

THESIS OF THE DOCTORAL (PhD) DISSERTATION

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

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2024

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1. BACKGROUND, OBJECTIVES AND HYPOTHESES OF THE RESEARCH

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, were elaborated in chapter 2 of the dissertation where the literature is reviewed.

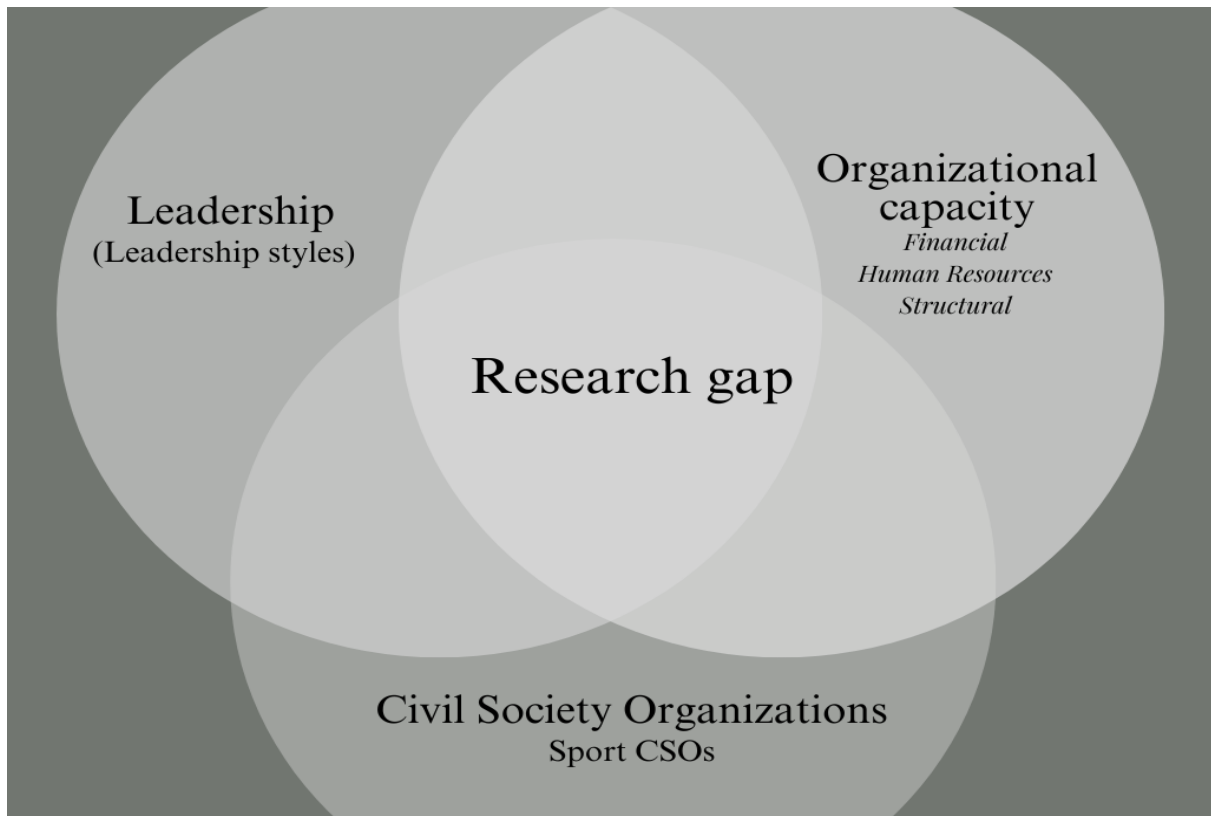


Figure 1. Venn Diagram illustrating the research gap identified among the composition of study areas

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.

1.1. 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.

2. DATABASE AND METHODOLOGY

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

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. 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 (2014) adds that induction and deduction work together to provide powerful and complete understandings. To address the research questions of the study it is seen reasonable that the strategy used is a **survey** and a **case study**. Precisely, a case study incorporating multiple cases. 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. Finally, regarding the time horizon, a **cross-sectional** study is a sufficient choice for data collection at a given point, which this research tends to do.

2.1. 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.

2.2. Qualitative data collection methods

2.2.1. Documentary analysis

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.

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.

2.2.2. 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.

Interviews instrument

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, 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 Leadership Theories.

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. There is no consensus on the sample size as different authors provide different numbers (GUEST et al., 2006, CRESWELL - POTH, 2018), yet they agree on keeping collecting until saturation (SAUNDERS M. N., 2012).

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).

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. 7 of these interviews were held with representatives of 7 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 very small extent this was also imposed by the availability of the respondents who agreed to participate in the interviews. 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.

Analysis methods

The interviews were analyzed using an inductive approach, allowing the themes and patterns to emerge from the data. It involved 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).

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 provides 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.

2.3. Quantitative data collection methods

2.3.1. Survey questionnaire, target population, sampling and analyses

The method chosen for this study regarding the quantitative part 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).

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.

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.

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 organizational capacity theory (HALL et al., 2003) and from other similar

relevant works. 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 were later used to calculate and score the leadership style.

Table 1. The questions and sources used for the survey instrument

Main source	Questions	Supporting sources
	Demographic questions	
	Question 19-27	
	Organizational capacity questions	
	<i>Financial capacity questions</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
<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>	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 questions</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 questions</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). <i>The Managerial Grid: The key to leadership excellence.</i> Houston, TX: Gulf Publishing	<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)

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:

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

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)

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

$$SS = 384$$

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

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

where:

pop = population

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

$$\text{new SS} = 207 \text{ Sport CSOs}$$

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. 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. The survey was conducted online by

sending through emails to all respondents' available, a questionnaire created through Typeform (typeform.com).

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.

3. MAIN FINDINGS OF THE DISSERTATION

3.1. Qualitative findings

3.1.1. 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 below, I 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 several. 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.

Table 2. 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	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)

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.

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, etc.

Among the sports organizations are also included the recreational ones such as those keeping tippler 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.

3.1.2. Semi-structured interviews through content analysis

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 processed is by developing a content analysis. By using the ATLAS.ti 22, it is possible to analyze the interviews content. Through the word counting table, some of the findings will be presented.

Table 3. 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.

3.2. Quantitative findings - survey

3.2.1. 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.

3.2.2. 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.

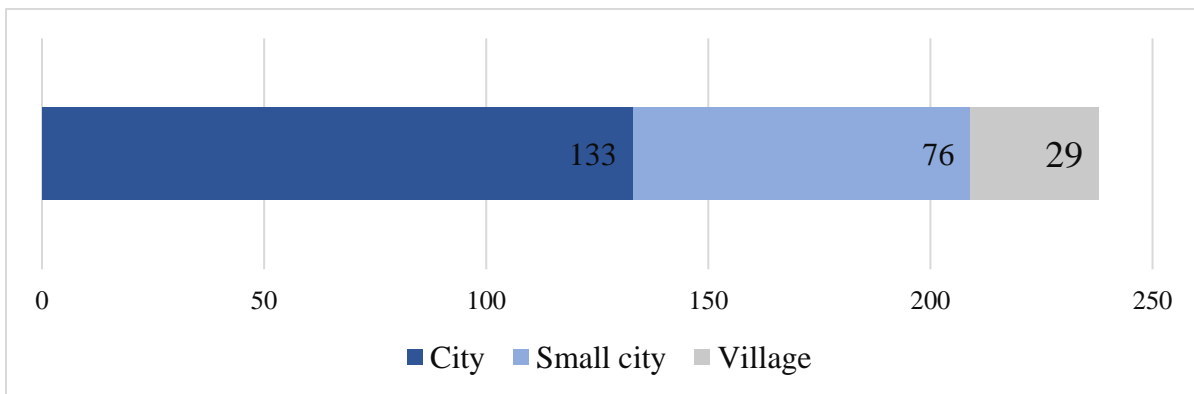
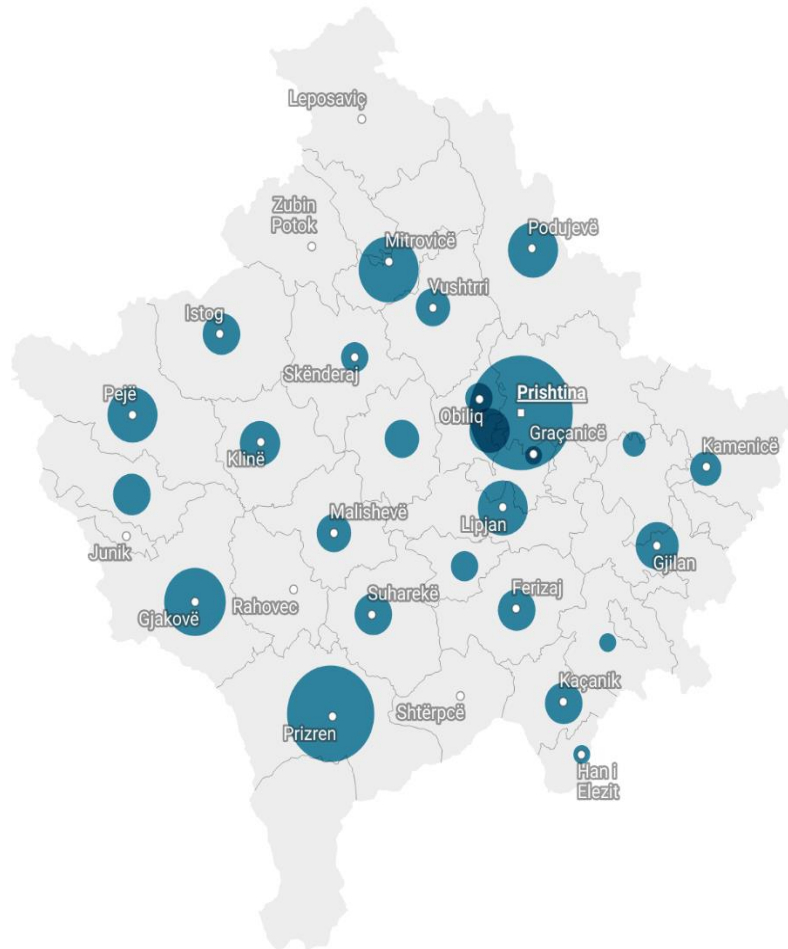


Figure 2. The number of organizations on the settlement level

Source: formulated by the author using 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 3. The frequency of participating organizations by municipalities

Source: created by the author using Datawrapper (2022)

The chart below divides the sport organizations in five types according to their size, expressed in number of members. From this we can see that the smallest organizations of 1-10 members, respectively of 11-30 members, dominate the spectrum of sports organizations.

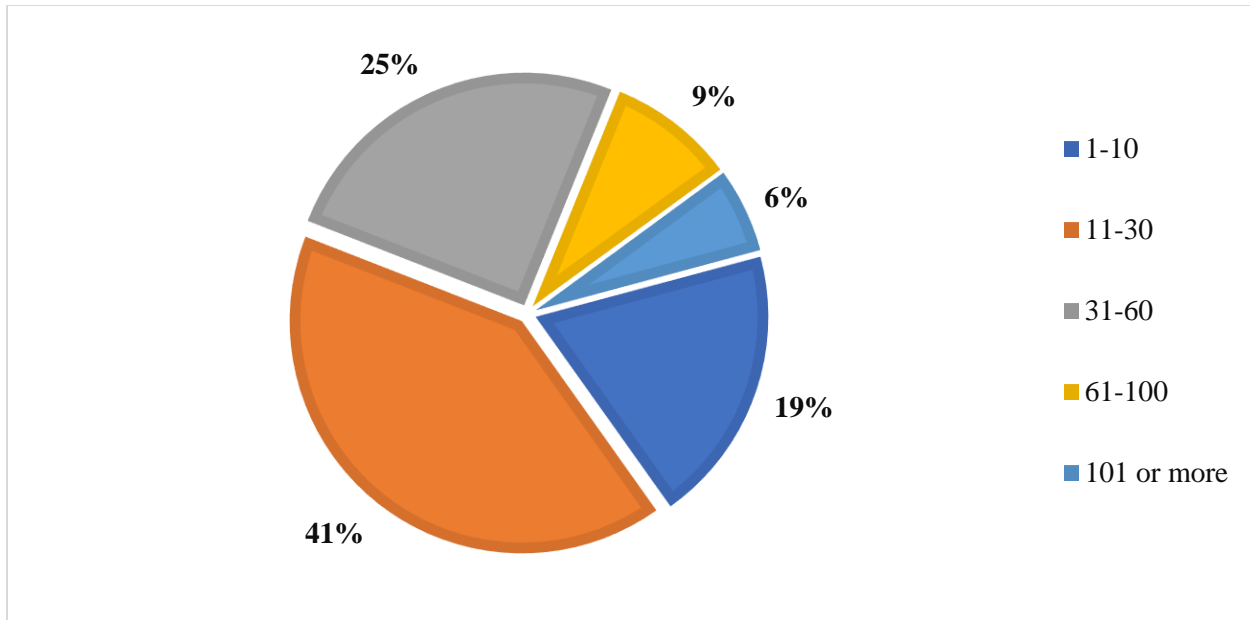


Figure 4. The size of the organizations expressed in number of members

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

3.3. Factor analysis of organizational capacity variables

In table 4 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.

3.4. Descriptive statistics of leadership measurement

3.4.1. 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).

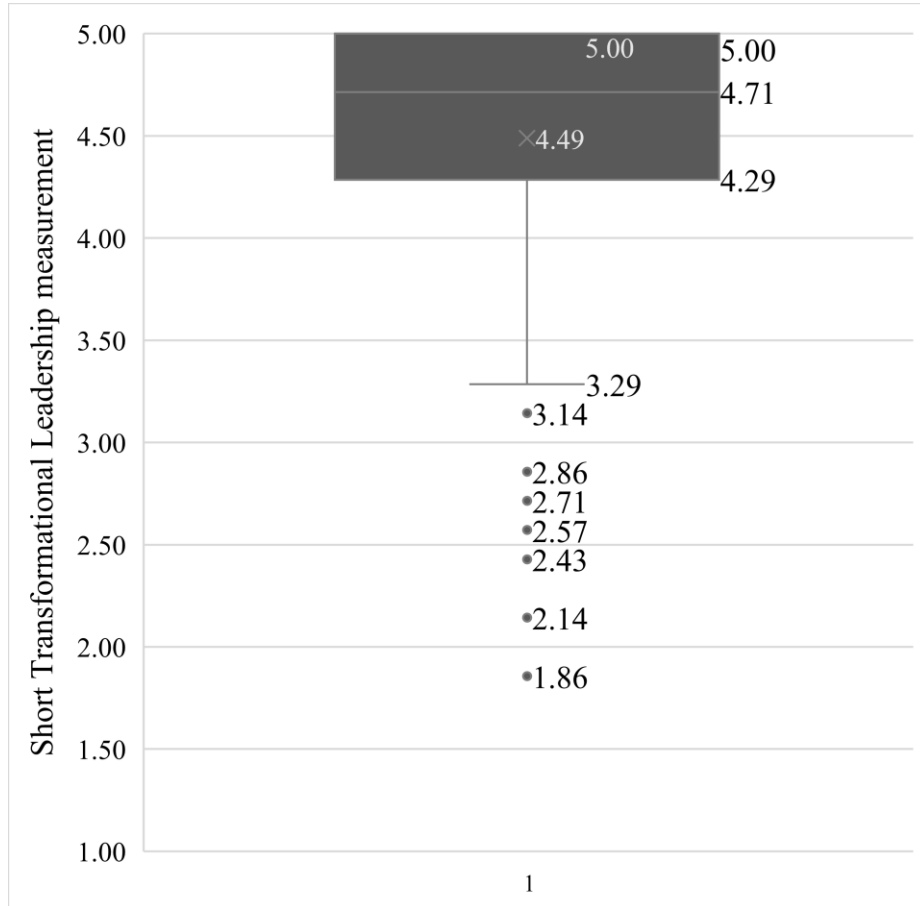


Figure 5. Leadership styles measured with Global Transformational Leadership leverage

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 5. Descriptive statistics of GTL measurement

	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std.	Std.	
								Error	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 6 below, the results indicated that with a fair silhouette measure of cohesion and separation, the division in two clusters is the most natural one.

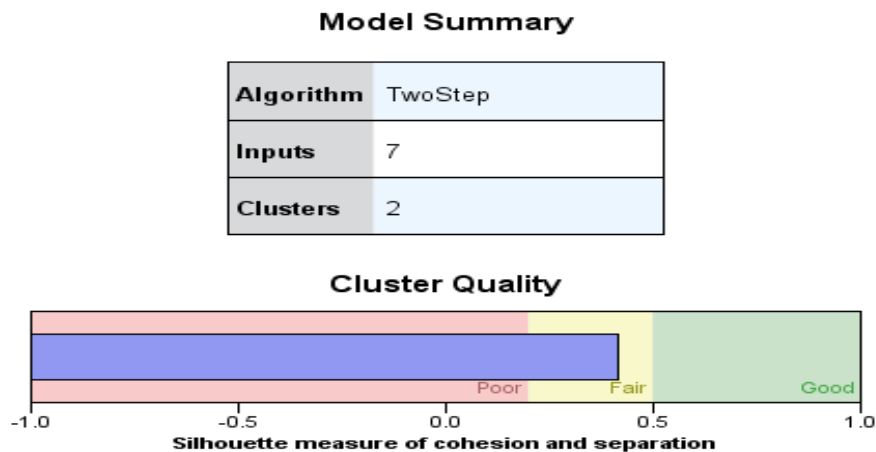


Figure 6. TwoStep Cluster analysis of 7 items of GTL

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 respectively 219 cases each, with the characteristics illustrated in figure below.

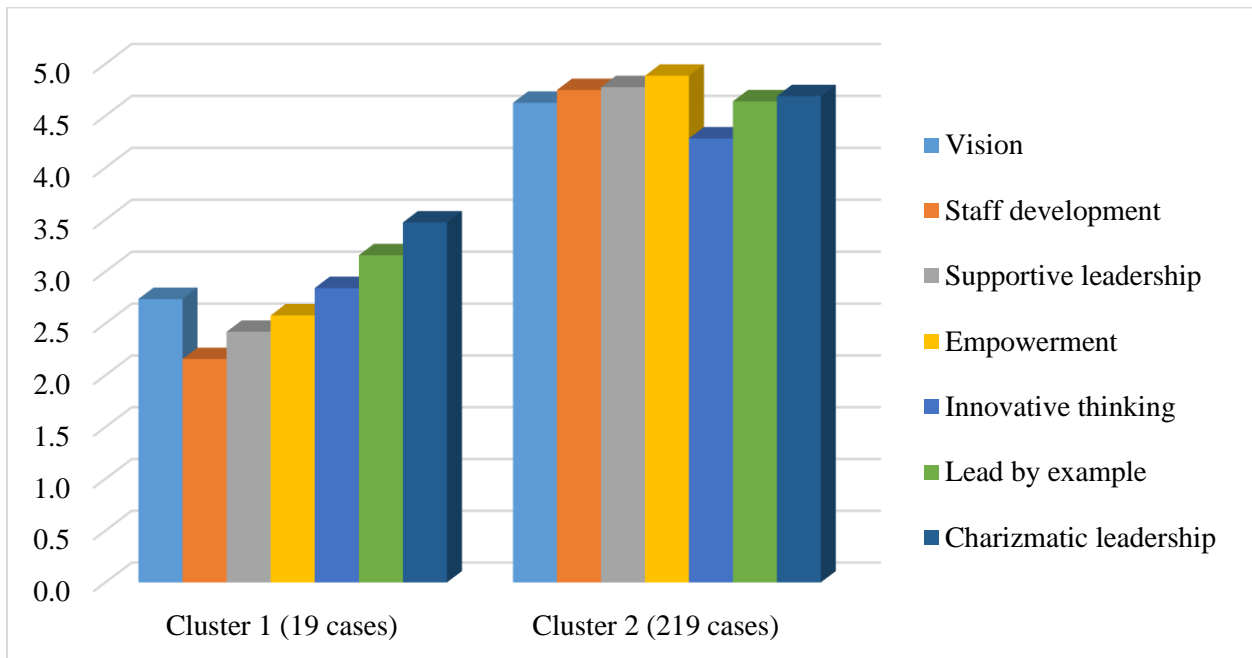


Figure 7. Two main clusters centers of leaders regarding 7 transformational leadership attributes

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

As seen in figure 7, 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.

3.4.2. 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, there are included only the answers of the respondents with high leadership positions, 202 respondents in total.

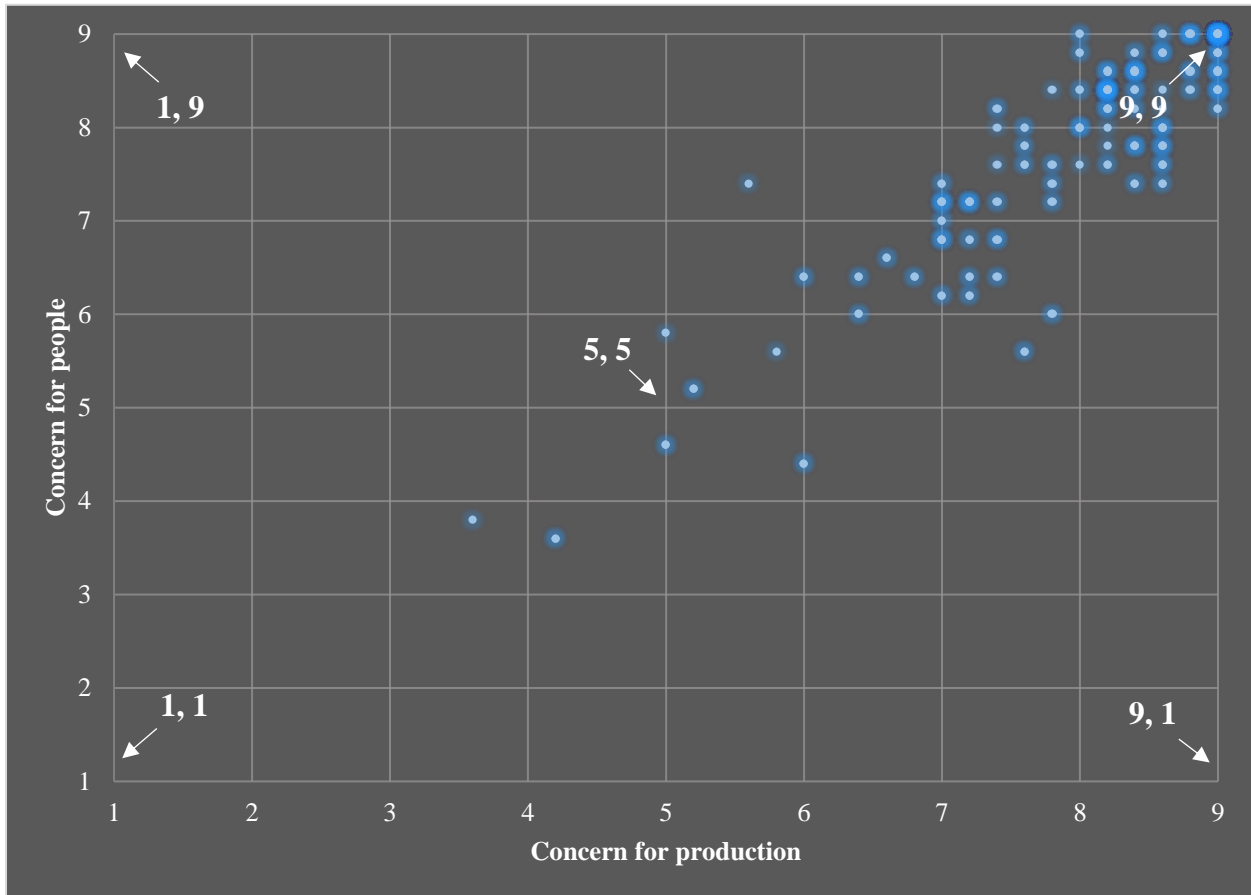


Figure 8. Leadership styles of sport NGOs according adopting the Leadership Grid theory

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 9).

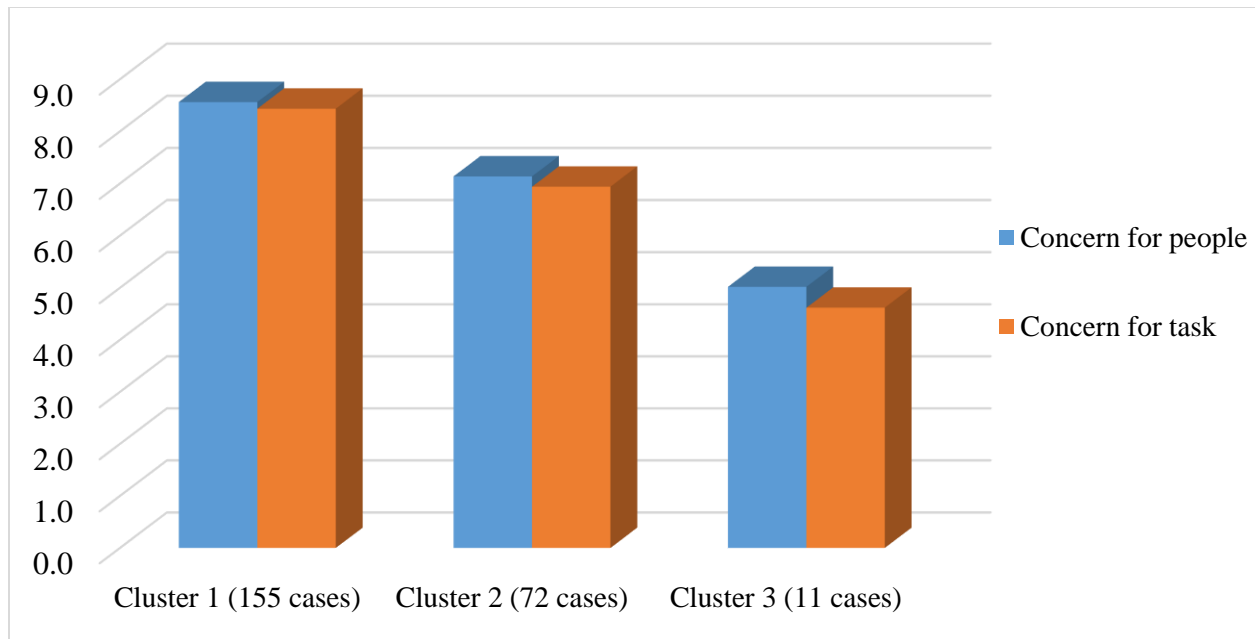


Figure 9. Three main cluster centers of leaders regarding two types of concerns according to Leadership Grid measurer

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.

3.5. 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 will be analyzed individually with relevant analysis. To begin, the diagram below (figure 10) 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.

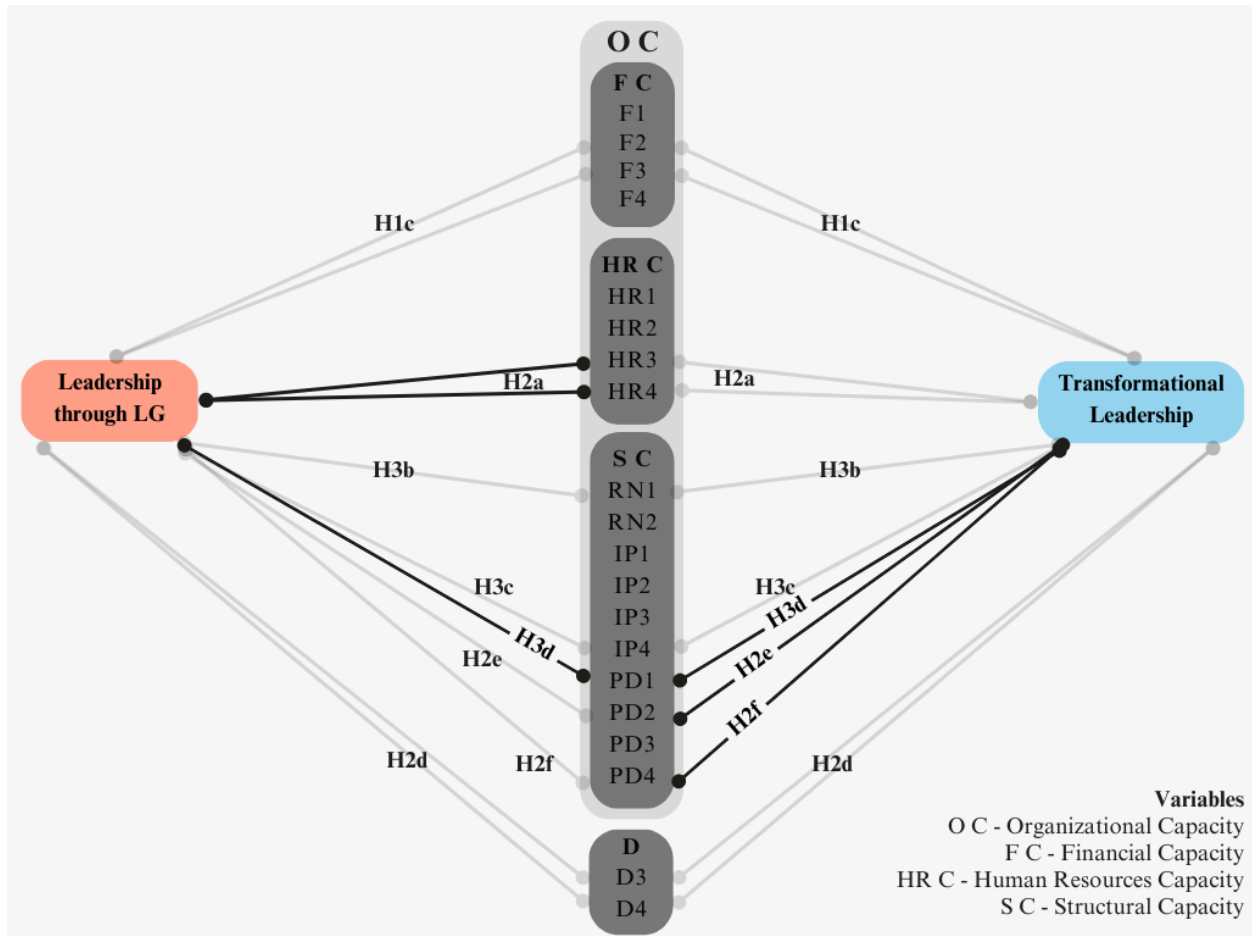


Figure 10. Hypothesis diagram of correlation between organizational capacity variables and leadership variables

Source: formulated by the author (2023)

4. CONCLUSIONS

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 to a large extent these organizations are 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 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 to examine the capacity in three levels, financial, HR, 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, social networks and other league clubs.

Structural Capacity

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 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. MAIN CONCLUSIONS AND NOVEL FINDINGS

5.1. 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.

5.2. 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 Medicinae et Sociologica* (co-author with György Norbert Szabados, Éva Bába-Bácsné, Szabolcs Gergely Orbán)



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.
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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.
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EISSN: 2498-700X.
DOI: <http://dx.doi.org/10.21791/IJEMS.2021.2.12>.





5. **Vilasaj, 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

