schools.

Tennis Federation of Kosovo

Even though the federation characterizes its preliminary plan (2017-2021) with unrealistic objectives, the strategic plan of the tennis federation for the period 2019-2021 is quite thorough and concrete. It is structured in such a way that it pre-evaluates the situation, defines the objectives and determines the action plan. For the formulation of this plan, the federation consulted with clubs, tennis players, parents of young tennis players and coaches, among other groups. According to the analysis of the situation where the main problems of sport were identified, the plan also presented the development objectives.

Regarding the capacity of human resources, the plan contains a development objective of promoting tennis in schools and applying street tennis festivals, in which case it will be easier for clubs to recruit players. As for the structural capacity, the federation has plans in many aspects. For example, in planning and development, the federation promises to help the clubs in terms of administration, planning, sponsorship, and formalization, although they did not give many details on how this can be done. For the capacity of relationships and networks, the plans are more in collaborations and individual framing of tennis players. While for the increase of the infrastructural capacity, the federation envisages the construction of several tennis courts in different regions, the functionalization of some others by covering them, as well as the intervention of some other transportation facilities, and the intervention in the lighting system, the arrangement of the grounds and the construction of changing rooms and other auxiliary premises.

Judo Federation of Kosovo

After the successes in the Olympic games with gold medals, the federation and the sport of judo in general has had great development and popularity. This federation has connected the period of its strategic plan with the 2016-2020 Olympic cycle. Although with a brief content of 8 pages, the plan has very concrete objectives for the development and advancement of the sport of judo, which is focused on three pillars: 1. The massification of the sport of judo, 2. The infrastructure of the sport of judo, and 3. Elite sport. From the first two pillars it can be seen that this federation has concrete plans for supporting the clubs, which are mainly related to their structural capacity, specifically with relationships and networks, infrastructure and process, and planning and development. The plan includes the opening of new clubs in the centres where there is interest, visits to schools including young people in physical education of the sport of judo, the

establishment of cooperative relations with schools, the inclusion of elderly people in the sport of judo as a recreational activity and disabled person.

All of these, in addition to serving as support for new groups and organizations for planning and developing their activities, they also serve as a relationship and network capacity at the centre of which the federation stands. Another very important pillar with concrete plans is the capacity of the infrastructure, in the framework of which the plan helps the clubs by creating better conditions. The plan includes the construction of a national judo centre (facility) in the city of Peja as well as other smaller facilities (dojo) in other regional centres. In addition to these, the plan also included equipment with tatami for primary and secondary schools throughout the territory of Kosovo, exactly 2 schools for each municipality, which are used by the clubs in those municipalities. Although delayed, these plans have largely been fulfilled.

4.1.2. Semi-structured interviews through content analysis

In addition to the secondary sources that were used in the previous chapter to extract qualitative data, semi-structured interviews were used exclusively for this purpose. These interviews were held with the leaders of a certain number of sports organizations, for which more detailed information is given in chapter 3.3.2., which describes the methodology used. The purpose of these interviews was to present rich and diverse information on the two topics, leadership and organizational capacity of sports organizations, on the observed subjects, that is, sports organizations. Both in terms of the patterns and concepts that characterize them, but also in terms of their current state and the challenges they face. Furthermore, the extracted information are irreplaceable explanations and justifications that give meaning and complete also the quantitative data extracted through the survey. The way the data found from the 19 interviews will be processed is by developing a content analysis. By using the ATLAS.ti 22 software, it is possible to analyze the content of the interviews. Through word cloud, word counting table, and networks which contain quotations, categories and relationships between them, the findings will be presented thoroughly in this chapter.

Word cloud is the simplest way of generating analysis which shows the words that are repeated the most in the content of the text. Figure 8 shows one such, which was generated from the transcripts of all 19 interviews, removing part of the questions and leaving only part of the answers that came from the respondents in the interviews. The purpose of this word cloud was to present

Table 14. The counting and percentages of the most used words in interviews divided by topics

Leadership			Financial capacity			HR capacity			Structural capacity		
Word	C.	%	Word	C.	%	Word	C.	%	Word	C.	%
board	54	0.09	sponsors	14	0.03	players	54	0.08	plans	21	0.03
members	26	0.05	businesses	13	0.03	volunteers	35	0.05	collaborations	20	0.03
performance	21	0.04	food	11	0.02	paid	25	0.04	difficult	20	0.03
organization	19	0.03	municipality	11	0.02	pay	10	0.01	federation	17	0.02
conflicts	18	0.03	situation	10	0.02	help	9	0.01	development	16	0.02
director	13	0.02	challenges	9	0.02	members	9	0.01	collaborate	15	0.02
coaches	9	0.02	funds	9	0.02	social	8	0.01	conditions	12	0.02
executive	8	0.01	subsidies	9	0.02	motivated	7	0.01	access	11	0.01
head	7	0.01	help	8	0.02	recruited	7	0.01	challenges	10	0.01
majority	7	0.01	spent	8	0.02	staff	7	0.01	equipment	10	0.01

Source: created by the author using ATLAS.ti 22 and Excel (2023)

The table is divided in four parts according to four topics, one related to leadership and three related to organizational capacity (including Financial, HR and Structural capacities). Each of these categories is divided into three columns which present the most frequently used words, the number of times they were used and the percentage in relation to all other words used. Regarding the leadership topic, it can be seen that they are related to the boards or the director of the organization, which shows to some extent the two main positions from which these organizations are led and from which decisions are made. Other topics present were the performance and conflicts between the board members, which is also reflected in the table.

Regarding the financial capacity most of the words are related to the seeking for sponsors, subsidies or funds from different entities as a help and support financial challenges that they have.

Also, some words were related to the aspect of where the clubs spend their financial resources. The third (HR capacity) category contains the words/terms for all types of human resources except managers or boards, which are divided into a special category, leadership. Members, players, paid (staff), volunteers (regular and sporadically engaged) as separate words or even substituting one for the other on occasion, undoubtedly make up the main part of the HR discussion. Apart from them, the methods of recruitment and motivation were also the focus of the interview. And finally, the category of structural capacity obviously shows that the ten most used words are in accordance with three sub-topics, such as collaborations (with clubs and federations), planning and development, and those related to infrastructure and equipment, respectively conditions and access. In these discussions, difficulties and challenges are highlighted, which are not few, but which will be elaborated later in detail.

As the most appropriate and illustrative way to present the essence of the content of the interviews, network creation was chosen, because apart from analyzing the details, its importance lies in the presentation of the content as a whole. Once again, here too, four networks have been formulated according to the division into the four topics mentioned earlier. As for the illustrative side, the three colors (blue, green and red) are made with a purpose. In blue are the codes that have been evaluated with a relatively neutral sentiment, in green are those with a relatively positive sentiment (satisfying and/or developmental) and in red are the codes with a relatively negative sentiment (challenges and/or difficulties). The black arrows connect these codes/patterns with concrete examples of quotations from the interviews and the number of arrows shows the number of such statements with the code, respectively the corresponding pattern.

4.1.2.1. The financial capacity network of patterns

Building on objective 2 on financial capacity, raising research questions such as, “what are the characteristics and challenges of financial capacity of CSOs?”, “how are the financial sources managed for greater sustainability and diversity?”, and other detailed questions and sub-questions of the interviews, as can be seen in the interviews protocol (appendix), the findings were extracted and the networks were developed as follow.

Even from the colors we can see that the red codes dominate over the green ones since there are more frequent cases when the interviewees indicate financial challenges such as low capacities, dependence on subsidies or sponsors, while the fewest are the cases when the interviewees indicate

sustainability or funds diversity (green color). The blue colored codes have a neutral connotation as they do not present evaluative but exploratory data such as the persons responsible for the management of the financial part and the destination where these funds are directed.

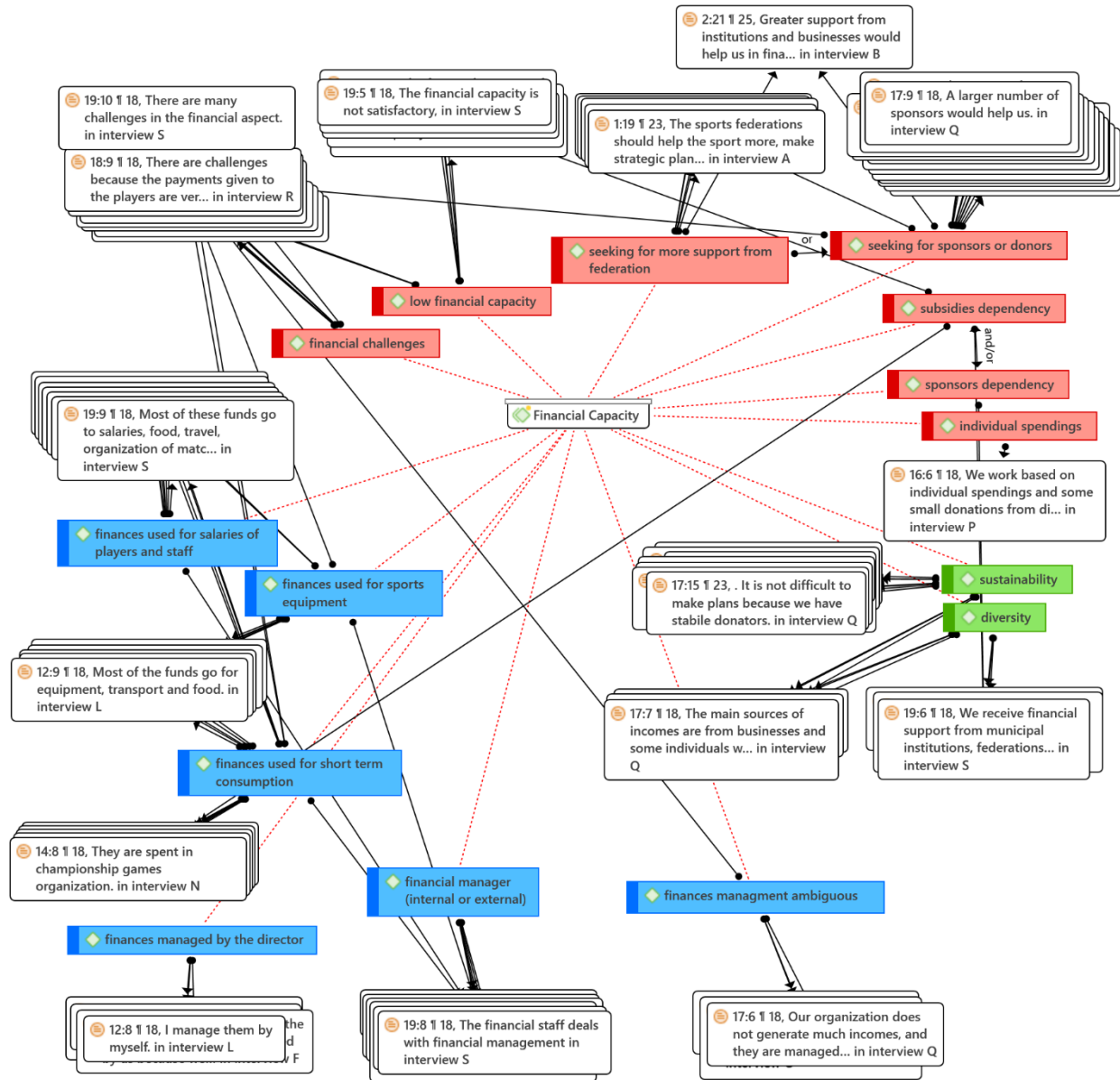


Figure 9. The network of patterns/codes extracted from the interview answers regarding the topic of financial capacity

Source: created by the author using ATLAS.ti 22 (2023)

The financial capacity network is composed of several different categories. The first things that stand out are the financial challenges and difficulties that characterize these organizations. As can

be seen in this figure, many of them consider that their organization has low financial capacity and that the lack of finances is a big challenge for the operation.

“Our sources of financing are some businesses and a local media who shows our games. We are basically dependent on these sponsors. We spend these funds in payments and spendings for games and trainings. There are no big challenges, but more sponsors would help us more in bringing some new players to our team.” (Interview O, executive director)

Dependence on sponsors and subsidies, although few, is present in most organizations, but even in those that do not receive any support, it is seen as a hope that will help for their development, especially seeking for sponsors is at a very high level. This seems to be the result of being aware that other similar organizations have better conditions thanks to sponsors mainly from the business sector. Even among the interviewed organizations, there were those who were satisfied with the organization's financial situation, which, however, has something to do with the diversity of financing lines and their sustainability.

Of the many organizations, there are also those that generate income from membership fees, with which they are financed. While a special case is when the players (members) of the organization pay their expenses individually. To move on to expenses, another dimension which was explored during the discussions, we can say that they can be divided mainly into two groups. Most of the organizations spend their finances on the organization of the matches and the fees they have to pay, the transport means for the trips they have to make to the locations where the matches are held, and the meals with food and beverages. In addition to these expenses, organizations also spend on sports equipment such as gears, uniforms, balls and others. While another group of organizations that pay their players, spend their financial resources on salaries and one-time payments. Of course, organizations can incur any of these expenses, some or all of them.

“...it is a little difficult for us to operate with the current budget because it is not sustainable and I manage them by myself. Most of the funds go for equipment, transport and food.” (Interview L, general manager)

And finally, as far as financial management is concerned, a large number of organizations have a responsible person who deals with them, or some others hire external financiers just for this job. Contrary to these, a significant number of respondents declared that they manage this part

themselves, mainly because they do not have much income and do not have the opportunity or need to pay someone else. Similar to them are the cases when the organization has an ambiguous financial management, which usually has no income at all, or when they are managed together with other members and the position is not fixed anywhere.

4.1.2.2. The human resources capacity network of patterns

Building on objective 3 on human resources capacity, raising research questions such as, “what characterizes the human resources capacity in Kosovar sport CSOs?”, “in what form and how big is the contribution of members (volunteers and paid staff) as the main part of the HR of sports organizations?”, “what is HR decision-making power?” and other detailed questions and sub-questions that were raised during the interviews, the following outcomes came up, expressed in a network.

Except for one, all the codes in the part of the human resources capacity network are blue in color because the nature of the questions in this part of the interview were intended to explore and describe the variety of ways of engagement of members in the organization (paid staff, volunteers, etc.), the ways of motivation, the ways of recruitment, and the participation of members in decision-making. The only exception where the answers had a negative connotation (red color) was the many indications that members do not participate in decision-making.

The network regarding human resources is made up of several dimensions, and the first most important of them is undoubtedly the way in which individuals are engaged in the organization. Most of them are players who are either paid or on a voluntary basis. In most organizations both can be found, but there are also those that are completely dependent on volunteers or players who pay membership fees. The issue is a bit tricky to explore because the respondents often do not consider some forms of engagement voluntary because they are not clear what criteria to take into account. In the case of school sports clubs, the members (players) are also seen as customers because they pay for the services that the organization offers for them, by paying the membership. In other cases, they are engaged on a regular basis to perform certain tasks, while the other form, which is quite frequent, is when they are engaged sporadically and temporarily, mainly contributing in the sense of filling the gaps, through spaces where there are shortages.

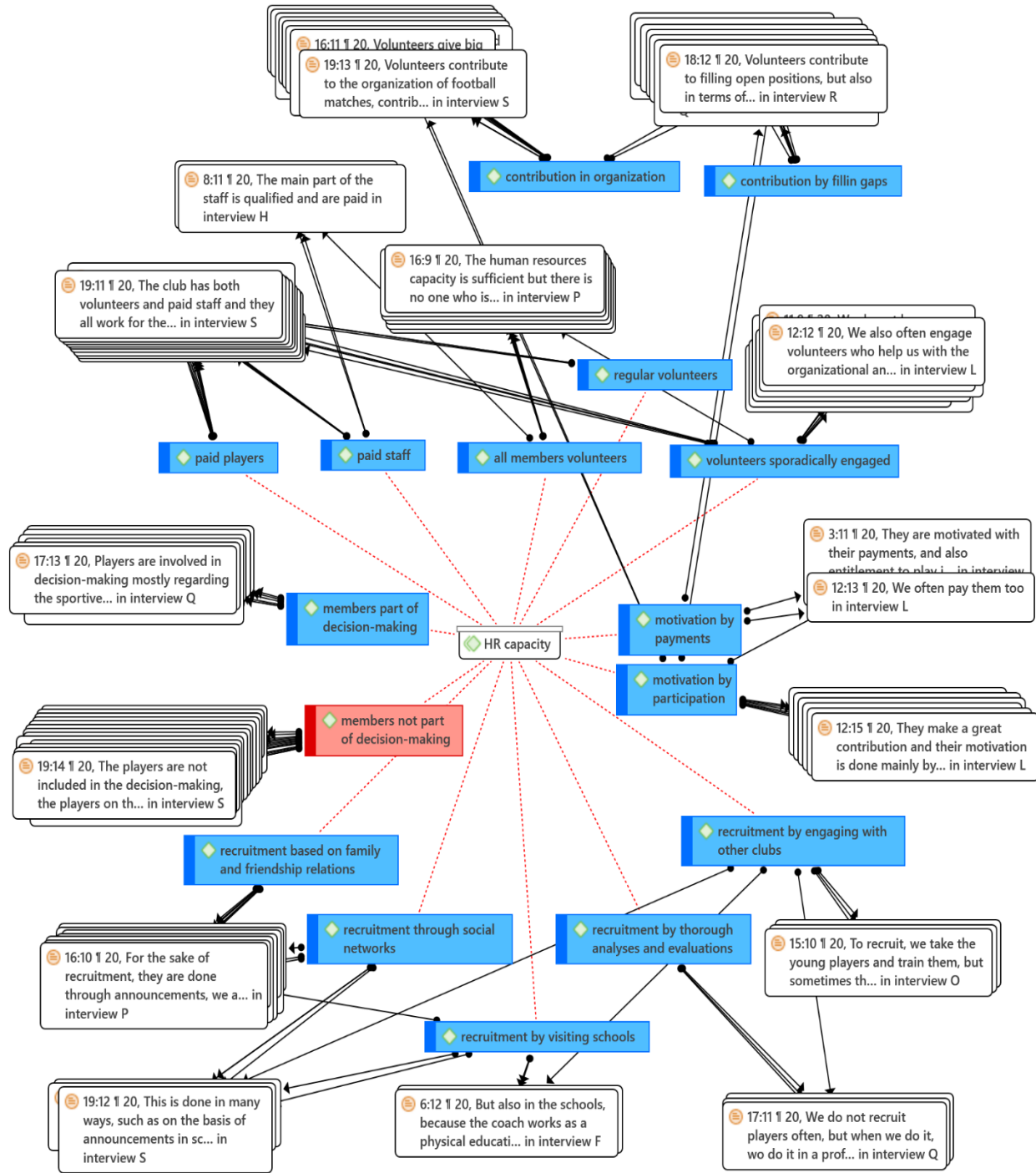


Figure 10. The network of patterns/codes extracted from the interview answers regarding the topic of human resources capacity

Source: created by the author using ATLAS.ti 22 (2023)

“Apart from players, none of whom is paid, volunteers in other positions are a small number. They are mostly family members of the players, who give their best in the advancement of the club.” (Interview A, executive director)

In addition to the players and the staff, the society and families of the players, mostly their parents, contribute on a voluntary basis. In organizations with more experience and even more successful players are also found who are paid regularly, with professional contracts. While the most expensive are those organizations that have a wider administrative staff that they pay, except for the director or any position such as the external financier.

Another dimension is the participation of members in decision-making, which was also discussed in the leadership network, where it can be seen that most of the interviewees stated that members are not part of decision-making. Even where they are a part, they are only in the form of suggestions or discussions about the sports part and nothing more. As for the forms of motivation of the members and especially of the volunteers, in general the organizations do not have a concrete plan on how this is done. Most of them motivate them with participation in the team, especially in matches, with training, with the idea of success in the competition and individual development as players. Then there are the cases when they are also motivated by monetary incentives.

“...they make a great contribution and their motivation is done mainly by framing them in the idea of success in the game of handball by being part of the team that aims to be ranked as high as possible in the table.” (Interview L, general manager)

And finally, discussions about the subject of recruitment highlight the diversity of different forms of how organizations in Kosovo access human resources. Social relations, especially family relations of Kosovar culture come into play in large measure when there is a need to recruit members, therefore it is the main and most important form at this point.

“We find our players mainly based on familiar and friendship relationships. But also in the schools, because the coach works as a physical education teacher in a high school.”
(Interview F, executive director)

Other types of recruitment forms are through social networks such as Facebook or similar and engaging students from schools where coaches often teach physical education. While the most

competitive clubs also transfer players from other clubs, evaluating and recruiting them by thorough means.

4.1.2.3. The structural capacity network of patterns

Building on objective 4 on the structural capacity which was divided in three sub-capacities, raising research questions such as, “where do the sport CSOs stand in terms of the relationship and network capacity?”, “what is the situation of infrastructure and process capacity, and what are their challenges?”, “what are their planning and development capacities, how is it done and how often?” and other specific questions and sub-questions that were raised during the interviews, the following network of patterns was developed.

The structural capacity network is divided by its three sub-topics which include relationships and networks, planning and development, and infrastructure and process. For all three of these areas, the responses have mostly had a relatively positive or negative sentiment.

As for the structural capacity based on colors, we can see that in the capacity of relationships and networks, the codes with green color dominate, since most clubs consider the state of cooperation and their willingness to cooperate to be good, with fewer cases of interviewees who think the opposite. For the capacity of planning and development, the results of the interviews are almost divided into two, with answers with positive and negative sentiment. And as for the part of the infrastructure and the process, satisfactory infrastructure is a green code obtained from multiple answers, although three other red codes are the lack of equipment, limited access to sporting facilities and problems with infrastructure conditions in general.

First, regarding relationships and networks, except being part of the federation, most organizations also have collaborations with other sport organizations. They are mainly in the sports aspect, which means that they organize friendly matches together, do training, or go through training camps together. In addition to these, the clubs also have collaborations with individuals.

“...we collaborate with other clubs for trainings or training camps when we travel somewhere...” (Interview K, secretary)

However, even though the interviewed organizations are seeking for collaboration, some clubs see the idea of collaboration as very challenging because they consider that other clubs are not open and ready for collaboration.

“We are part of the federation because we race in the first league, but we also collaborate with other clubs sometimes. It is not easy to set up collaborations because not everyone is open for that.” (Interview F, executive director)

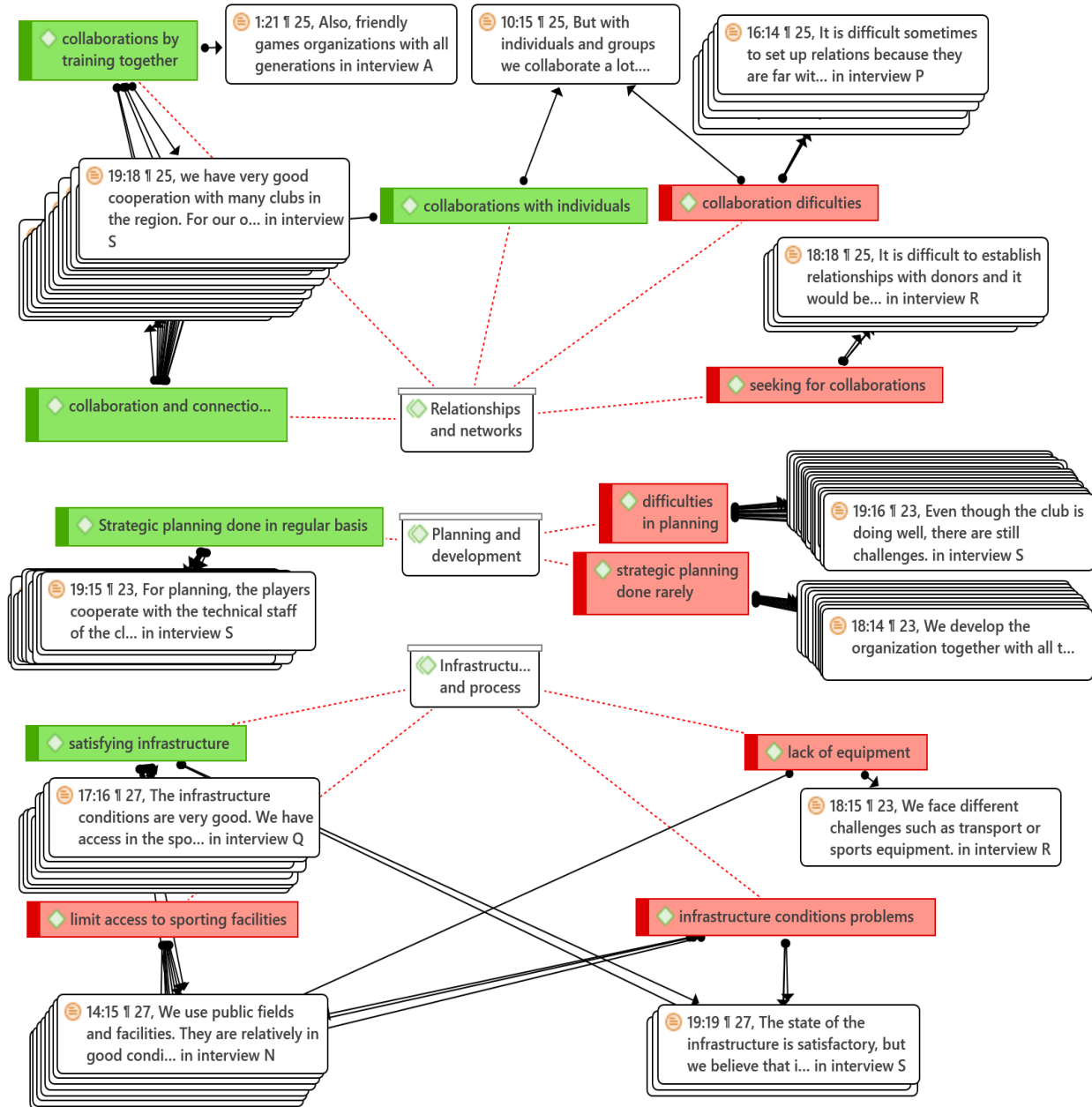


Figure 11. The network of patterns/codes extracted from the interview answers regarding the topic of structural capacity

Source: created by the author using ATLAS.ti 22 (2023)

Regarding the planning and development, in most of the interviews it was declared that they do strategic planning in their organization, although some of them on a more regular annual, monthly and weekly basis, and planning daily tasks. While most of them do it less often, at the beginning of the season, a plan is made in the sense of where they will end up in the table when the last lap is done. Almost all of them encounter difficulties in planning and implementing development strategies, for various reasons such as the environment in which they operate, limited financial opportunities, and also various unpredictability such as the pandemic which disrupted the organizations' plans.

“The development planning of the organization is usually made by board in the beginning of the season. It is difficult to make plans for the future because the situation sometimes becomes unpredictable.” (Interview M, head of the club)

And thirdly, regarding the infrastructure and process, most of the interviewees stated that the condition of the infrastructure is mostly satisfactory, and that they essentially have the conditions to operate. However, two main problems that are very frequent, although not very serious, are the access and the conditions of the sporting facilities. As for access, the problem is that the premises and sports facilities can be used by many organizations and several types of sports, which consequently makes the schedules busy and access to them is limited. As for the conditions, it is clear that the facilities in Kosovo are weaker than those of the countries in the region, so the organizations are asking for more. And as far as equipment is concerned, only one of the interviewees stated that there is a lack of equipment.

“...we have no problem with sports equipment because we provide it ourselves, but access to the fields is sometimes a little difficult and we are forced to practice in smaller fields.”
(Interview M, head of the club)

4.1.2.4. The leadership network of patterns

Based primarily on objective 5 on the leadership and leadership style, raising research questions such as, “what characterizes the leadership structure and leadership styles in Kosovar sport CSOs?” and other specific questions and sub-questions regarding performance, competencies, conflicts, relationship with members, etc., that were raised during the interviews presented in the interviews protocol, provided such outcomes that the following network of patterns was developed.

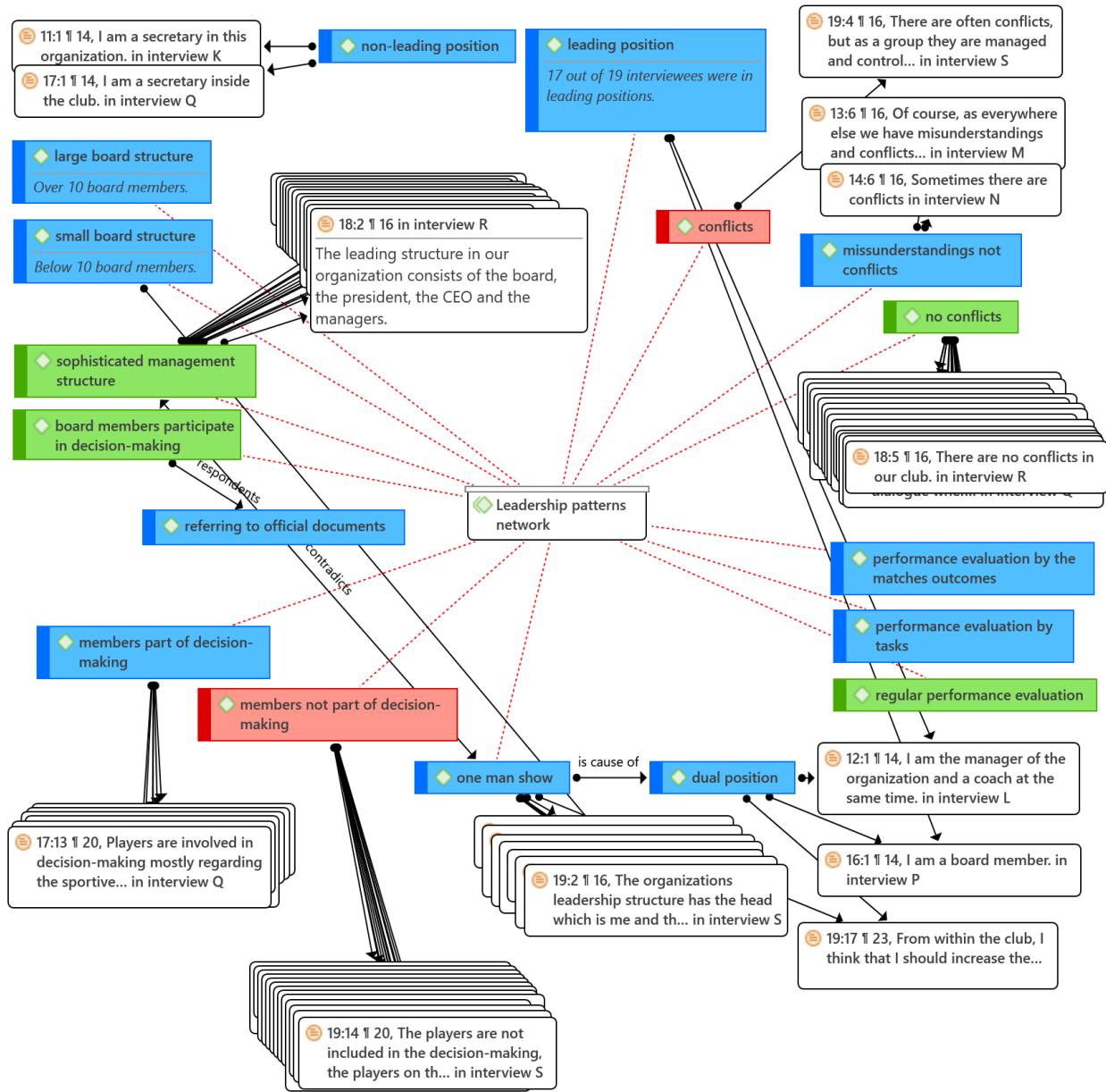


Figure 12. The network of patterns/codes extracted from the interview answers regarding the topic of leadership

Source: created by the author using ATLAS.ti 22 (2023)

From the part of the interview with the leadership questions, blue codes also dominate because they were generated by questions that had an exploratory and descriptive purpose, such as the positions held by the interviewees, managerial structure, size of the boards, leadership style, evaluation style performance and participation in decision-making. Nevertheless, even from this part, patterns with a positive connotation can be extracted, such as the participation of board

members in decision-making, regular performance evaluation, the fact that there are no conflicts within the organization, and patterns with a negative connotation, such as the non-participation of members in decision-making which has also appeared in the HR capacity network. Here too, they are presented in green, respectively red color.

Out of 19 interviewees, only two of them were not in leadership positions in the operational sense because they were secretaries of clubs, while all the others were either directors or members of a governing body or head of the organization. Regarding the direction or management of these clubs, the complexity of this issue and the question of how the leadership of sports organizations in Kosovo is structured, it has been possible to give an answer to a certain extent. All of them have boards, but they differ from one another in terms of the activity of these board members. In certain organizations (apparently the smaller ones) the board is totally inactive or silent, and it is the director (one) or the chairman who takes over every undertaking of activities and execution of decisions.

“The board has a decision-making role for the fundamental decisions of the club but they do not meet often. ...while me as a director, take the regular daily or weekly activities, depending on trainings or matches when we have ahead.” (Interview F, executive director)

Such a situation in different dictionaries is known as "one man show", and it is recognized as a phenomenon, quite expressed in sports organizations, which should be explained further. On the other hand, in several interviews, respondents refer or indicate to the board as the most powerful organ of the organization.

“The board is the most powerful body in the organization since all decisions depend on the agreement of the majority of the board.” (Interview L, general manager)

Seen from another aspect, this is a lack of awareness or lack of information about the governance of civil organizations, since according to the law on the right of association, the most powerful organ of NGOs in Kosovo is the assembly of members.

Another type in this context are some organizations whose board is made up of some individuals who are an active part of the board but who are also players in that club who are paid or not paid. By agreement, coordinating with each other, they share the work and obligations regarding organization and management. Naturally, a large number of them have more sophisticated

management structures, which means that the positions are separated and with more adequate people for them. One such example is in interview H in an organization which has a President, board of directors, executive director and administrative staff for managing various jobs and also sports staff such as coaches. In this case, the organization is quite large with a special team and football school, and it was established much earlier.

When asked if board members take part in decision-making, some of them referred to official documents such as their statutes or those of the federations and the laws that specify these regulations. As for the participation of the members (not only of the boards but also of other members) most of them do not include them in decision-making for various reasons, such as their inexperience, their very young age, and mainly a belief that decision-making belongs only to the leader or leaders. Even where the members are involved in decision-making, it was in the form of suggestions, giving ideas or advice or about tactics in the sporting or match dimension. In one case, an organization was formed by having the players also as a board of directors who share managerial tasks and make decisions. As for the number of board members, no significant division or connection between this and how the management structure is led or operated has been observed. Their number varies from five members and above, but no correlation has been observed with the fact that the boards are active or not.

The performance of boards or management structures in general, is a subject that is measured internally and in mostly non-formal or conventional ways. Except for the two organizations that regularly measured the performance, all the other interviewees stated that they evaluate the performance by looking at how the club is performing in matches until the end of the season and based on the short-term tasks they have fulfilled. And finally, regarding the conflicts within the boards, a typical answer would be "There are no conflicts in our club". Only one of the interviewees said that there are conflicts in the club, but that they as a club always manage and keep them under control without resorting to more radical acts or decisions. And so, it can be said that in fact they can be considered more as misunderstandings that require clarification and less as conflicts that require a marginal solution.

4.2. Quantitative findings - survey

4.2.1. Participation in the survey and the activity of organizations

Out of 2237 registered sports organizations, which were sent an invitation to participate in the survey, only 238 participated or 10.64%. Although this percentage corresponds to the KCSF report (2018) which suggested at that time that a similar percentage of NGOs are active, it is not guaranteed to be accurate as the reasons for non-participation of respondents in the survey may be different. The activity of organizations remains a problematic part of the database or list of data of non-governmental organizations in Kosovo. In order to have accurate data about it, an individual researcher is not enough because the participation in the survey is not mandatory. This means that the respondents can participate if they want or they can simply refuse to participate.

Meanwhile, the activity in the short-term sense was measured with a question, if the organization has been active at least in the last 6 months. And from this it results that only 15 of all the participating organizations in the survey have been inactive in this period.

4.2.1.1. Geographical location of organizations

In the chart below, it can be seen that a total of 238 non-governmental sports organizations from the entire territory of Kosovo participated in the survey. Of them, 133 were from the seven largest cities that include Pristina, Prizren, Ferizaj, Pejë, Gjakovë, Gjilan and Mitrovicë, 75 of them operated in smaller cities, while only 29 operated in villages. Considering this, it could be said that most of them operate in urban areas and only a very small minority of them operate in rural areas. Nevertheless, it is worth noting that apart from the seven largest cities mentioned above, other cities are more apt to be called towns, because they are characterized by their natural position, a smaller economic and infrastructural development, a somewhat rural culture, and they have below 100,000 population. In Albanian language they are called as “qyteza” which is translated as “towns” and is defined as a settlement smaller than the city and bigger than the village (GLOSBE, 2016). No official definition has been found for this term in the Albanian language, but it is said that it has the same meaning as the English word "town", the German word "stadt" or the Nordic word "tun". However, in this study they will be referred as small cities to not use the simple classic division city-village, because there is a lot in between.

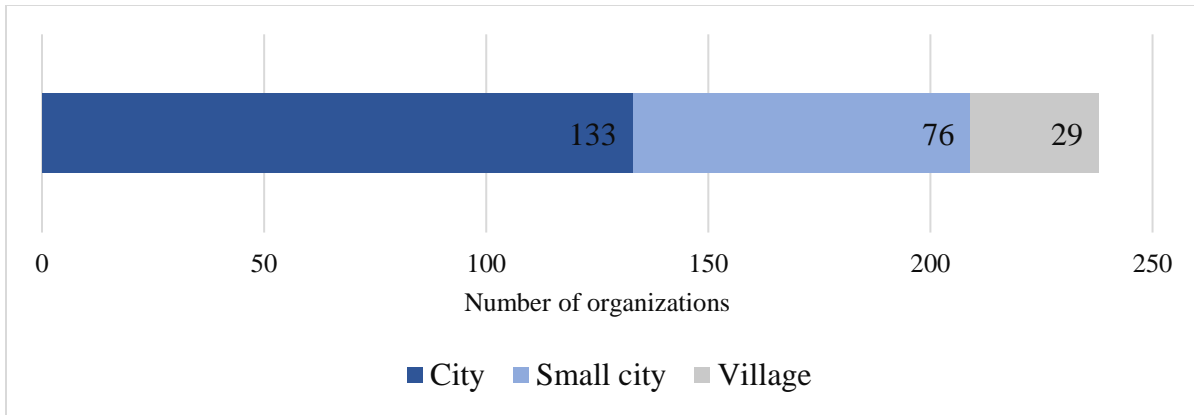


Figure 13. The number of organizations on the settlement level

Source: formulated by the author using Excel (2022)

Figure 14 below divides the sport organizations in five types according to their size, expressed in number of members. From this it can be seen that the smallest organizations of 1-10 members, respectively of 11-30 members, dominate the spectrum of sports organizations.

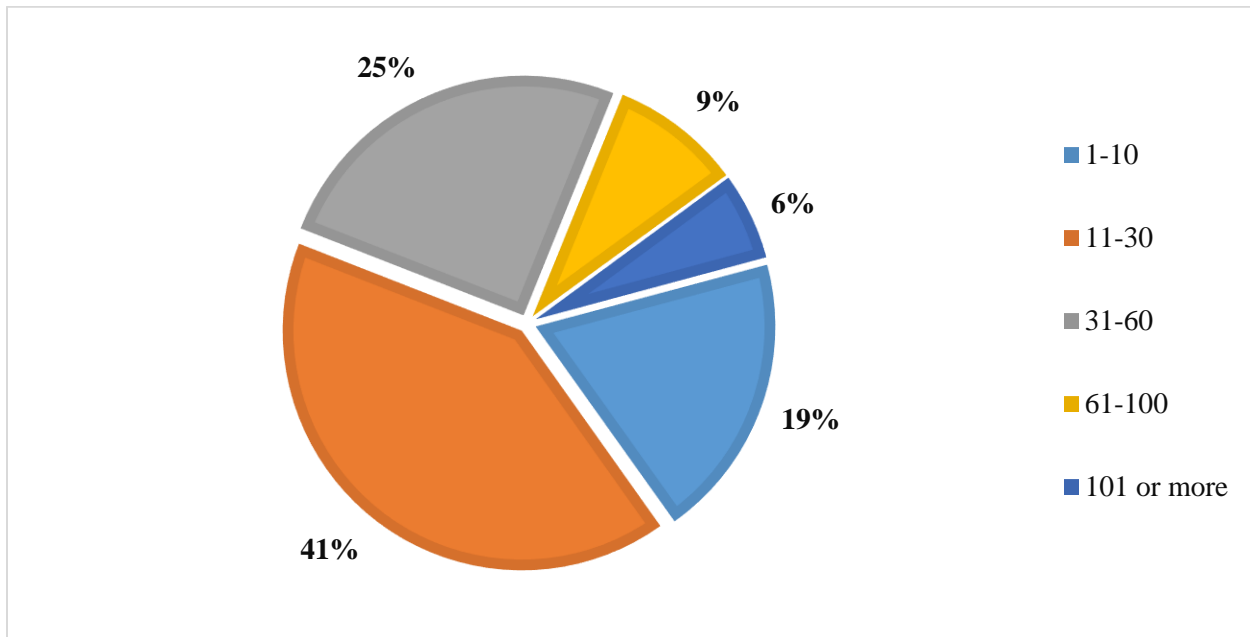
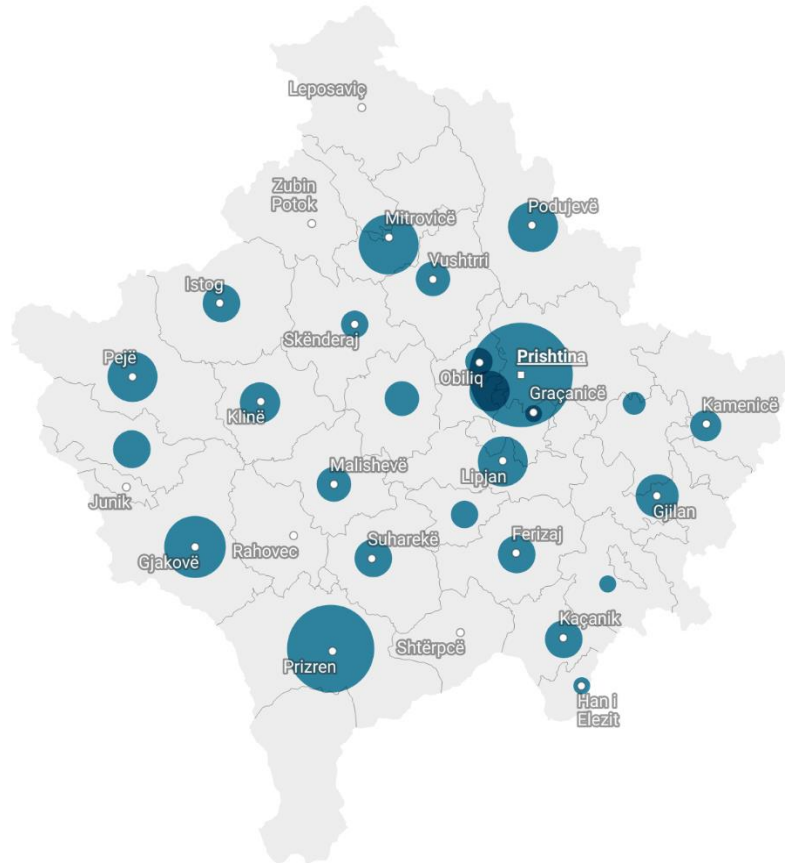


Figure 14. The size of the organizations expressed in number of members

Source: formulated by the author using SPSS and Excel (2022)

The map of Kosovo below is divided based on its 38 municipalities or administrative units and shows the distribution of non-governmental sports organizations that participated in the survey.

The blue circles within the municipalities represent the organizations operating there, and the size of each circle is proportional to the number of organizations operating in that municipality. In those municipalities where there are no circles, it means that there was no organization that participated from there.



Map data: © OSM • Created with Datawrapper

Figure 15. The frequency of participating organizations by municipalities

Source: created by the author using Datawrapper (2022)

4.2.1.2. Activities of organizations and types of sports

Of all these organizations, 196 of them have declared that they deal with only one kind of sport, while another 42 have declared that they deal with more than one kind of sport. However, even out of these 42 organizations, 20 of them have described only one type of sport as the activity of their organization, while another one of them deals with the advocacy of improving physical education, sports and health. The table below shows the participating organizations in the survey, divided based on the number of sports, types of sports and activities they deal with.

Table 15. The number of organizations according to the number and types of sports

Type of sport or activity	Number of sports:		Total
	More than one	One	
Football	1	52	53
Basketball	2	16	18
Handball	1	17	18
Volleyball	0	16	16
Org. with many types of sports	14	0	14
Ping pong	2	12	14
Tennis	1	12	13
Karate	1	9	10
Martial Arts	4	3	7
Auto sport	1	5	6
Boxing	0	6	6
Chess	0	6	6
Futsal	1	5	6
Skiing	1	5	6
Athletics	2	3	5
Badminton	0	5	5
Motorcycling	0	5	5
Alpinism	2	2	4
Archery	3	1	4
Gymnastics	0	4	4
Scouting	2	2	4
Aikido	0	3	3
Kayaking	0	2	2
Pool games	0	2	2
Rugby	0	2	2
Teqboll	1	1	2
Triathlon	1	1	2
Advocacy	1	0	1
Total	42	196	238

Source: formulated by the author using SPSS and Excel (2022)

4.2.1.3. Demographic characteristics of the respondents

From the table 16, we learn that most of the respondents are currently in leadership positions. The leadership positions are shown in blue shades, while the other, secondary positions are shaded in gray. Intentionally, in the questionnaire, this question was left open, in order to reveal the idea of how the respondents perceive their position in the organization, especially those in leading structure. Indeed, many of them can be synonyms for each other, but in the table, we see all the forms of how they can be expressed. In the cases where the respondents expressed themselves with two titles, such as "President and Trainer", only the highest position in the organizational hierarchy was taken into account. In total, 202 of the respondents were in leadership positions and the other 36 were in other positions, mainly in representative forms. This makes the leadership part much more valuable because to derive the leadership style it will be possible to use data only from individuals in the leadership positions of the organization, while other positions will not be analyzed for this part.

Table 16. Current positions of the survey respondents

Position	Frequency	Percent
Head (chairman)	99	42.0
Director	55	23.1
President	9	3.8
Board member	7	2.9
Coach	20	8.4
Manager	6	2.5
Sporting director	6	2.5
Authorised representative	11	4.2
Secretary	21	8.8
Coordinator	2	.8
Treasurer	2	.8
Total	238	100

Source: formulated by the author using Excel (2022)

The level of education, along with the position and the job experience, were the only three measured personal characteristics of the respondents. Regarding the level of education, there was no respondent who had less than high school. 43 respondents had finished high school, while the

majority of them had bachelor's and master's degrees, approximately equally. Also, there were only 13 respondents with doctoral degrees or higher.

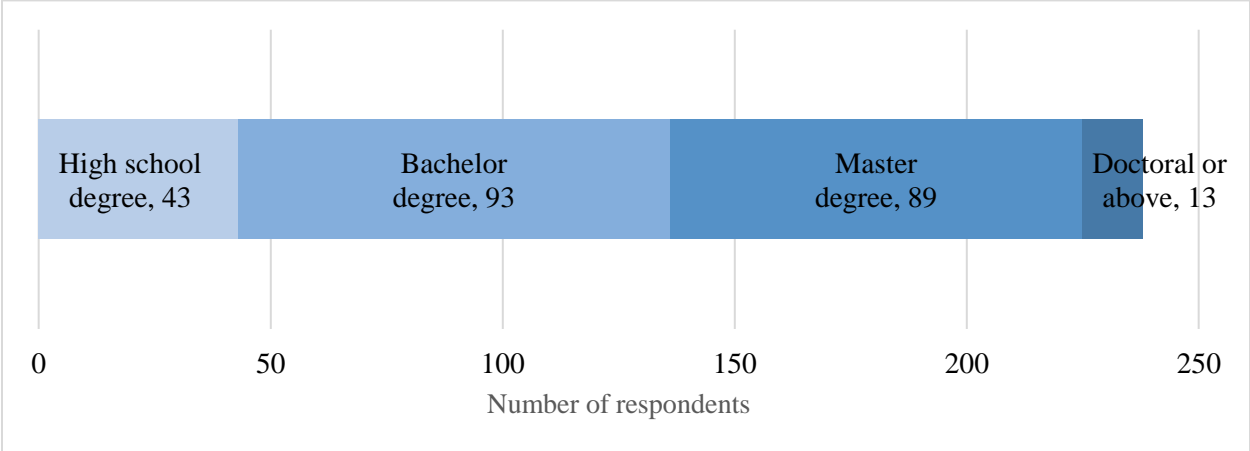


Figure 16. The education level of the survey respondents

Source: formulated by the author using Excel (2022)

As can be seen in the figure below, over 70% of the respondents have joined the NGO sector in the last 10 years. This information will come in handy later to explore if the job experience and level of education has any relationship with other variables, especially those of leadership.

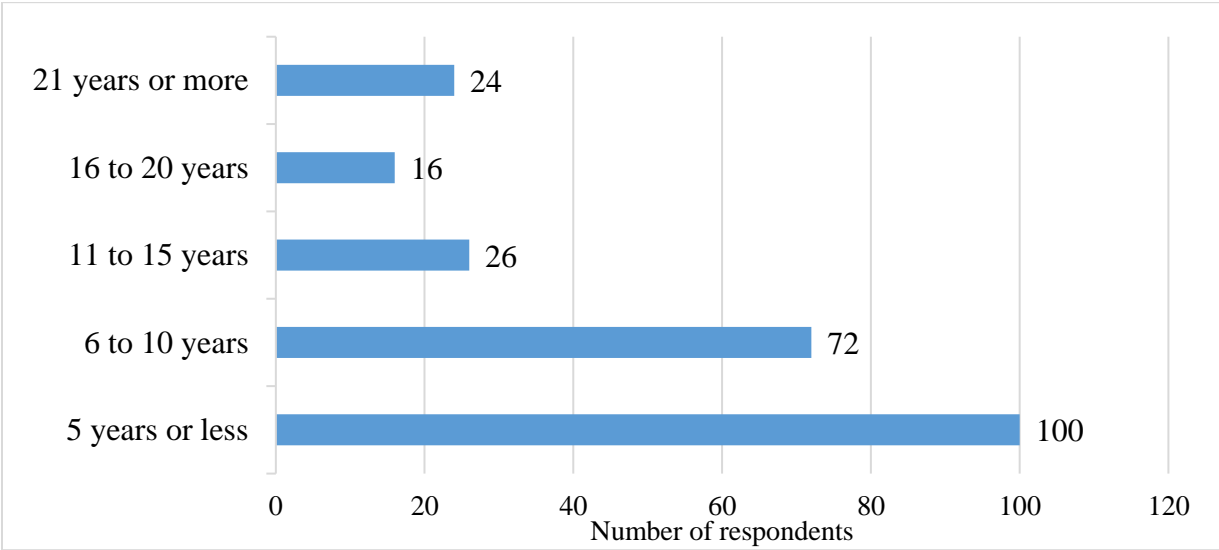


Figure 17. The survey respondents job experience in NGO sector

Source: formulated by the author using Excel (2022)

4.2.2. Cronbach's Alpha test of Reliability

The part of the questions related to Organizational Capacity was done with a careful division, since as heterogeneous topic it includes three relatively different subtopics. Therefore, the items are divided into 5 groups. Making little intervention by excluding some items, all sets of questions passed the universally accepted threshold of 0.7.

Table 17. The internal consistency of measurement items using Cronbach's Alpha test

Topics		Components	Number of items measured/total	Cronbach's Alpha
Organizational capacity	Financial capacity		4/5	0.761301
	Human Resources capacity		3/5	0.703920
	Structural capacity	Relationship and network	2/2	0.773781
		Infrastructure and process	3/5	0.723000
		Planning and development	4/4	0.728077
Transformational leadership			7/7	0.873166
Leadership Grid	Concern for people		9/9	0.825889
	Concern for production		9/9	0.877047
All leadership scales			25	0.938737

Source: formulated by the author using SPSS (2022)

From the financial capacity questions, the main funding sources question was excluded, which had a nominal measurement and could not be included in the analysis. Two items were excluded from the HR capacity questions. The first one had to do with HRM practices and had a nominal measurement, while the second one had to do with the number of paid staff and was excluded because it was reducing the reliability of the set of questions. With this question, Cronbach's Alpha

is 0.628, while after the exclusion it is 0.704, just passing the threshold. Even the structural capacity questions, had to be divided into subgroups because of the character of the topic. The relationship and network capacity had 2 questions giving a satisfying result. Meanwhile, from the infrastructure and process group which had 5 items, it was necessary to remove two items because of one question related to the usage of sporting facilities (own and public). In addition to these, the group with three other items was seen as acceptable regarding reliability. Also, the combination of items regarding planning capacity and development was tested as acceptable with 0.728 Cronbach's Alpha, without the need to exclude any item.

The table 17 also presents the summarized results of reliability test of Cronbach's Alpha, the purpose of which was measuring the internal consistency of the questionnaire components. The part of the questionnaire related to leadership gave very good results, mostly because they were adopted from two known measurements (GTL questions and Leadership Grid) and once again, proven suitable by giving an overall value of 0.94 when used together.

4.2.3. Descriptive statistics of the Organizational Capacity variables

4.2.3.1. Financial capacity

The measurement of financial capacity is made by measuring five aspects, and in figure 18 one of them can be seen, the main forms from which sports organizations are financed.

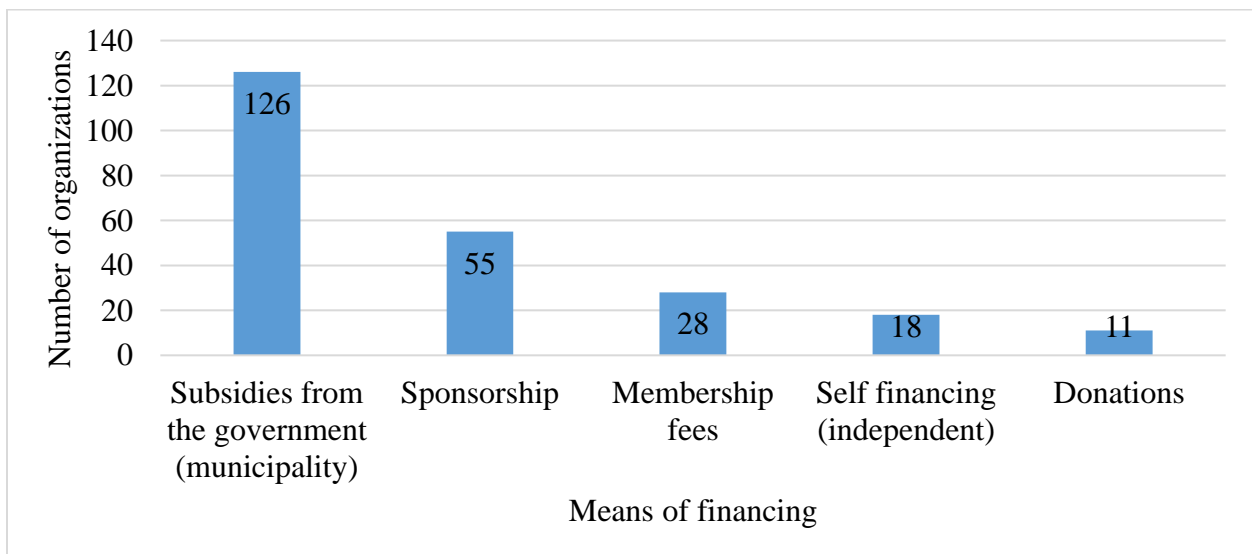


Figure 18. Organizations financing sources

Source: formulated by the author using Excel (2022)

As can be seen in this chart, most of the organizations, or about half of them, consider subsidies from the government as the main financial source. 55 of these organizations consider sponsorships from different businesses, 28 of them consider player payments in the form of membership, while 18 and 11 of them consider their own financial means, respectively the donations they receive from different individuals and entities, as the main financial source.

Meanwhile, in the chart below (figure 19) and table 18, four other variables that are in the framework of financial capacity can be seen. In fact, they are more in the sense of measuring the problems or difficulties that this sector has in this aspect. The first is more general since it is about the financial situation of the overall organization, the second measures the stability of the financing lines, the third measures the variety of financing lines, and the fourth measured the dependence of the organizations on municipal or government subsidies.

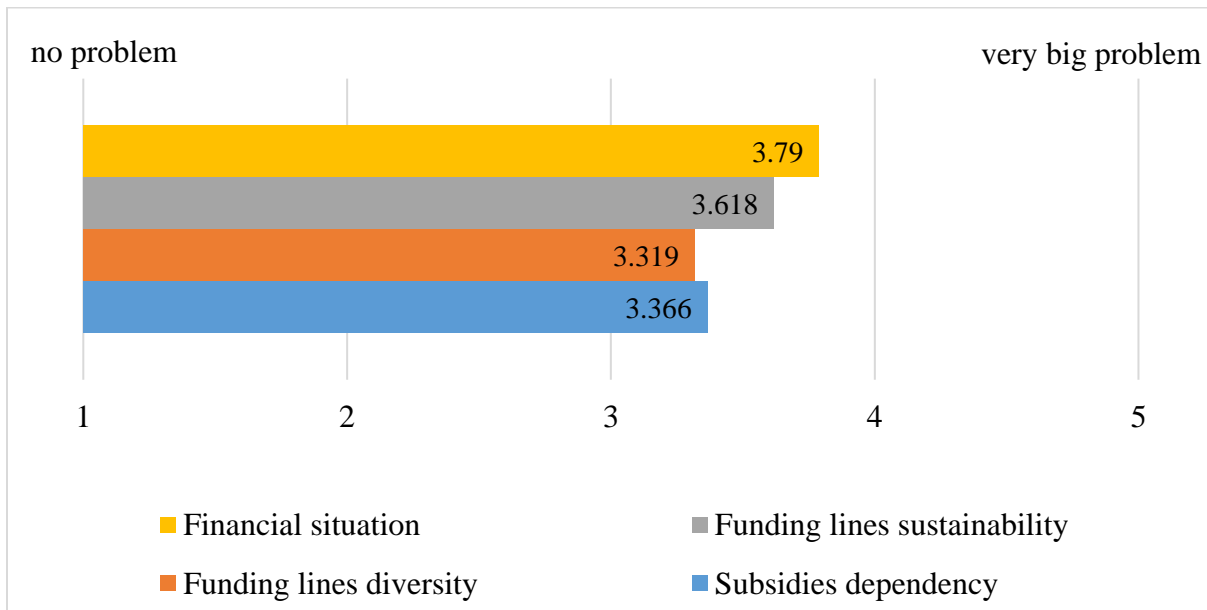


Figure 19. The average of responses of problematic financial situation, sustainability, diversity and subsidies dependency

Source: formulated by the author using Excel (2022)

As expressed in these data, all four variables show a high level of problematization, and this applies especially to the financial situation and to the sustainability of financing lines. The table below extracted from SPSS also shows other calculations such as Standard Deviation, Variance, Skewness and Kurtosis.

Table 18. Financial capacity variables descriptive statistics

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Financial situation (1 = no problem, 5 = very big problem)	238	3.790	1.1791	1.390	-.613	.158	-.607	.314
Funding lines sustainability (1 = no problem, 5 = very big problem)	238	3.618	1.2362	1.528	-.496	.158	-.746	.314
Funding lines diversity (1 = no problem, 5 = very big problem)	238	3.319	1.1759	1.383	.064	.158	-.952	.314
Subsidies dependency (1 = absolutely independent, 5 = absolutely dependent)	238	3.366	1.3043	1.701	-.163	.158	-1.095	.314
Valid N (listwise)	238							

Source: formulated by the author using SPSS (2022)

4.2.3.2. Human Resources Capacity

The measuring of the capacity of human resources consists of a total of seven variables. In the chart below (figure 20), four of them are presented, which are expressed in the number of members, paid staff, volunteers and volunteers engaged sporadically. Their number is categorized in such a way that each of the organizations falls under one of five capacities. "Very small" capacity includes organizations that have from 0 to 10 individuals, (respectively, 1 to 10 for the number of members), "small" capacity includes 11 to 30 individuals, "medium" capacity includes 31 to 60 individuals, "large" capacity includes 61 to 100 individuals, and "very large" capacity includes 101 or more individuals. From the data below, we see that regarding the number of members, most of the organizations, or 96 of them, have small capacities, respectively medium (55) and very small (45).

As for paid staff, most of the organizations (220) have very small capacity, which means that they employ from 0 to 10 paid individuals. And the issue of volunteers and sporadically engaged volunteers is slightly different, because here too organizations with very small capacity (131 and 134) and those with small capacity (70 and 68) dominate.

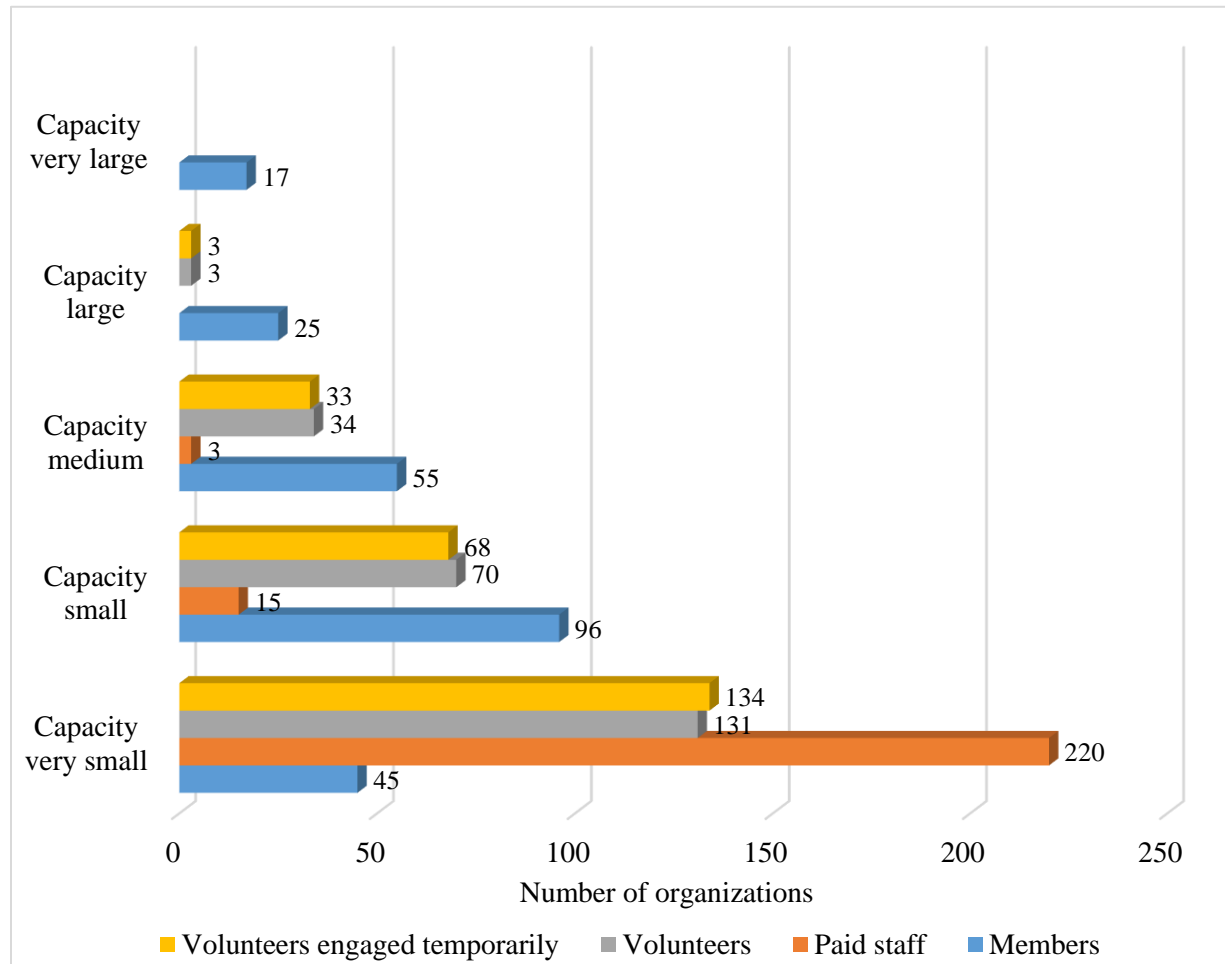


Figure 20. Descriptives from four HR capacity variables regarding the number of members, paid staff, volunteers and temporary volunteers

Source: formulated by the author using SPSS and Excel (2022)

The chart below (figure 21) shows the result of the variable related to the person or the body that deals with the issues of human resources practices. From this it can be seen that only one of the organizations has a department or a person who deals exclusively with the management of human resources. In other cases, the one who performs this work is the executive director (in 102 organizations), someone from the board members (in 75 organizations), someone with a specific

position for this role (in 20 organizations), and 40 of the respondents they have not had an answer for their organization.

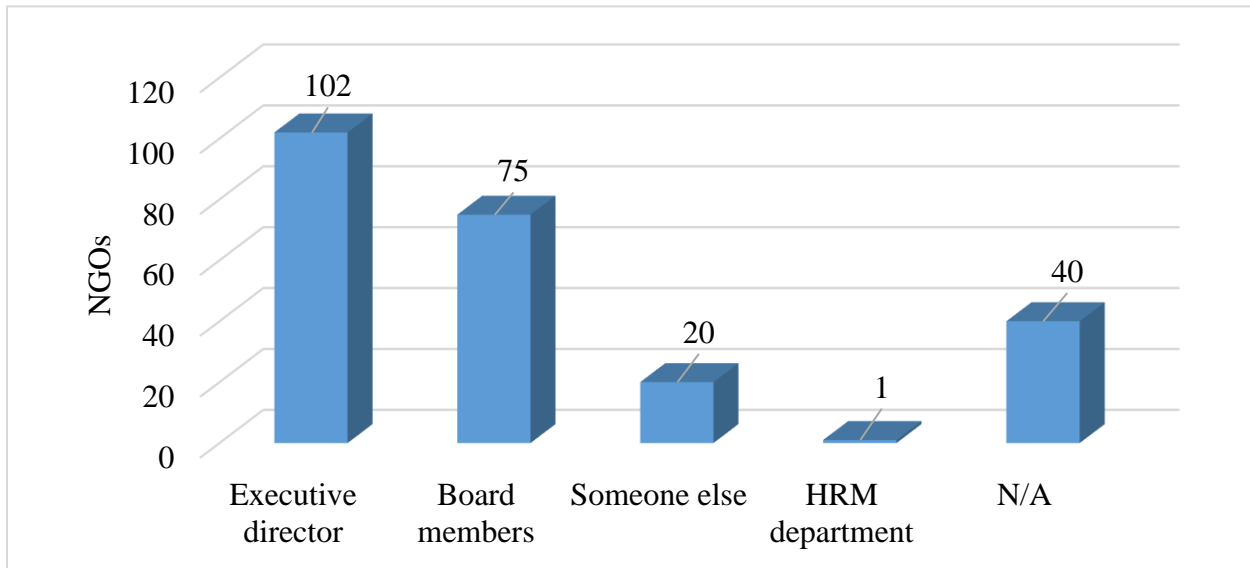


Figure 21. The responsible person for tasks related to HRM practices in organization frequencies

Source: formulated by the author using Excel (2022)

The table below shows the main statistical data for the last two variables of HR capacity. One is the capacity of human resources to operate with the organization, and the other is the participation of board members in making decisions alongside the chairman or executive director.

Table 19. Descriptive statistics of variables regarding HR ability to operate and Board members participation in decision-making

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
HR ability to operate (1 = strongly agree, 5 = strongly disagree)	238	2.609	1.3911	1.935	.374	.158	-1.075	.314
Board members participation in decision-making (1 = strongly agree, 5 = strongly disagree)	238	2.328	1.3847	1.917	.578	.158	-.991	.314
Valid N (listwise)	238							

Source: formulated by the author using SPSS (2022)

4.2.3.3. Structural capacity

The structural capacity part with its three components related to relationship and network, infrastructure and process, and planning and development includes a total of nine variables, as it can be seen from the table below.

Table 20. Structural capacity variables descriptive statistics

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Collaborations (0 = none, 4 = 4 or more)	238	2.290	1.7610	3.101	-.267	.158	-1.743	.314
Openness for collaborations (1 = strongly agree, 5 = strongly disagree)	238	2.803	1.6985	2.885	.161	.158	-1.668	.314
Using own facilities (1 = yes)	238	.206	.4052	.164	1.464	.158	.145	.314
Using public facilities (1 = yes)	238	.861	.3463	.120	-2.104	.158	2.449	.314
Access to sporting facilities (1 = no problem, 5 = very big problem)	238	3.324	1.5235	2.321	-.328	.158	-1.338	.314
Condition of sporting facilities (1 = no problem, 5 = very big problem)	238	3.626	1.4345	2.058	-.567	.158	-1.078	.314
IT usage (1 = strongly agree, 5 = strongly disagree)	238	2.445	1.4824	2.197	.550	.158	-1.077	.314
Strategic development plan (1 = strongly agree, 5 = strongly disagree)	238	2.374	1.3714	1.881	.549	.158	-.969	.314
Members participation in planning (1 = strongly agree, 5 = strongly disagree)	238	2.534	1.3011	1.693	.407	.158	-.866	.314
Valid N (listwise)	238							

Source: formulated by the author using SPSS (2022)

Relationship and networks capacity is measured taking into account the number of collaborations, and openness (willingness) for collaborations. Regarding this, the results in figures 22 and 23 show that the organizations mainly belong to two groups, either those that have no collaborations at all or those that have more than four collaborations, but the opinion that they are open to collaborations, dominates.

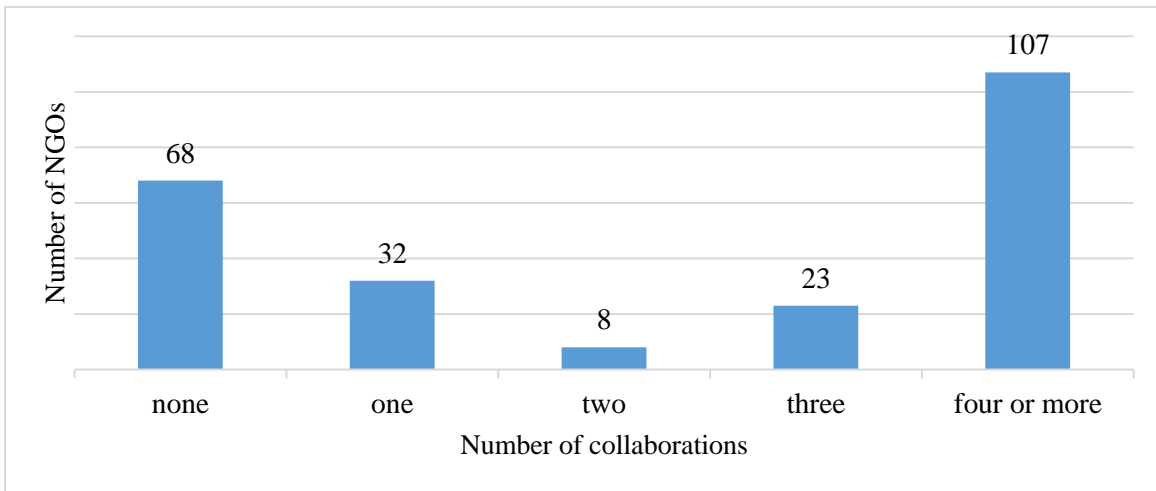


Figure 22. The number of collaborations of sport organizations with other organizations

Source: formulated by the author using Excel (2022)

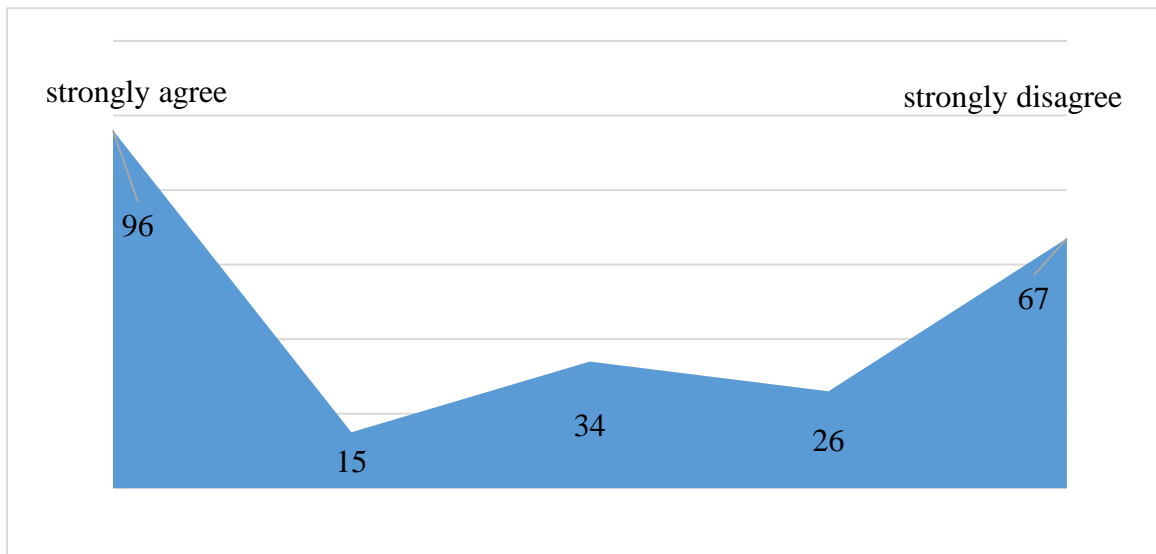


Figure 23. Perceptions of sports organizations openness for collaborations

Source: formulated by the author using Excel (2022)

Infrastructure and process capacity was focused mainly on infrastructure such as objects, environments and sporting facilities that organizations own or use, which are expressed through four variables. The results of these variables show that only about 20% of organizations own their own facilities and about 85% of them use public facilities. While regarding the problem of access to these objects and its conditions, a high number of respondents see these issues as a very big problem for their organizations, while the others had more diverse opinions, as it can be seen in figure 24.

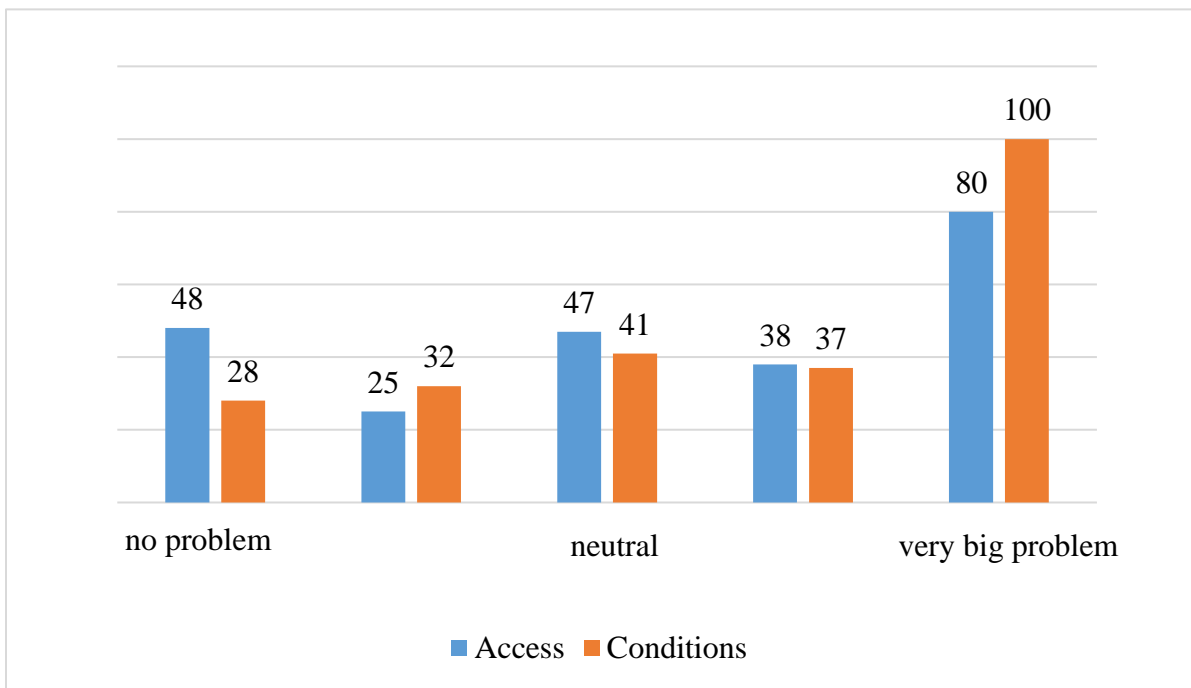


Figure 24. The problematic situation regarding access and conditions of sporting facilities

Source: formulated by the author using Excel (2022)

Furthermore, the aspect of the use of information technology was also measured as a separate variable which resulted in a rather diverse outcome, but leaning slightly towards organizations high use of information technology channels.

Finally, the two variables related to planning and development capacity have explored how much organizations make strategic development plans and how much members participate in these plans. As can be seen in figure 25, the majority of respondents agree that their organization makes strategic development plans, and apparently the fewest in number are those who disagree with this

statement. As for the participation of the members when planning of these strategic development plans, their answers are more scattered, although they lean more towards the opinion that the members do participate.

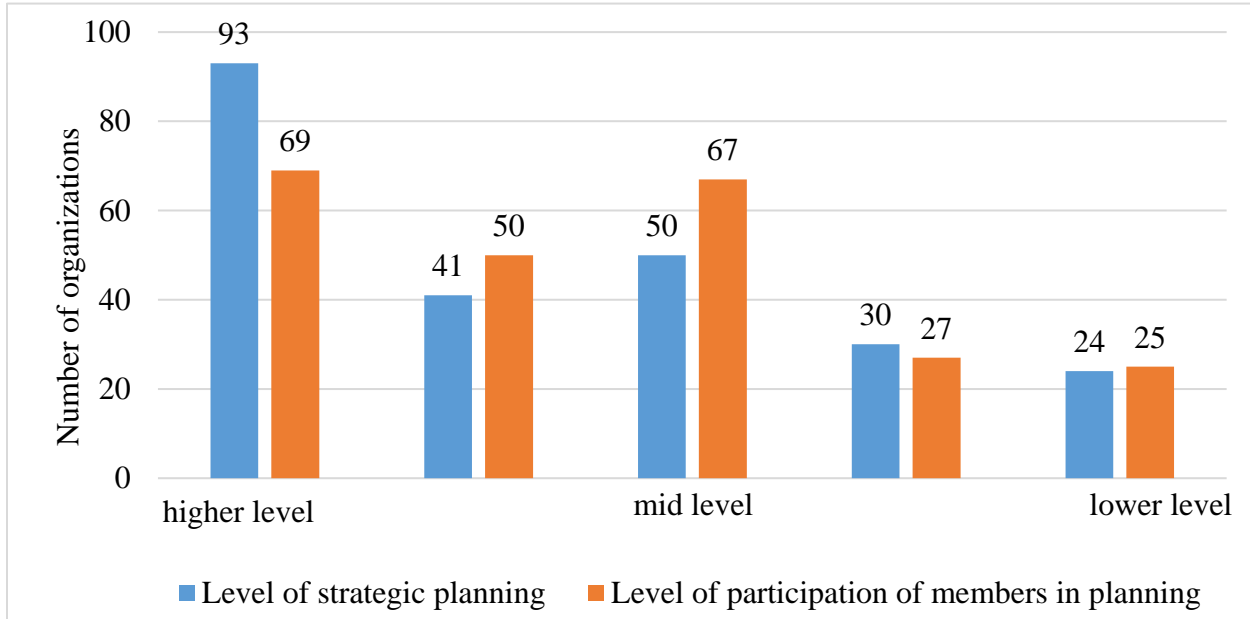


Figure 25. The level of making strategic development plans and participation of members in planning

Source: formulated by the author using Excel (2022)

4.2.4. Factor analysis of organizational capacity variables

In table 21 are shown all Organizational Capacity variables, except two variables which are excluded (one within financial capacity and one within HR capacity). They are divided according to three types of capacities that this theory prescribed and for the ease of processing they are presented as follow.

The financial capacity of organizations is measured by four variables, the financial situation (F1), the sustainability of funding lines (F2), the diversity of funding lines (F3), subsidies dependency (F4) and the main source of funding which is not presented in this table because it is a nominal variable.

The human resources capacity of organizations is also measured by four variables, the total number of members (HR1), the number of paid employees (HR2), the number of volunteers engaged on regular basis (HR3), the number of volunteers engaged temporarily or sporadically

(HR4), and the responsible person who deals with the HRM department which is not presented in the table because of nominal variable nature.

The structural capacity of organizations is covered according to its three sub-capacities which are measured by eight variables. Regarding *the relationship and network capacities*, they are measured with two variables, the number of collaborations (S.RN1) and the openness or willingness for collaborations (S.RN2). *The infrastructure and process capacity* is measured with four variables, the facility setting (own, public or both) (S.IP1), the access to sporting facilities (S.IP2), the conditions of sporting facilities (S.IP3) and the usage of information technology and its communication channels (S.IP4). The third one, *planning and development capacity* also was measured by four following variables. The strategic development planning (S.PD1), members participation in making strategic planning (S.PD2), the human resources ability to operate with the organization (S.PD3) and the board members participation in decision-making alongside the leader (S.PD4).

To find all the relationships between organizational capacity variables, factor analysis was used as an appropriate method of data reduction by generating a matrix which enables to notice the most significant correlations. As seen in table 21, the most significant correlations are mostly between variables within a type of capacity (shadowed cells) and less between variables of different types of capacities.

As for the correlations between different types of capacities, it can be seen in the table that the variables of financial capacity and HR capacity generally have no correlation between themselves. Regarding structural capacity, there are some cases where they have a correlation. For example, the capacity of relationships and networks (S.RN1) presents a correlation with all HR capacity variables (HR1, HR2, HR3 and HR4). Meanwhile, the openness for relationships and networks (S.RN2) presents a correlation with three variables of financial capacity (F1, F3 and F4). Furthermore, the capacity of infrastructure related to the access and conditions (S.IP1 and S.IP2) shows correlation with the financial capacity of the organization, specifically with financial situation, its sustainability and diversity (F1, F2 and F3). The other correlations presented in the table are mostly sporadic.

Their more detailed exploration related with the hypotheses raised will be done later in chapter 4.2.6., where hypothesis testing is presented.

4.2.5. Descriptive statistics of leadership measurement

4.2.5.1. Transformational leadership measurement through GTL

Transformational Leadership, which was measured by the seven attributes of the short Transformational Leadership questionnaire, is presented below as a summary from which it can be seen that the respondents are evaluated as transformational leaders of higher level (most of them are in the area 4.49 out of 5).

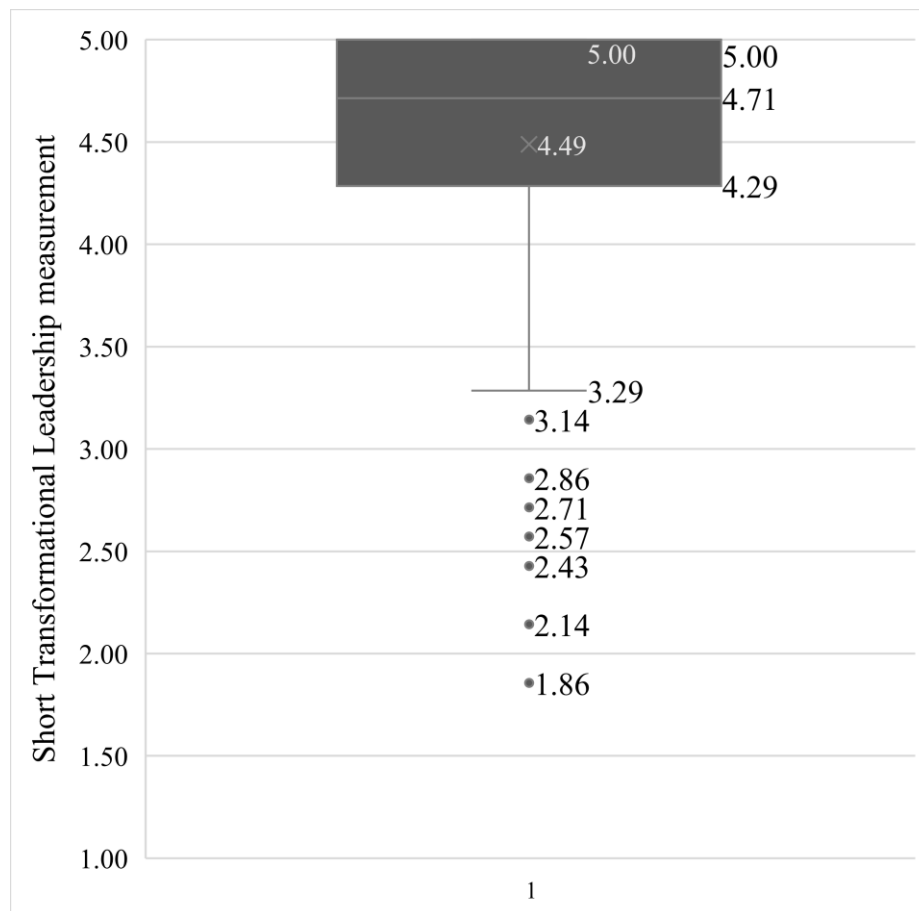


Figure 26. Leadership style measured with Global Transformational Leadership leverage

Source: formulated by the author using Excel (2022)

Statistical data are also presented below, where it can be seen that the lowest evaluation of transformational leadership for a leader was 1.86, while a very large number of them were evaluated with 5 in this aspect, while other data include standard deviation, variance, skewness and kurtosis.

Table 22. Descriptive statistics of GTL measurement

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transformational leadership measure	202	1.857	5.000	4.489	.675	.456	-1.930	.171	3.695	.341
Valid N (listwise)	202									

Source: created by the author using SPSS (2022)

To group certain items and their scores together a cluster analysis was performed. First a TwoStep Cluster analysis was developed to explore and reveal the appropriate number of clusters among 7 components of Transformational Leadership. In figure 27 below, the results indicated that with a fair silhouette measure of cohesion and separation, the division in two clusters is the most natural.

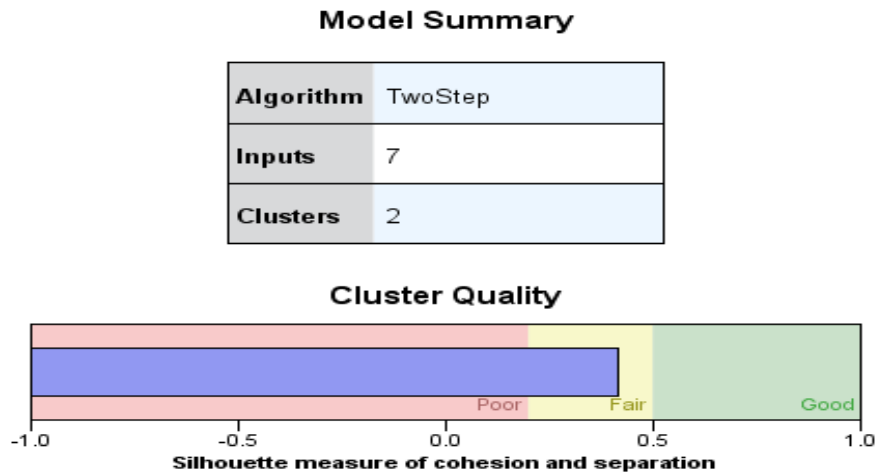


Figure 27. TwoStep Cluster analysis of 7 items of GTL

Source: created by the author using SPSS (2023)

Now that the number of clusters is defined, the K-means Clustering method is used to categorize the data in two groups (clusters), where cases are similar to each other. After the fourth iterating step, the redistributing process of the units has stopped as there were no changes or small changes in cluster centers. Also, after the ANOVA results gave high significance levels for all seven items (.000), the two clusters consist of 19 and 219 cases each, characteristics shown in figure 30.

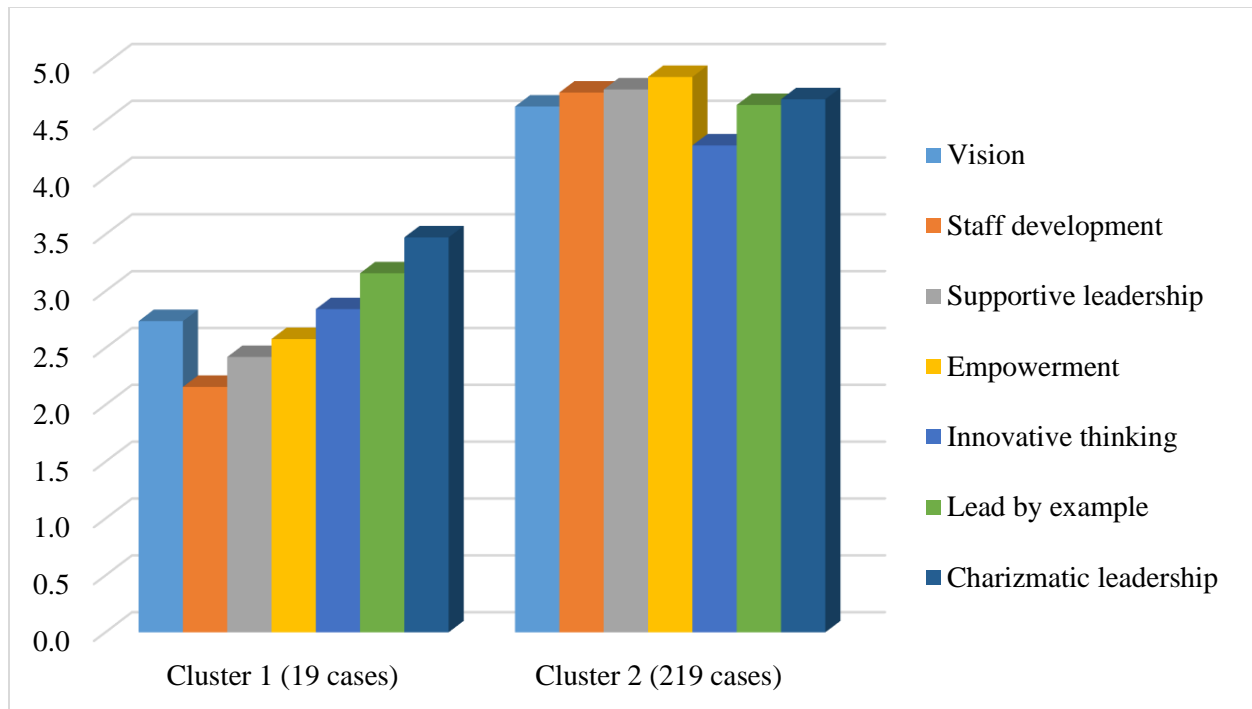


Figure 28. Two main clusters centers of leaders regarding 7 transformational leadership attributes

Source: created by the author using SPSS and Excel (2023)

As seen in figure 28, cluster 1 which is the smallest with 19 cases, is characterized by relatively average assessment of the attributes of Transformational Leadership. This means that regarding the ideal vision of the leader, the ability for innovative strategic thinking, the ability to lead by example and charisma, in this group the leaders are moderately good. Especially at the lowest level are encouragement for the development of their staff, supportive leadership towards their staff, and empowerment of their team members in decision making.

Nevertheless, cluster 2 with 219 cases includes leaders who are characterized by very high levels of these seven attributes. More specifically, only innovative thinking of leaders as an attribute is a little lower than the others, but still at a high level if it is evaluated as special.

4.2.5.2. Leadership styles according to Leadership Grid

The measurement of the leadership style through the Leadership Grid of Blake and Mouton leverage finally gave two variables, concern for people and concern for production. The results for them were derived based on 18 questions/statements and their ratings, using the formula provided

by this leverage (see appendixes). From the summarized data presented in the chart below, it can be seen that most of the leaders who participated in the survey (blue dots) fall into the highest areas of the Team Management style, closer to points 9, 9. For this calculation, they are included only the answers of the respondents with high leadership positions, 202 respondents in total.

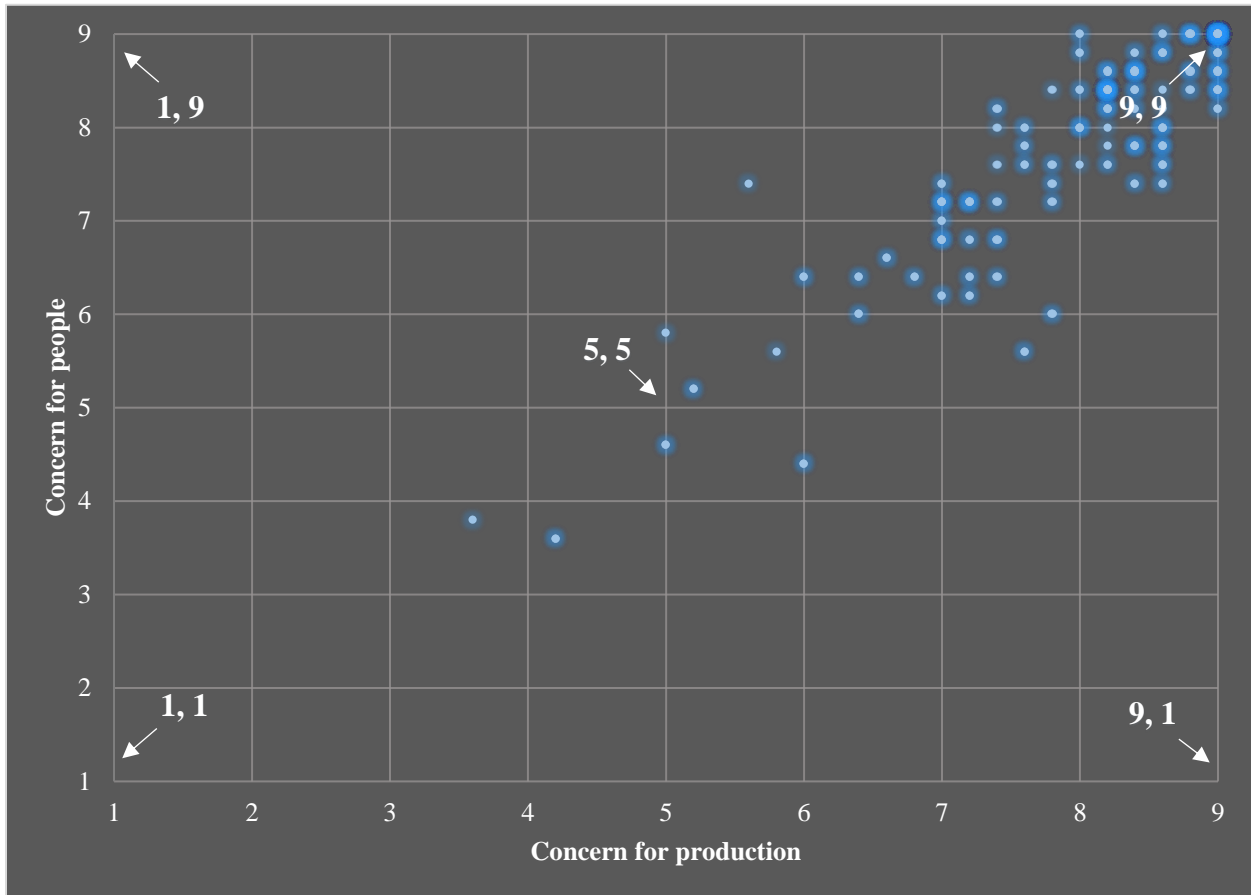


Figure 29. Leadership styles of sport NGOs according the Leadership Grid theory

Source: formulated by the author using Excel (2022)

Regarding this measure of leadership according to the Leadership Grid which contained 18 items, they are summarized in two main dimensions or variables, one regarding concern for people and the other regarding concern for task. Taken as separate dimensions from one another, through K-means analysis they are divided into three groups or clusters with significant differences (see figure 30).

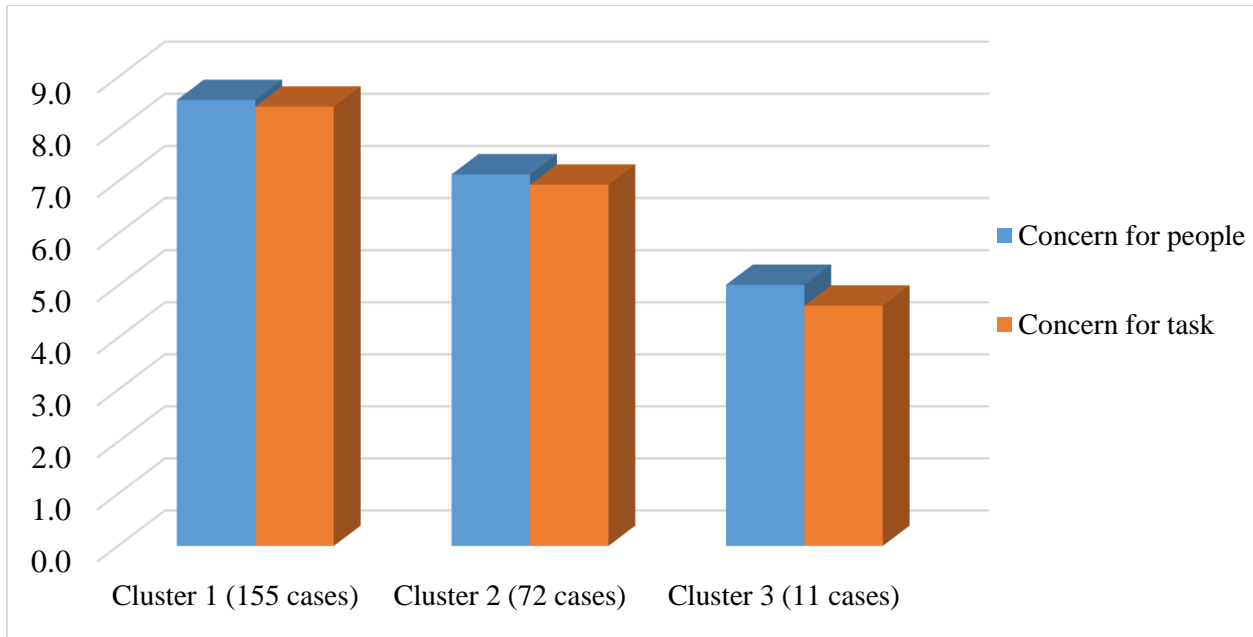


Figure 30. Three main cluster centers of leaders regarding two types of concerns according to Leadership Grid measurer

Sources: created by the author using SPSS and Excel (2023)

As can be seen in figure 30, cluster 1 which is the largest is characterized by almost maximum levels of the two dimensions, while cluster 2 with 72 cases is characterized by slightly lower levels, although as a combination, both belong to the area of Team Management style leaders. Meanwhile, cluster 3, which includes a small number of leaders (11 cases), is characterized by significantly lower levels of concern for people and concern for task, which also according to the Leadership Grid rules, belongs to the area of 5, 5 or Middle-of-the-Road Management style leaders.

4.2.6. Hypotheses testing

The hypotheses were tested primarily through correlation analysis, examining the relationship between variables of organizational capacity among themselves, leadership variables, and two demographic variables. Each hypothesis was analyzed individually with relevant analysis.

H1a.

The financial situation is positively correlated with the sustainability and the diversity of funds.

The hypotheses H1a is fully confirmed as table 23 shows that when the sustainability and the diversity funding lines are problematic, the financial situation is also problematic. This correlation is stronger especially in the case of the sustainability and financial situation (.747), and it indicates a moderate monotonic relationship between the diversity and financial situation, but it is significant in both cases. Thus, the hypothesis H1a is accepted.

Table 23. The correlation between financial capacity variables

			Funding lines sustainability	Funding lines diversity	Subsidies dependency
Spearman's rho	Financial situation	Correlation Coefficient	.747**	.369**	.362**
		Sig. (2-tailed)	.000	.000	.000
		N	238	238	238

** Correlation is significant at 1%

Source: formulated by the author using SPSS (2023)

H1b.

The financial situation is positively correlated with the dependency of funds.

The hypothesis H1b is also confirmed, as table 23 shows that when the dependency on government subsidies is high, the overall financial situation is also problematic. The Spearman's rho calculates for .362 which indicates for a moderate monotonic relationship which is significant at 1%. Thus, the hypotheses H1b is accepted.

The analysis suggests that the financial health of the organizations is strongly dependent on the sustainability and diversity of their funding sources and though a bit less, correlated to the dependency on subsidies too. This points out the essential importance of having stable and diverse funding sources and being in a position where the dependency on subsidies is not high.

H1c.

The leadership style is correlated with the sustainability and diversity of funding sources.

As shown in table 24, after the correlational analysis by using Spearman’s rho seeking for a relationship between the leadership style and the funding lines sustainability (significance with GTL 0.693) and diversity (significance with GTL 0.285), it can be said that there is no significant correlation between any of these variables as none of the p-values are below the significance threshold ($p > 0.05$). The same applies to the Leadership Grid measurer. Therefore, the hypothesis H1c is rejected. From this it can be concluded that the leadership style-whether transformational leadership or the leadership grid dimensions- does not significantly influence the funding lines sustainability and diversity within the studied sample and other factors should be considered.

Table 24. Financial sustainability and diversity vs. leadership style correlation

			Transformational leadership	Leadership Grid	
				People	Task
Spearman's rho	Funding lines sustainability	Correlation Coefficient	.026	-.036	-.049
		Sig. (2-tailed)	.693	.577	.449
		N	238	238	238
	Funding lines diversity	Correlation Coefficient	.070	.040	.006
		Sig. (2-tailed)	.285	.542	.927
		N	238	238	238

Source: formulated by the author using SPSS (2023)

H2a.

The number of volunteers is correlated with the leadership style.

The table below shows the results of the correlation analysis to find what relationship there is between the number of the regular volunteers and volunteers sporadically or temporarily engaged and the leadership style measured with two leverages. When using the transformational leadership measurements there is no significant correlation between variables (significance 0.179 and 0.066). While when using the Leadership Grid, respectively two parts concerning people and task, correlation with high significance is present, even though the relationship itself between the number of volunteers and leadership grid measurement is positive but weak. Concerning people, the correlation coefficient is 0.188 for regular volunteers and 0.208 for volunteers temporarily. Concerning task, the correlation coefficient is 0.177 for regular volunteers and 0.196 for volunteers temporarily engaged. This means that the higher number of volunteers is related to the higher ranking in the leadership grid. Therefore, hypothesis H2a is partly confirmed, because people oriented and task-oriented leadership style showed correlation with the number of volunteers, while transformational leadership style did not show significant correlation.

Table 25. Voluntary engagement vs. leadership style correlation

			Transformational leadership	Leadership Grid	
				People	Task
Spearman's rho	Volunteers	Correlation Coefficient	.087	.188**	.177**
		Sig. (2-tailed)	.179	.004	.006
		N	238	238	238
	Volunteers sporadically engaged	Correlation Coefficient	.119	.208**	.196**
		Sig. (2-tailed)	.066	.001	.002
		N	238	238	238

** Correlation is significant at 1%

Source: formulated by the author using SPSS (2023)

H2b.

In more than 50% of sports organizations, the executive director as a leader performs tasks that are related to HRM practices.

According to figure 31 below, which is the same as figure 21 from chapter 4.2.3.2., it can be seen that the executive director is the one who deals most frequently with the HRM practices related

tasks. In around 42% of sport CSOs the executive director is somehow the HRM manager as well, and in around 31% some member from the board has this position. However, the expectations were that the executive director would be apparently the dominant figure dealing with the aspect of HRM practice, at least in over 50% of sports CSOs. HRM tasks are distributed across different positions, rather than being managed predominantly by executive directors. Therefore, the hypothesis H3b is rejected.

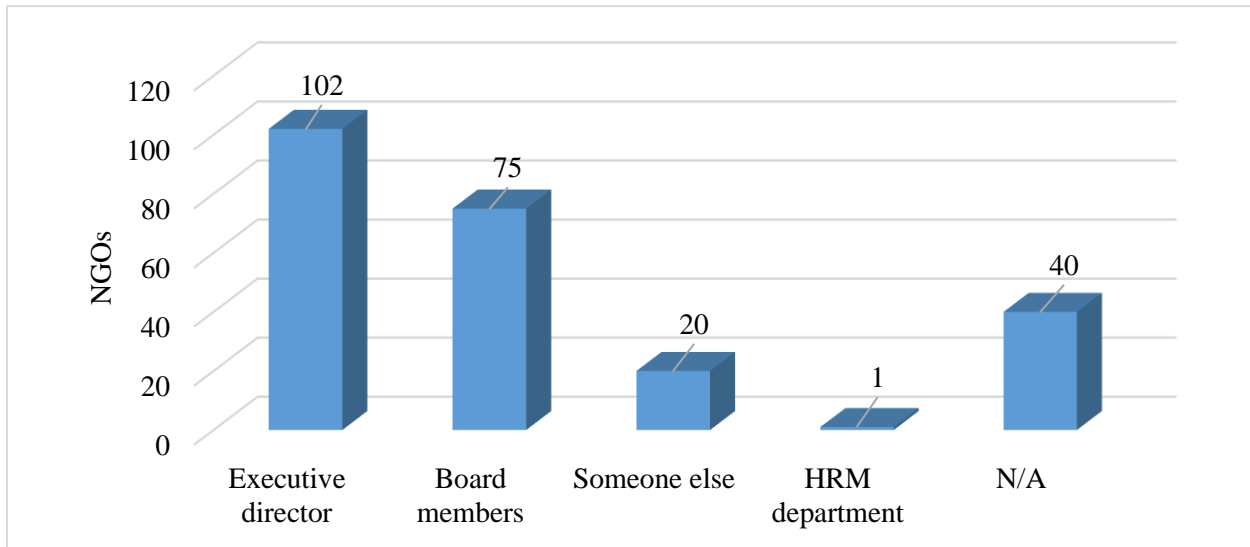


Figure 311. The responsible person for tasks related to HRM practices in organization frequencies

Source: formulated by the author using Excel (2022)

H2c.

The practicing of HRM is correlated with the size of the organizations.

According to table 26, after the correlation analysis between the responsible person for the HRM practices in the organization and four variables related to size (overall members, paid staff, regular and temporary engaged volunteers), conclusion is that there is no significant correlation between any of these variables. As can be seen in the table, the correlation coefficient ranges from -.103 to -.009 but the p-values are all above the .05 threshold. This indicates that the HRM practices and responsibilities are not influenced by the size of the organizations whatsoever. Therefore, the hypothesis H2c is ultimately rejected.

Table 26. Correlation between the responsible person for HRM practices and size of organizations

			Members	Paid staff	Volunteers	Temporary volunteers
Spearman's rho	HRM practices	Correlation Coefficient	-.103	-.009	-.044	-.069
		Sig. (2-tailed)	.112	.887	.500	.286
		N	238	238	238	238

Source: formulated by the author using SPSS (2023)

H2d.

The educational level and the work experience of the leader in the NGO sector is positively correlated with the style of leadership.

To test this hypothesis, a correlation analysis was made where the two demographic variables of the leaders (educational level and work experience in the CSO sector) were run against the three variables of the two evaluators of the leadership style (GTL and Leadership Grid leverages).

Table 27. Educational level and work experience vs leadership style correlation

			Transformational leadership	Leadership Grid	
				People	Task
Spearman's rho	Educational level	Correlation Coefficient	-.093	.080	.061
		Sig. (2-tailed)	.150	.217	.346
		N	238	238	238
	Work experience	Correlation Coefficient	.090	.061	.039
		Sig. (2-tailed)	.165	.353	.551
		N	238	238	238

Source: formulated by the author using SPSS (2023)

Based on the values in table 27, the leadership style measured by the two evaluators has no significant correlation neither with the level of education of the leaders nor with their experience in the CSO sector. The coefficient for educational level range from -.093 to .080, and for work experience the coefficients range from .039 to .090, with statistically non-significant p-values (all above .05). Therefore, the hypothesis H2d is not supported.

H2e.

In the organizations with higher transformational leadership leaders, the participation of members in planning will be higher.

According to the correlation analysis through Spearman’s rho in table below, there is a very weak negative relationship between the transformational leadership (only through GTL) of leaders and the members participation in making strategic development plans in sport CSOs ($\rho = -.171$), correlation which has high statistical significance ($p = .008$). This means that when transformational leadership is high, the participation in planning also gets higher. On the other hand, the measurement done through leadership grid didn’t show significant correlation ($p = .055$ for people and $p = .484$ for task). Nevertheless, hypothesis H2e is accepted.

Table 28. Members participation in planning and board members participation in decision-making vs. leadership style

			Transformational leadership	Leadership Grid	
				People	Task
Spearman's rho	Members participation in planning (1 = strongly agree, 5 = strongly disagree)	Correlation Coefficient	-.171**	-.125	-.046
		Sig. (2-tailed)	.008	.055	.484
		N	238	238	238
	Board members participation in decision-making (1 = strongly agree, 5 = strongly disagree)	Correlation Coefficient	-.158*	-.137*	-.092
		Sig. (2-tailed)	.014	.034	.159
		N	238	238	238

** Correlation is significant at 1%

* Correlation is significant at 5%

Source: formulated by the author using SPSS (2023)

H2f.

In the organizations with higher transformational leadership leaders, the participation of board-members in decision-making will be higher.

The correlation analysis in table above (28) shows that there is a weak negative relationship (.158) between the participation of board members on decision-making in sport CSOs and the transformational leadership, which is significant at $p = .014$. Just for comparison, the leadership grid did not show full correlation as only the Concern for People part showed significant correlation and Concern for Task not. Nevertheless, the hypothesis was only regarding the transformational leadership measurer which was positively correlated with the other variable. Thus, the hypothesis H2f is accepted.

Note that the values in the table 28 are negative because the questions in the questionnaire were formulated in such a way that 1 stands for strongly agree and 5 stands for strongly disagree. But when they reverse, then the opposite values appear, meaning positive.

H3a.

The access and conditions of the sporting facilities are poor and inadequate for sport CSOs.

Based on table 29, the most frequent answer from the respondents is that both, the access and the conditions of sporting facilities are a very big problem for sport CSOs. But considering the mean and especially the median, results show that the access of sporting facilities is slightly more problematic than the neutral rank (3 of 5, mean = 3.324) regarding this, while the results of conditions of sporting facilities are much closer the problematic rank (4 of 5, mean = 3.626) of the evaluation. Therefore, the hypothesis H3a is accepted as the data suggests that the access and conditions of sporting facilities are poor and inadequate.

Table 29. Sport CSOs views regarding the problem of access and conditions of sporting facilities

		Access to sporting facilities (1 = no problem, 5 = very big problem)	Condition of sporting facilities (1 = no problem, 5 = very big problem)
N	Valid	238	238

Missing	0	0
Mean	3.324	3.626
Median	3.000	4.000
Mode	5.0	5.0

Source: formulated by the author using SPSS (2023)

H3b.

The number of relationships and networks will be higher in the case of a higher transformational leadership.

As shown in the table 30, there is no significant relationship between organizations number of relationships and networks and the level of transformational leadership or leadership style of the leaders. All of the correlation coefficients are weak and do not show statistical significance transformational leadership ($p = .067$), people-oriented leadership ($p = .906$), and task-oriented leadership ($p = .624$). Therefore, the hypothesis H3b is rejected.

Table 30. Correlation between structural capacity variables and leadership style

			Transformational leadership	Leadership Grid	
				People	Task
Spearman's rho	Relationships and networks	Correlation Coefficient	.119	-.008	.032
		Sig. (2-tailed)	.067	.906	.624
		N	238	238	238
	IT usage (1 = strongly agree, 5 = strongly disagree)	Correlation Coefficient	-.102	-.170**	-.122
		Sig. (2-tailed)	.115	.008	.060
		N	238	238	238
	Strategic development plan (1 = strongly agree, 5 = strongly disagree)	Correlation Coefficient	-.277**	-.227**	-.235**
		Sig. (2-tailed)	.000	.000	.000
		N	238	238	238

** Correlation is significant at 1%

Source: formulated by the author using SPSS (2023)

H3c.

Information technology usage in sport CSOs is positively correlated to the leadership style.

According to the correlation analysis with Spearman's rho in table 30, there is no significant correlation between the usage of information technology in sport CSOs and the leadership style measured by both leadership questionnaires. Even though the Concern for People part from the leadership grid has shown a high significance in relationship with the IT usage ($p = .008$), it was not taken under consideration as valid because being only one part of the theory, it should be used only in combination with the other, the Concern for Task. Therefore, the hypothesis H3c is rejected.

H3d.

There is a positive correlation between the capacity of developing strategic plans and the leadership style.

As it can be seen on table 30, the ability to make strategic development plans is positively correlated with leadership style (both measurers). The Spearman's rho correlation analysis shows a weak positive correlation between the variables, with a high significance. The correlation coefficients for strategic development plan with transformational leadership ($\rho = -.277$), people-oriented leadership ($\rho = -.227$), and task-oriented leadership ($\rho = -.235$) are all negative and significant at $p = .000$ level. The values are negative because the questions in the questionnaire were formulated in such a way that 1 stands for strongly agree and 5 stands for strongly disagree. But when they reverse, then the opposite values appear, meaning positive. Overall, this correlation means that with higher capacity of making strategic development plans, the leadership style evaluation is better. Therefore, the H3d hypothesis is accepted.

4.2.6.1. Hypotheses regarding leadership measurers and analysis on their comparison

The diagram below (figure 32) shows the correlations between variables of organizational capacity and leadership variables. This will provide a clear understanding of the specific variables that exhibit a correlation. The black bold lines represent the cases where there were significant

correlations between the variables and consequently, the hypotheses were confirmed, while the light gray lines represent the cases when there were no significant correlations between the variables and the hypotheses were rejected.

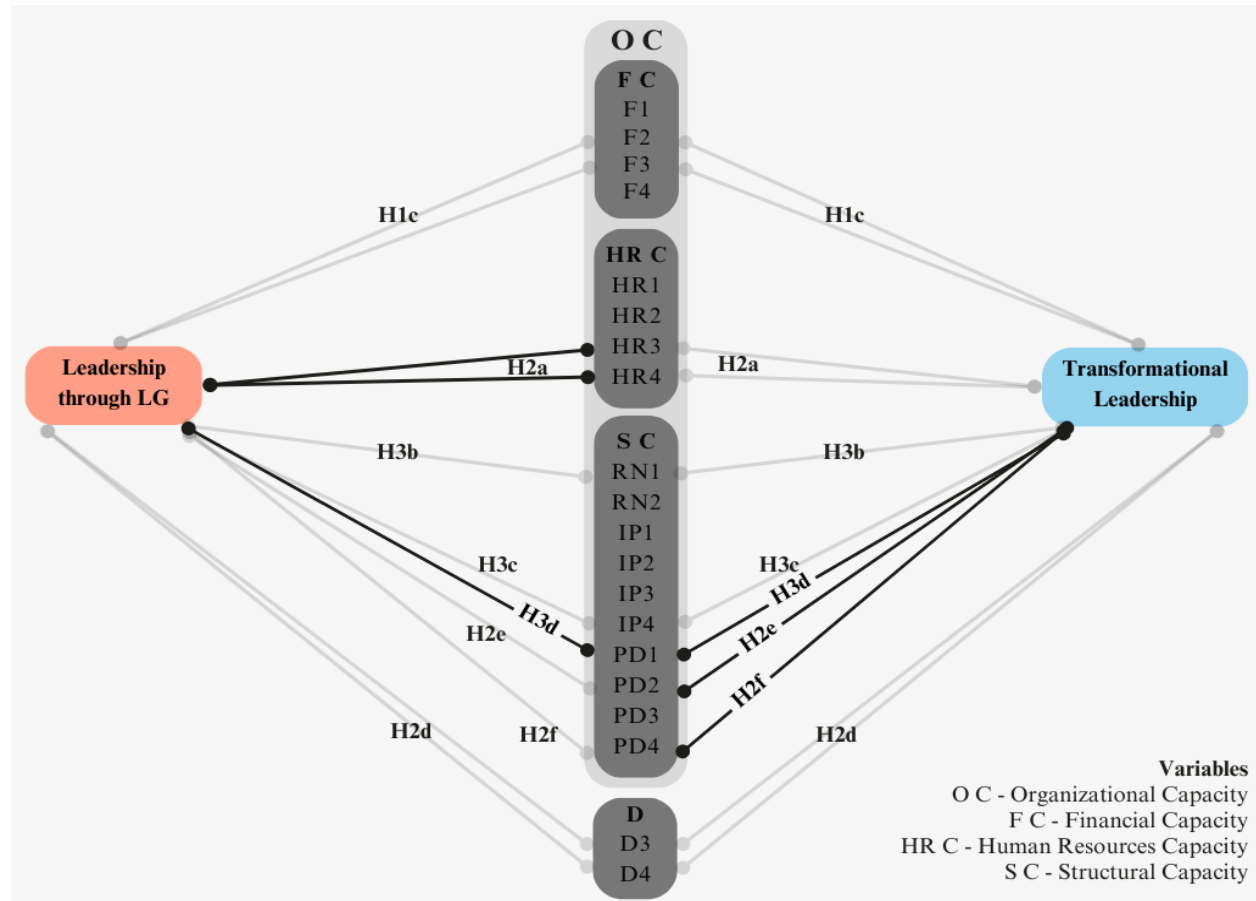


Figure 322. Hypothesis diagram of correlation between organizational capacity variables and leadership variables

Source: formulated by the author (2023)

The fact that two ways of measuring leadership have been taken can be justified on several grounds. Nevertheless, the three main ones are as follows.

1. Nuanced insights: These two measures are different in terms of the aspects they include because on the one hand GTL considers 7 aspects as follows: vision, staff development, supportive leadership, empowerment, innovative thinking, lead by example and charismatic leadership, while Leadership Grid considers two main aspects: Leader's concern for people and concern for production. In this dimension, we see that in the case of Leadership Grid, hypotheses H2a and H3d have been confirmed, which translates as follows: in cases where concern for people and concern

for production is higher, the number of regular and non-regular volunteers will also increase, as well as the capacity to develop strategic plans will be higher. On the other hand, in the case of transformational leadership, we see that the confirmed hypotheses H2e, H2f and H3d are from the same group of variables, which translates as follows: when leaders have a higher level of transformational leadership in the seven aspects mentioned above, then the capacity for developed strategic plans will be higher, as well as the participation of board members and members of the organization in general in strategic planning will be higher.

2. Triangulation: The use of different methods is a way of complementing the obtained results, which gives them credibility. In this dimension, the seven aspects of GTL measurement are very comprehensive, although quite general, because the data are extracted from only one item for each of seven aspects. On the other hand, Leadership Grid takes into consideration only two aspects such as concern for people and concern for production, but they are much more detailed as each aspect contains 9 questions in the questionnaire. In this sense, if we compare them, we see that these two measurements turned out to have a correlation in only one point from all the variables of organizational capacity, where hypothesis H3d is confirmed. Consequently, this translates into a double confirmation that the development of strategic plans has a positive correlation with the leadership style. So, the more positive (higher) the attributes of both leadership evaluators are, the higher the capacity of the organization to make strategic development plans.

3. Confirmation and discrepancies in measurers: Incorporating two measurements has also offered their comparison by highlighting the similarities and differences which can be reflected as a confirmation of reliability and validity for each of them and highlighting the limitations that they can have. If we take the results obtained from the two leverages of leadership, and compare them without including other variables, they are similar in terms of evaluation, although they measure different aspects. So, in both the answers are dominated by high ratings (with positive connotations) and in addition to them, a significant high correlation can be seen between them, which means that the respondents answers were similar in both. Thus, even the Leadership Grid, which has been viewed with skepticism sometimes, can be used as a measure of leadership style.

5. CONCLUSIONS

Based on documentary analysis, as of December 12, 2022, 11,748 NGOs have been registered in Kosovo, of which 2237 belong to the field of sports. They are categorized as sports clubs, sports associations, and sports federations. Most of them are in the form of clubs, sports schools, federations, fan clubs, recreational organizations and other forms that serve sports as advocacy. Most of the clubs belong to the most popular sports such as football, basketball, volleyball, ping pong, handball and the group of martial arts sports. From the content analysis of the mission statements of all organizations, it appears that the most frequent concepts with which they are associated are: sport, organization, people, development, activities, young, etc., which are a description of what these organizations actually stand for.

In this study, the quantitative data comes from the survey and based on the participation of only about 10% of the respondents from a total of 2237 email addresses that were contacted, it can be said that these organizations are largely not active even though the list is not updated. However, this does not mean that only they are active, because non-participation in the survey can be for different reasons. Regarding the location of these organizations, it turned out that they were quite scattered among the municipalities of Kosovo, a little more in Pristina (the capital) and Prizren. Most of them are located in cities and towns, while a very small number of them are located in villages. Regarding their activity, most of them are clubs that deal with only one type of sport, while 42 of them deal with two or more sports and only one of them was an advocacy organization. Regarding the size of the organizations in terms of the number of members, most of them are small or very small, at most 30 members, respectively 10 members, while the rest are larger.

The two main themes that were explored for these organizations were organizational capacity and leadership in sports CSOs. Regarding the organizational capacity, the division is made according to the theory of Hall et al., which examines the capacity in three levels, financial, human resources, and structural.

Financial capacity

From the interviews it was seen that the financial capacity of sports CSO's is characterized as low capacity which is a challenge for the operation. Dependence on subsidies is evident and the demand for sponsors is great. Even the quantitative results also show that the dependence on financial

support from external actors is very high. When asked what is the main source of funding, about half of the organizations consider subsidies from the municipality or the government as the main supporter. A fairly large number consider sponsorships from businesses and donations as the pillar of sustainability, while a small number of them say that they operate on the basis of membership payments and that they are financially independent. However, in general, the financial situation is considered problematic in most of the organizations that participate in the survey. The sustainability of financing lines also turns out to be quite a problem. Although at a slightly lower level, even the diversity of these lines is considered a problem for organizations. From the correlation analysis, it was found that sustainability and diversity of funding lines have a positive correlation with the financial situation of sports CSOs. In addition to those two, the dependence on subsidies is also directly related to the financial situation.

Interviews showed that most of these funds go towards organizing matches, travel, and food. A slightly smaller number of organizations use those tools for player salaries and payments. They are either managed by a person responsible for finances, they manage them themselves, and not infrequently this part remains ambiguous.

Human resources capacity

The members of a sports organization are most often engaged as players, who are either paid, or are engaged as volunteers, or pay a membership fee for the services provided by the organization. In addition to these, they can be engaged in other tasks of a technical and organizational nature, in which they can be regularly or temporarily. The capacity of human resources of sports organizations in Kosovo is dominated by small organizations, which also have small capacities in terms of the number of volunteers and even smaller in terms of the number of paid employees. As for the ability of HR to operate with the organization, the respondents mostly agree or are neutral with this statement, and fewer are those who disagree. Also when asked if board members participate in decision-making on an equal basis with the executive director, the most frequent answer of the respondents was that they strongly agree, while the other answers were almost equally less. But regular members are not involved in decision-making.

As for the management or the person responsible for HRM practices, it turns out that in almost half (42%) of the organizations it is the executive director who does this job and in over 30% of them, it is someone from the board members. In only 21 organizations, there are people exclusively

engaged for this work, of which only one organization has a HRM department. The analysis of the correlation between the size of the organization (members, employees and volunteers), and the responsible person who deals with the field of HRM, shows that there is no correlation between any of them. However, regarding members motivation, in general, organizations do not have concrete plans. While their recruitment is done in different ways, starting from family and social relations, schools where coaches also teach physical education, social networks and other league clubs.

Structural Capacity

The structural capacity made up of internal capacities related to relationship and networks, infrastructure and process, and planning and development comprises a heterogeneous group of information, so they are divided into three parts.

Relationship and network capacity, being measured based on the number of collaborations, it turned out that such an organization collaborates with 2.29 organizations on average. As for the willingness to cooperate, their approach is mainly divided into two extreme poles, those who are very open and those who are not at all open to cooperation. Based on interviews, collaborations are mainly in the sport aspect, respectively in the organization of matches, trainings, or traveling together for camps. The idea of collaborations is seen as challenging because they consider that the opposite party is not open for collaborations.

The infrastructure and process capacity in most organizations is supported by public sports facilities such as various sports halls, mainly those of schools, to which more than 80% of them have access. A small part of organizations has their own facilities, which are about 20% of all organizations. As problems identified in public sports facilities, access and conditions proved to be still a significant problem of the sports infrastructure in Kosovo. Interviews also indicate that it is mostly satisfactory, but with two constant issues occurring, accesses and conditions of the sporting facilities. While regarding the equipment, generally they do not lack. Regarding the part of the communication channels through the use of information technology explored, it was seen that their use within the organization is widespread.

Regarding the part of strategic planning and development, although most of them agree that the organization has a strategic development plan, a significant part of them do not agree that this

applies to their organization. There is a similar ratio also regarding the participation of the members in the strategic planning of the organization. Strategic planning can be done annually, monthly, weekly, or even by planning daily tasks. Most of them do it quite rarely, for example in the beginning of the season. Furthermore, almost all of the interviewees declared that they encounter difficulties in implementing development strategies.

Leadership

From the interviews, it has been observed that in some organizations the boards are totally inactive, and that the decisions and activities are undertaken entirely by the director or the chairman. Even with regard to decision-making and participation in planning by the members, there are different approaches because some organizations include them and some do not include them at all. It is obvious that the bigger clubs have more sophisticated division of positions, and at first glance it seemed that this was related to the size of the organization, but the correlation analysis did not present any significant relationship from the survey findings. Regarding performance measurement, clubs in general do not have formal measurements. As for the conflicts, it was not possible to extract rich information from these interviews. From the evaluation of the leadership style through the questionnaires of two different theories, it appears that the leaders in the sports CSO have a very positive level, measured by the behavioral theory of Leadership Grid or by that of Transformational Leadership. Based on the assessment according to the Leadership Grid, with the exception of a few cases, all leaders fall within the zone of 9, 9 (concern for people and concern for task) or the epithet Team Management style, which is the highest level of this model and the most recommended at the same time. Also based on the Transformational Leadership assessment (GTL), these leaders are highly transformational with an average of 4.49 out of 5 which is the maximum.

As for the leadership style and the relationship with the level of education of the leaders and work experience in the CSO sector was also analyzed, but none of these two variables showed a significant correlation. After analyzing the correlation between the relationship between sustainability and diversity of funding sources and leadership style, it turned out that there is no significant correlation between these two. When it comes to the size of the organizations in terms of number of members, employees and volunteers as a whole, there is no correlation with the

leadership style. But in a relationship between only the volunteers (regular and sporadically engaged) and the leadership style, there is a positive correlation.

Another correlation analysis found that in organizations with leaders with a higher level of transformational leadership, the participation of members in making strategic development plans is also higher. In addition, there is also a significant positive correlation between the capacity to develop strategic plans and the level of leadership, taking into account both measures of leadership. Similarly, the correlation between transformational leadership and the participation of board members in decision making also turned out to be positive. In a correlation analysis between the number of relationships and networks that an organization has with other organizations and the level of transformational leadership of that organization, in general terms, no significant correlation was found. Even the level or frequency of using information technology channels within sports organizations has no correlation with the leadership style of the leader of that organization.

5.1. Limitations and future studies

This study is limited in the sense that it took into account only NGOs from the field of sports, which are a special group of NGOs, and the findings cannot be generalized for all NGOs. Therefore, in the future studies, NGOs belonging to other fields of activity may be included, or for a greater diversity of all NGOs present, where a larger representative sample will have to be selected.

Since the study has identified the aspect of organizational capacity, that of leadership as well as possible correlations between them, this relationship could be studied and tested in depth further. Future studies can explore these correlations in more detail, including causal analyzes to find the factors that cause the development of each of the organizational capacities separately. In this way, the data collection instruments (questionnaires) would consist of a larger number of items, which has been a limitation in this study.

Financial, human resources and structural capacity are a good basis for starting the study of non-governmental organizations (nonprofit) and it concluded into significant findings used together with the leadership measurements. Therefore, the future studies done by taking other relevant variables that can hypothetically affect these three types of organizational capacity, would

strengthen even more the study of the organization and management of non-governmental organizations.

5.2. Practical suggestions

1. To the Ministry of Internal Affairs, Department of Public Administration, Department of NGOs

- In this study and in previous studies, it was mentioned that the official list of NGOs is not updated, contains all the organizations registered in Kosovo since 1999, and therefore the number of active/operational NGOs is not known. Therefore, it is suggested to create a database that identifies non-governmental organizations and regularly updates them based on at least some key points: their activity/operation (current status), their location, the number of employees, the number of volunteers, the main resources of financing, the field of action, the leadership structure and other key information.

2. To the Ministry of Culture, Youth and Sports, Sports Department

- The sports infrastructure in Kosovo still remains problematic, manifested in the access and conditions of sporting facilities, which are unsatisfactory. Therefore, it is suggested to the ministry that the investments in this aspect continue in such a way that the expectations are fulfilled.

3. To the registered federations

- The study found that out of all the federations, only 6 of them indicated that they have strategic plans, while only 3 of them were found. Therefore, the federations are suggested to make strategic development plans with clear and specific objectives and deadlines, in which sports clubs are the main subject that is offered direction, assistance and control with the aim of improving their performance.

It is worth noting that this was initiated by the Ministry of Culture, Youth and Sports, which through a program is guiding the federations in making strategic plans. Nevertheless, this is happening extremely slow and with many ambiguities. It is in the hands of the federations could initiate and compile such plans and accelerate the process because the sector is in great need.

4. To sports NGOs

- The study has found that sports organizations in Kosovo have significant problems in their financial situation and dependence on funds. Therefore, they should consider searching additional ways of financing and diversifying the lines of financing, which would lead to financial stability and sustainability and consequently its improvement.
- The study found that not all sports organizations are open to relationships and networks and other forms of cooperation and that are limited mainly in the sports aspect, (i.e., for trainings). Therefore, they should be more open to cooperation with other organizations (not only sports) and should expand and deepen cooperation in other organizational and managerial fields, in order to improve performance.
- In the study, it was found that sports organizations also have problems with regard to strategic development plans, since they do not do them at all, they do them rarely, and/or they encounter problems in implementation. Therefore, they are suggested to make strategic development plans on a regular basis, (i.e., monthly), and to follow their progress regularly without prejudging the difficulties in implementation. Also, it should be ensured that the members take part in those planning meetings, because in addition to contributing with innovative ideas, they also help the plans to be more realistic and achievable by distributing the responsibility to them as well.
- The study also found that leaders of sports organizations in Kosovo generally have a high level of transformational leadership. This is very related to the development and improvement of the performance of the organization where the members are the essential part. Therefore, leaders should focus even more on the development of their leadership skills, which will undoubtedly be reflected in their followers (members), the result of which is the continuous improvement of the organization's performance.

6. MAIN CONCLUSIONS AND NOVEL FINDINGS OF THE RESEARCH

6.1. Main conclusions

The main findings of this research, extracted from the official list of the Ministry of Interior, which has not been updated and therefore does not give a real overview of the activity of NGOs, indicate a percentage of about 10%, if the response rate of sports organizations in the survey is taken as a basis. Most of the sports organizations are located in the 7 largest centers (cities) and other smaller cities, while a very small number of them are located in villages. As for the size, most of them are small or very small, with a maximum of 30 members, respectively 10 members.

Organizational capacity

The financial capacity of sports organizations in Kosovo is characterized by numerous challenges. Most of them have low capacity, significant dependence on subsidies which they consider as the main source of funding, and constant requests to find sponsors. Internal sources of funding such as membership fees are also evident, but the overall financial situation is seen as problematic. Furthermore, the sustainability of financing lines and their diversity turns out to be problematic too. Most of these funds go to food and beverages, travel and organization of matches.

The capacity of human resources in sport organizations in Kosovo consists of mostly small number of members both from the volunteer's part, and even smaller from the paid employee's part. Most of the respondents have a neutral attitude regarding the ability of human resources to operate successfully with the organization. Among them also dominates the opinion that board members participate in decision-making almost equally with the leader (executive director), but the other members of the organization do not participate. Organizations do not have a HRM department, but this role is usually covered by the executive director or a board member. Regarding motivation, organizations usually do not have a concrete plan, while recruitment is done in various ways.

The relationship and network capacity of these organizations is measured with the number of collaborations which has an average of a little bit more than two collaborations per organization, while these organizations in general are divided into those that are very open to collaborations and those that are not open at all. They are usually for training purposes. The capacity of the

infrastructure is largely supported by public facilities and spaces, where access and conditions are still problematic, while they do not lack of sports equipment. Also, the use of IT and communication channels is great. Regarding strategic planning and development capacity, the largest number of respondents declared that they have such plans and that the members participate in planning, but another part did not agree with this, mainly because they are usually done rarely and the difficulties in implementation are evident.

Leadership

Leadership in sports organizations in Kosovo originates mainly from the executive director or the chairman, and although all organizations have boards, they can often be inactive or idle. Their work is not measured in formal ways, so it is difficult to know the performance. The leadership measurements showed that the leaders of sports organizations in Kosovo generally have a high level of transformational leadership, and high levels of concern for people and concern for task, which belong to the Team Management style of leadership. While a very small number of them belong to a cluster with lower ratings.

6.2. Novel findings

The novelty of this study includes the reporting or describing the organizational capacity of sports organizations itself, especially the topic of leadership, by presenting the main characteristics and attributes of the management of these organizations in a country like Kosovo and perhaps the Balkans, where such research is absent. In this context, the main findings of this study are novel.

From the factor analysis the findings can be concluded as follow:

- Financial and HR Capacities show minimal correlations between each other.
- Structural Capacity:
 - Relationship and Networks capacities are correlated with all HR capacity variables, indicating that organizations bigger in terms of size, tend to take part more in collaborations and be more open to relationships and networks.
 - Infrastructure and Process capacity is correlated with financial capacity variables indicating that better financial situation means better infrastructure conditions.
 - Planning and Development capacity is correlated to both financial and HR variables to a certain extent.

Besides them, in the context of the generalization of the findings for the correlations between leadership style and organizational capacities in sports organizations are also new. The highlights are the following:

- There is no significant correlation between leadership style and sustainability or diversity of funding sources.
- There is a positive correlation between the number of volunteers and the leadership style.
- The leadership style is positively correlated with the capacity to make strategic development plans and with the participation level of members in this planning.
- The leadership style is positively correlated with the participation of board members in decision-making.
- There is no significant correlation between transformational leadership and the number of relationships and networks.
- There is no significant correlation between the leadership style and the IT usage.

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LIST OF PUBLICATIONS

1. The Landscape of Civil Society Organizations in the Economy of Kosovo (2020) *International Journal of Engineering and Management Sciences* Vol. 5 No. 1, pp. 334-343 doi: 10.21791/IJEMS.2020.1.28
2. Inspecting the dominant management patterns of nonprofit sport organizations: A systematic review (2021) *Cross-Cultural Management Journal* Vol. XXIII, Issue 1, pp. 89-106. https://seaopenresearch.eu/Journals/articles/CMJ2021_I1_6.pdf
3. A wounded soldier fighting on two fronts: Civil society organizations initiatives struggling to overcome the pandemic crisis by practical protective means, volunteerism, reporting and awareness campaign discourse (2021) *International Journal of Engineering and Management Sciences*
4. An approach to the understanding of sports civil organizations activity and management in Hungary (2022) *Journal of Business Economics and Management* (co-author with Kovács Sándor, Bába Éva Bácsné, Bács Zoltán, Pető Károly, Fenyves Veronika, Helmeczi András, Szabados György Norbert)
5. A review of civil society organizations concepts through content analysis (2022) *Acta Medicinæ et Sociologica* (co-author with György Norbert Szabados, Éva Bába-Bácsné, Szabolcs Gergely Orbán)

LIST OF TABLES

Table 1. Ten most used words among three groups of articles.....	22
Table 2. Literature content on organizational capacity of NSO management	31
Table 3. Literature content on boards of NSO management	32
Table 4. Literature content on leadership of NSO management.....	33
Table 5. Literature content on membership and volunteerism of NSO management.....	34
Table 6. Literature content of management of inter-organizational partnerships of NSO	35
Table 7. Relevant Situations for Different Research Strategies and the chosen ones	48
Table 8. The list of interviews conducted.....	55
Table 9. The questions and sources used for the survey instrument.....	59
Table 10. The number of samples required for each strata.....	62
Table 11. The number of registered local NGOs in categories (field of activity) * the registration year period	65
Table 12. The number of Sport NGOs categorized based on the type of sport	68
Table 13. Word list of the 30 most used words in the mission statement of sport NGOs	72
Table 14. The counting and percentages of the most used words in interviews divided by topics	77
Table 15. The number of organizations according to the number and types of sports.....	93
Table 16. Current positions of the survey respondents.....	94
Table 17. The internal consistency of measurement items using Cronbach's Alpha test	96
Table 18. Financial capacity variables descriptive statistics	99
Table 19. Descriptive statistics of variables regarding HR ability to operate and Board members participation in decision-making.....	101
Table 20. Structural capacity variables descriptive statistics.....	102
Table 21. Correlation analysis among organizational capacity variables.....	107

Table 22. Descriptive statistics of GTL measurement.....	109
Table 23. The correlation between financial capacity variables.....	113
Table 24. Financial sustainability and diversity vs. leadership style correlation.....	114
Table 25. Voluntary engagement vs. leadership style correlation	115
Table 26. Correlation between the responsible person for HRM practices and size of organizations	117
Table 27. Educational level and work experience vs leadership style correlation	117
Table 28. Members participation in planning and board members participation in decision-making vs. leadership style	118
Table 29. Sport CSOs views regarding the problem of access and conditions of sporting facilities	119
Table 30. Correlation between structural capacity variables and leadership style	120

LIST OF FIGURES

Figure 1. Venn Diagram illustrating the research gap identified among the composition of study areas	12
Figure 2. Word cloud of the most used words from all 108 papers in the period 2015-2019, using the words CSO, NGO and NPO.....	22
Figure 3. Number of selected papers published over the years	29
Figure 4. The methods used in the articles	30
Figure 5. Conceptual Model of Organizational Capacity	38
Figure 6. The Managerial Grid by Blake and Mouton.....	39
Figure 7. Word cloud of all sport NGOs official goals/mission statements	71
Figure 8. Word cloud containing the most used words from all interviews	76
Figure 9. The network of patterns/codes extracted from the interview answers regarding the topic of financial capacity	79
Figure 10. The network of patterns/codes extracted from the interview answers regarding the topic of human resources capacity	82
Figure 11. The network of patterns/codes extracted from the interview answers regarding the topic of structural capacity	85
Figure 12. The network of patterns/codes extracted from the interview answers regarding the topic of leadership.....	87
Figure 13. The number of organizations on the settlement level.....	91
Figure 14. The size of the organizations expressed in number of members.....	91
Figure 15. The frequency of participating organizations by municipalities	92
Figure 16. The education level of the survey respondents.....	95
Figure 17. The survey respondents job experience in NGO sector	95
Figure 18. Organizations financing sources.....	97

Figure 19. The average of responses of problematic financial situation, sustainability, diversity and subsidies dependency	98
Figure 20. Descriptives from four HR capacity variables regarding the number of members, paid staff, volunteers and temporary volunteers	100
Figure 21. The responsible person for tasks related to HRM practices in organization frequencies	101
Figure 22. The number of collaborations of sport organizations with other organizations	103
Figure 23. Perceptions of sports organizations openness for collaborations	103
Figure 24. The problematic situation regarding access and conditions of sporting facilities.....	104
Figure 25. The level of making strategic development plans and participation of members in planning.....	105
Figure 26. Leadership style measured with Global Transformational Leadership leverage	108
Figure 27. TwoStep Cluster analysis of 7 items of GTL	109
Figure 28. Two main clusters centers of leaders regarding 7 transformational leadership attributes	110
Figure 29. Leadership styles of sport NGOs according the Leadership Grid theory	111
Figure 30. Three main cluster centers of leaders regarding two types of concerns according to Leadership Grid measurer.....	112
Figure 311. The responsible person for tasks related to HRM practices in organization frequencies	116
Figure 322. Hypothesis diagram of correlation between organizational capacity variables and leadership variables.....	122

APPENDICES

Introduction letter

Introduction/invitation letter for survey

To: organization email

Dear Madam/Sir,

I am writing this letter to kindly ask you to participate in a survey which is in function of my doctoral dissertation study. The study is titled “EXPLORING THE CENTRAL MANAGEMENT PECULIARITIES WITH SPECIAL ATTENTION TO LEADERSHIP IN SPORT CIVIL ORGANIZATIONS IN KOSOVO”.

The survey consists of three parts, demographic data, questions about the organizational capacity of your organization, as well as leadership part with two leverages (self-assessment).

The results will only be presented summarized and no individual responses will be published. Thus, your answers will be kept absolutely confidential. Also, you are free to withdraw or not to continue participating in the survey, at any time.

The results obtained from this study will be valuable for the leaders and management of civil society organizations and other stakeholders, especially for those that belong to the field of sports.

To complete the questionnaire, click on this link: ...

Thank you for your contribution.

Sincerely,

PhD candidate: Kushtrim Vllasaj

Interviews questions (protocol)

Demographic questions

What is the name of your organization?

What sport does your organization deal with?

From which municipality is your organization?

What's your name?

How old are you?

What is your position in the organization in terms of organization or management?

1. How would you describe the leadership structure in your organization?

How many members take part on the board? What is board's role in leadership?

What is executive directors' role in leadership?

How are decisions made?

What competencies do board members have in decision making?

How is the performance of the board evaluated in your organization?

Are there conflicts between board members? If so, how are they managed?

What relationship do they have with the members?

2. How would you describe the financial capacity of your organization?

What challenges does the organization have in this regard?

What are the sources of funding in your organization? probe: government, businesses or other.

How sustainable are these funding lines?

Does your organization generate revenue? If so, who manages them?

Where does the organization spend the most finances?

Is there anything that could be changed in the external environment that would help you in terms of funding?

3. What is the role of members (volunteers and paid staff) in your organization?

What is the ratio between the number of volunteers and the paid staff among the players?

In what forms are volunteers recruited to your club? Do you have difficulty at this point?

How are they motivated?

What contribution do the volunteers make to the club?

How involved are they in decision making?

What competencies do they have?

What is their relationship with the leader/leaders?

4. What characterizes the organizational and structural capacity of your organization?

a) How do you plan for the development of the organization? Who does it?

How often are such plans made? Do you face challenges in this regard?

Is it difficult to make plans for the future and implement them?

How satisfied are you with the work of the organization for the plans you have made so far?

Is there any change in the external environment that could help with organizational development?

What would you like to see differently internally that you think would help in organizational development?

a) How does your organization stand in terms of collaborations?

Are you part of any federation, network or other relationship?

Do you collaborate with other clubs? In what areas or aspects are these collaborations?

What has been the benefit?

Is it difficult to establish cooperative relations with other organizations?

Where do you encounter difficulties?

Is there anything you would like to see differently in other organizations and entities that would help you in terms of collaborations?

Is there anything that should be different within your organization in terms of collaborations?

b) What is the infrastructure in your organization? probe: sports equipment, spaces, information technology, etc.

Do you have your own sporting facilities or do you use public ones?

How are the conditions in sporting facilities?

What are the biggest challenges in this regard?

How does your organization stand in terms of policies?

Survey questionnaire questions

Demographic

1. Current status of the organization:

active inactive

2. Organization location level.

city town village

3. Municipality.

4. The number of sports that your organization deals with.

one more than one

5. Type of sport your organization deals with.

6. The size of your organization. (members)

1-10 10-30 30-60 60-100 more than 100

7. Your current position in the organization?

8. What is your highest educational level?

*doctoral degree master's degree bachelor's degree high school certificate
less than high school*

9. What is your work experience in NGO sector?

less than 5 years 6-10 years 11-15 years 16-20 years over 21 years

Organizational capacity part

Financial capacity

1. How problematic do you consider the financial situation of your organization?

1 = no problem, 5 = very big problem

2. What is the main source of funding in your organization?

membership fees sponsorship government (municipality) subsidies
other... write

3. How problematic do you consider the sustainability of your organization funding lines?

1 = no problem, 5 = very big problem

4. How problematic do you consider the diversity of you organization funding lines?

1 = no problem, 5 = very big problem

5. To what extent is your organization dependent on municipal (government) subsidies?

1 = absolutely independent, 5 = absolutely dependent

HR capacity

6. What is the number of members in your organization?

1-10 11-30 31-60 61-100 101 or more

7. What is the number of paid staff in your organization?

0-10 11-30 31-60 61-100 101 or more

8. What is the number of volunteers in your organization?

0-10 11-30 31-60 61-100 101 or more

9. What was the number of volunteers who were engaged sporadically in your organization in the last year?

0-10 11-30 31-60 61-100 101 or more

10. Who performs the tasks that are related to HRM practices in your organization?

executive director HRM department board members someone else N/A

Structural capacity

Relationship and network capacity

11. With how many other sport organizations does your organization cooperate?

0 1 2 3 4 or more

To what extent do you agree with the statement below?

12. Our organization is open for cooperation with other sports organizations.

1 = strongly agree, 5 = strongly disagree

Infrastructure and process capacity

13. My organization:

uses their own sporting facility uses public sporting facilities both N/A

14. How problematic do you consider the access to sporting facilities?

1 = no problem, 5 = very big problem

15. How problematic do you consider the condition of sporting facilities?

1 = no problem, 5 = very big problem

To what extent do you agree with the statement below?

16. The information technology usage is an important communication tool for the activities of my organization.

1 = strongly agree, 5 = strongly disagree

Planning and development capacity

To what extent do you agree with the statements below?

17. My organization has a strategic development plan.

1 = strongly agree, 5 = strongly disagree

18. Members always participate in the design of plans and strategies of the organization (club).

1 = strongly agree 5 = strongly disagree

19. The human resources capacity of our organization is sufficient to operate with the organization successfully.

1 = strongly agree, 5 = strongly disagree

20. Board members participate equally in decision-making.

1 = strongly agree, 5 = strongly disagree

Leadership style part

The Blake and Mouton Managerial Grid Leadership Self-Assessment Questions

Below is a list of statements about leadership behavior. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

never		sometimes		always	
0	1	2	3	4	5

1. _____ I encourage my team to participate when it comes decision-making time and I try to implement their ideas and suggestions.
2. _____ Nothing is more important than accomplishing a goal or task.
3. _____ I closely monitor the schedule to ensure a task or project will be completed in time.
4. _____ I enjoy coaching people on new tasks and procedures.
5. _____ The more challenging a task is, the more I enjoy it.
6. _____ I encourage my employees to be creative about their job.
7. _____ When seeing a complex task through to completion, I ensure that every detail is accounted for.
8. _____ I find it easy to carry out several complicated tasks at the same time.
9. _____ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. _____ When correcting mistakes, I do not worry about jeopardizing relationships.
11. _____ I manage my time very efficiently.
12. _____ I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. _____ Breaking large projects into small manageable tasks is second nature to me.
14. _____ Nothing is more important than building a great team.
15. _____ I enjoy analyzing problems.
16. _____ I honor other people's boundaries.
17. _____ Counseling my employees to improve their performance or behavior is second nature to me.
18. _____ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

Scoring section of The Blake and Mouton Managerial Grid Leadership questionnaire

After completing the Questionnaire, transfer answers to the spaces below:

People Question

1. _____ 4. _____ 6. _____ 9. _____ 10. _____ 12. _____ 14. _____ 16. _____ 17. _____

TOTAL _____ X 0.2 = _____ (Multiply the Total by 0.2 to get your final score)

Task Question

2. _____ 3. _____ 5. _____ 7. _____ 8. _____ 11. _____ 13. _____ 15. _____ 18. _____

TOTAL _____ X 0.2 _____ (Multiply the Total by 0.2 to get your final score)

Matrix Section Plot your final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect.

Global (Short) Transformational Leadership Questions

Below is a list of statements about leadership. Using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

Rarely or never

Very frequently, if not always

0

1

2

3

4

5

1. _____ I communicate a clear and positive vision of the future.
2. _____ I treat staff as individuals, support and encourage their development.
3. _____ I give encouragement and recognition to staff.
4. _____ I foster trust, involvement and cooperation among team members.
5. _____ I encourage thinking about problems in new ways and question assumptions.
6. _____ I am clear about my values and practice what I preach.
7. _____ I instill pride and respect in others and inspire them by being highly competent.

Measurement of variables

Variable	Rating	Scale
Demographics		
Organization status	1 = active, 0 = inactive	dummy
Organization location level	City, Town, Village	Nominal
Municipality	Open ended	Nominal
Number of sports	1 = one, 0 = more than one	Dummy
Type of sport	Open ended	Nominal
Organization size	1-10 members, 10-30 members, 30-60 members, 60-100 members, more than 100 members	Ordinal
Position in the organization	Open ended	Nominal
Education level	doctoral degree, master's degree, bachelor's degree, high school certificate, less than high school	Nominal
Work experience	less than 5 years, 6-10 years, 11-15 years, 16-20 years, over 21 years	Nominal
Leadership		
Managerial Grid Leadership Self-Assessment Questions (18 measures)	0 = never, 5 = always	Ordinal
Global Transformational Leadership (short) Questions (7 measures)	0 = Rarely or never, 5 = Very frequently, if not always	Ordinal
Organizational Capacity		
Financial capacity		
Financial situation	1 = no problem, 5 = very big problem	Ordinal
Sources of funding	Membership fees, Sponsorship, Government (municipality) subsidies, Other (write)	Nominal
Funding sustainability	1 = no problem, 5 = very big problem	Ordinal
Funding diversity	1 = no problem, 5 = very big problem	Ordinal
Subsidies dependency	1 = absolutely independent, 5 = absolutely dependent	Ordinal
Human Resources capacity		
Members	1-10, 11-30, 31-60, 61-100, 101 or more	Ordinal
Paid staff	0-10, 11-30, 31-60, 61-100, 101 or more	Ordinal

Core volunteers	0-10, 11-30, 31-60, 61-100, 101 or more	Ordinal
Secondary volunteers	0-10, 11-30, 31-60, 61-100, 101 or more	Ordinal
HRM practicing	HRM department, Executive director, Board members, someone else (write)	Nominal
Structural Capacity		
<i>Relationship and network capacity</i>		
Collaborations	0 = none, 1 = One, 2 = Two, 3 = Three, 4 = Four or more	Ordinal
Openness for cooperation	1 = strongly agree, 5 = strongly disagree	Ordinal
<i>Infrastructure and process capacity</i>		
Sporting facilities	Own facilities, using public facilities, both	Nominal
Access to sporting facilities	1 = no problem, 5 = very big problem	Ordinal
Conditions of sport facilities	1 = no problem, 5 = very big problem	Ordinal
Usage of IT (social media)	1 = strongly agree, 5 = strongly disagree	Ordinal
<i>Planning and development capacity</i>		
Strategic plan	1 = strongly agree, 5 = strongly disagree	Ordinal
Members participation in planning	1 = strongly agree, 5 = strongly disagree	Ordinal
HR ability to operate with the organization	1 = strongly agree, 5 = strongly disagree	Ordinal
Board decision-making	1 = strongly agree, 5 = strongly disagree	Ordinal



Registry number: DEENK/460/2024.PL
Subject: PhD Publication List

Candidate: Kushtrim Vllasaj
Doctoral School: Károly Ihrig Doctoral School of Management and Business
MTMT ID: 10076585

List of publications related to the dissertation

Articles, studies (5)

1. Kovács, S., Bácsné Bába, É., Bács, Z., Pető, K., Fenyves, V., **Vllasaj, K.**, Helmeczi, A., Szabados, G.: An approach to the understanding of sports civil organizations' activity and management in Hungary.
Journal of Business Economics and Management. 23 (2), 343-363, 2022. ISSN: 1611-1699.
DOI: <http://dx.doi.org/10.3846/jbem.2022.16087>
IF: 2.6
2. **Vllasaj, K.**, Szabados, G., Bácsné Bába, É., Orbán, S. G.: A review of civil society organizations concepts through content analysis.
Acta Medicinae et Sociologica. 13 (35), 89-107, 2022. ISSN: 2062-0284.
DOI: <http://dx.doi.org/10.19055/ams.2022.11/29/5>
3. **Vllasaj, K.**: Inspecting the dominant management patterns of nonprofit sport organizations: A systematic review.
Cross-Cultural Management Journal. 23 (1), 89-106, 2021. ISSN: 2286-0452.
4. **Vllasaj, K.**: Wounded Soldier Fighting on two Fronts: Civil Society Organizations Initiatives Struggling to Overcome the Pandemic Crisis by Practical Protective Means, Volunteerism, Reporting and Awareness Campaigns.
International Journal of Engineering and Management Sciences. 6 (2), 136-151, 2021.
EISSN: 2498-700X.
DOI: <http://dx.doi.org/10.21791/IJEMS.2021.2.12>.





5. **Vllasaj, K.:** The Landscape of Civil Society Organizations in the Economy of Kosovo.

International Journal of Engineering and Management Sciences. 5 (1), 334-343, 2020.

EISSN: 2498-700X.

DOI: <http://dx.doi.org/10.21791/IJEMS.2020.1.28>

Total IF of journals (all publications): 2,6

Total IF of journals (publications related to the dissertation): 2,6

The Candidate's publication data submitted to the iDEa Tudóstér have been validated by DEENK on the basis of the Journal Citation Report (Impact Factor) database.

02 September, 2024

