

CULTURAL EXCHANGE CODES AND INSTITUTIONALIZATION IN SPORTS CLUBS

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1. Introduction

There are intense hesitations about where to start with those who see the change in the needs of society with the technological change and want to adapt it to their own institution. Unfortunately, institutions and people may not be aware of their own culture until they fall into such a situation and become aware of a new culture variable. This is one of the reasons why culture has been ignored for a long time by administrators or scientists.

In its simplest definition, culture represents the indirect assumptions that define the human condition and its relation to its environment. Just as the individuals who make up the society live by accepting the acknowledged values, beliefs and certain rules of the society, the employees in the organization live by admitting the culture of the organization and adapting to it (Kiral, 2008).

Corporate culture is an element that affects the way employees do their jobs, their approach to problems, their participation in decision-making processes, their relations with colleagues, their compliance with accepted rules and value judgments (Çelik, 2010).

Schein (1984) defines organizational culture as the way of understanding, perceiving and feeling a set of norms that have become embedded in the organization in order to achieve organizational goals. Organizational culture is a system of shared meanings that affect the working behaviors of employees in the organization (Joiner, 2001). Organizational culture consists of values, beliefs, symbols and myths that develop in the organization (Ouchi, 1980).

In summary, organizational culture consists of values, assumptions, expectations, and elements that require the organization and its members to comply. Because it is based on the attitudes of individuals within the organization, it reveals a basic characteristic of slow change. It builds on the indirect and imperceptible elements of the organization and encompasses core values and interpretations of how things are.

Organizational culture shows how some things will work in the organization, gives employees a different sense of identity belonging to the organization, and implies unwritten and unspoken behavior patterns and shapes somewhere in the organization. Cameron and Ettington (1988); O'Reilly and Chatman (1996); Schein (2010) agrees that organizational culture is a social cohesion area that brings the organization closer together. Camereon and Quinn, 2011) define

culture as what the organization values, a dominant leadership style, language, symbols, principles, routines, and success stories that make it unique. The point that should not be overlooked here is that each sub-unit includes the elements of the entire organization. Each unit is similar to a hologram in which it has the characteristics of the whole, as well as its own characteristics (Alpert and Whetten, 1985).

There are two approaches in organizational culture. The first of these is the sociological approach, which is organizations with culture, and the other is the anthropological approach known as organizations are culture. In general, many authors define organizational culture from a more sociological perspective, through values, assumptions, expectations, and issues that show the characteristics of the organization and its members.

Corporate culture defines common and accepted behaviors and relationships in the institution and facilitates finding appropriate solutions where there are no rules and issues that will motivate individuals. In addition, it guides the organization in the management of information within the institution, the transfer of values and the regulation of internal relations.

Corporate culture, within the approaches to cultural change, considers the mental structures that shape an organization, the interpersonal interactions and the link between concrete symbols or servitudes, and focuses on the current state of affairs in the organization rather than the temporary attitudes of people.

The topics on which researchers agree on Organizational Culture are as follows:

- ❖ Cultural organization is a social cohesion tool that connects each other.
- ❖ The concept of culture has helped them to distinguish the factors that affect the performance of their organizations positively or negatively.
- ❖ The conceptual and scientific aspect in organizational culture guides organizational managers in their efforts to increase effectiveness.
- ❖ At its most basic level, culture represents the implicit assumptions that define the human condition and its relation to its environment.

In addition to these, the elements of organizational culture include Indirect Assumptions, Conscious Contracts, Man-made and Distinctive Behaviors.

- ❖ Indirect assumptions are the human condition and its relation to the environment.
- ❖ Conscious Contracts and norms are rules and procedures that control human interaction.
- ❖ Artificial human-made objects are concrete observable subjects made by humans.
- ❖ Obvious Behaviors are explicit human behaviors. It is defined as the interactions of people. It explains how much people are encouraged to make the innovation or event happen.

Organizational culture and organizational identity are concepts that are often confused with each other. If we take a look at the difference between them briefly, we can say the following:

In Organizational Culture; slow change of the organization is a basic feature because culture is based on attitudes, indirect and unnoticeable elements of the organization, and includes the core values and interpretations of the organization.

Organizational Climate;

- consists of temporary attitudes, feelings and perceptions of people,
- It changes rapidly and dramatically,
- It is based on more specific, observable organizational characteristics,
- Expresses perspectives that often change as circumstances change and encounter information.

2. The Need for Organizational Culture Change

Peter Drucker has stated that "we are in one of the periods of historical change, saying that people have difficulty in describing the world today, and that they are insufficient to explain the future by looking at the past".

Almost no one can predict what changes will occur in the next ten years, because the exponential pace of change makes it impossible to predict. In the current period of change, it is difficult for organizations and managers to maintain their current positions, making it difficult for them to foresee the future and follow a stable path.

Organizations that always try to be in a stable line are defined as organizations that do not want to change, and organizations in this position are generally seen as headstrong (Camereon & Quinn, 2011). With the rapid change of technology, unpredictable developments in the external environment make it difficult for organizations to predict the future or follow a stable path.

Together, we closely observe how the New type of Corona Virus (Covid19), which swept the world at the beginning of 2020, has changed almost every aspect of our lives economically, socially, culturally and psychologically.

Under the direct influence of Covid-19 on people's lifestyle, businesses are working on what measures they should take in order to continue their activities without interruption. Today, distance education and working, conferences via Zoom and e-mail correspondence, mobile collaboration applications via what's up are increasing. These practices make the formation and change of corporate culture felt.

Studies show that the most important reason for the disappearance of some well-established companies in the world's Fortune 500 companies in the last 10 years is considered to be the failure of initiatives for change. In this context, although the subjects such as Total Quality Management (TQM), Restructuring, Strategic Planning and Downsizing initiatives, etc., which are among the new age management approaches, are applied with great enthusiasm, since the issues in the vital culture of the organization are neglected, there are many studies done to increase organizational performance. many efforts seem to fail (Cameron and Quinn 2017).

After Covid-19, the main question to be asked is; it should be deciding how to change, rather than the decision of organizations whether to change or not. Recent studies show that the most important reason for the failures of companies is that neglected organizational culture also affects different organizational changes.

In addition, Cameron and Quinn (2017) argue that successful organizations that consistently make profits and whose financial values exceed their peers are concerned with personal beliefs, not the impact of vision and resource advantage. This belief has a strong influence on the performance and effectiveness of the organization.

Other advantages of successful organizations that attach importance to corporate culture;

- ❖ As the common meanings in the institution become clear, it reduces the uncertainties for everyone in the institution,
- ❖ As it provides information about the expectations to the employee or members, it provides the creation and maintenance of the social order.
- ❖ It ensures the uninterrupted continuity of practices by fixing the basic values and norms between generations with different age groups.
- ❖ By connecting members, it creates a shared sense of identity and commitment.
- ❖ It provides the motivation needed for the forward movement and to reach the vision and mission.

Companies that are successful with their cultural differences;

- ❖ defines expectations for its employees within the system of common meanings,
- ❖ make feel the core values and norms for harmony between different generations,
- ❖ creates a sense of collective identity and commitment for all employees, and
- ❖ undertakes the task of achieving the vision (Trice and Beyer,1993.)

In studies to increase organizational performance, the vital culture of the organization, ways of thinking, management styles, paradigms and approaches to problem solving are taken into account.

Organizational stagnation occurs in any organization where culture change slows, and this remains the usual option until culture change initiatives are implemented. Culture has effects not only on organizational effectiveness, but also on individuals' morale, productivity, health, etc. (Kozlowski, Chao, Smith, & Hedlund, 1993).

Many companies try to have timely information about opportunities and threats by constantly monitoring the developments in the external environment with their strategic management practices. The main reason for this effort is to transfer the changes in the external environment to its own system in a timely manner and to minimize corporate risks. In this process of change, the institutional culture should not be neglected.

In summary, in today's conditions where the technological ecosystem is constantly changing, it is necessary to consider the fact that the culture also changes and the change depends on the individual.

In organizational change initiatives; It should be considered that TQM, Downsizing, Restructuring, and Strategic Planning are not sufficient for change, and it is necessary to integrate them with approaches to change the culture of the organization.

In order to increase the organizational performance of sports organizations, it is necessary to look closely at the concepts that have a significant impact on cultural change.

3. Approaches to Organizational Culture

There are three approaches that accept organizational culture as a variable related to defining and evaluating organizational culture, Comparative Management, Contingency and Culture as the Organization itself.

Organizational Culture in Comparative Management Approach:

This approach sees the organization's culture, which affects its basic attitudes and beliefs and value judgments, as a variable outside the organization. This approach also examines the similarities and contradictions in the attitudes and behaviors of people from different cultures, such as managers, middle-level employees, etc., within the relationship between culture and organizational structure.

Organizational Culture in Contingency Approach:

In this approach, it is accepted that organizational culture consists of beliefs and value judgments developed within the organization.

In the two approaches above, organizational culture is considered as a phenomenon that takes shape outside of itself but according to the external environment in which it is in contact and the characteristics and relations that emerge in its own practices.

Culture The Organization Itself Approach:

According to this approach, which is influenced by anthropology, culture is considered as the organization itself and is examined mostly with symbolic concepts and intellectual data.

As a result, within the framework of these approaches, the following organizational culture models were created and examined by scientists:

- ❖ Parsons Model
- ❖ B. Schein Model
- ❖ Kilmann Model
- ❖ Quinn and Cameron Model
- ❖ Byars Model
- ❖ Deal and Kennedy Model

- ❖ Miles and Snow Model
- ❖ Ouchi's Model of "Z" Culture
- ❖ Peters and Waterman's Excellence model

I think the Quinn and Cameron model is useful. In summary, we can say the following about this model. The Cameron and Quinn model investigates the culture that develops within the organization and its effect on organizational performance. In their study, the researchers examined the relationship between organizational success and culture with a model they called "Competitive Values". This model focuses on the empirical analysis of individuals' value judgments for organizational effectiveness.

Organizational Culture Evaluation Scale (SCA) is the most frequently used instrument-scale in the world to evaluate organizational culture. This scale is based on the Competitive Values Model. This scale can be used in institutions that want to know their own culture. This cultural definition can be applied to a small unit as well as focusing on the entire institution.

Organizational culture evaluation scale consists of 6 dimensions that represent the essence of culture and include the culture that the organization wishes to have in the present and in the future.

These dimensions are;

- ❖ The dominant characters and the basic assumptions that define the organizational bond,
- ❖ Leadership, interaction patterns for employee management,
- ❖ It expresses the direction of the organization with its strategic importance and success criteria.

4. Cultural Codes and Their Contents in Sports Clubs

Whether sports clubs are organized as a company or as a non-governmental organization, the cultural codes and contents that are considered necessary for the formation of corporate culture are as follows:

Corporate purposes;

- ❖ Adhering to the slogan 'Our children are our future', in an organization that considers raising athletes as the most important occupation,
- ❖ To be a football social enterprise that applies an economic model to ensure its sustainability,
- ❖ To be an exemplary football club with a high brand value that trains professional football players,
- ❖ Contributing to the children's being sporty individuals and preparing those who are inclined to play football for the football profession,
- ❖ Raising good individuals, exemplary citizens and qualified football players with an understanding of social responsibility,

- ❖ To implement a professional football player training program with numerical data in transparency,
- ❖ To make it clear that the main purpose of the club is to raise Professional football players.

Perspective on business life;

- ❖ Demonstrate participatory leadership in determining strategic direction,
- ❖ Taking calculated risks with steps and actions that will make a difference,
- ❖ Achieving sportive success with a work effort that is assertive in the competition and will end with a trophy,
- ❖ To enable employees to participate in decision processes,
- ❖ Focusing on innovation and change rather than traditional values,
- ❖ Giving importance to institutional memory and stability, (Do what you write, write what you do.)
- ❖ To have people and regulations that have determined the working system and can make objective evaluation / measurement and evaluation,
- ❖ To include strategic management practices,
- ❖ Continuing to work within the values of the club, regardless of the result, without compromising,
- ❖ Sharing up-to-date information that will facilitate the development towards a learning organization and applying it to business processes,
- ❖ Based on ethical values, quality service, trust and honesty in teamwork,
- ❖ To use continuous learning-development (TQM), process renewal, benchmarking and innovation management.

Basic values;

- ❖ Emphasizing quality,
- ❖ To keep up to date,
- ❖ Establishing and maintaining trust,
- ❖ To act in professionalism,
- ❖ Giving importance to impartiality,
- ❖ Acting in transparency,
- ❖ To protect the confidentiality of personal data,
- ❖ To be a willing participant in the activities,
- ❖ Being accountable in matters within its responsibility,
- ❖ Being accessible.

Institution-specific values;

- ❖ To create a management approach that puts people in the center,
- ❖ To be inclusive and have equal opportunity,
- ❖ To use club resources efficiently,
- ❖ To create a strong communication environment,
- ❖ Not to engage in a discourse, attitude or action against gender inequality, (Koç,2019)
- ❖ To behave in a gentlemanly manner,
- ❖ Having a sense of teamwork,
- ❖ Giving importance to unifying factors,
- ❖ Believing in a fair competition environment,
- ❖ Being managed professionally,
- ❖ Being foresighted and determined and able to take risks,
- ❖ Having the passion to achieve the most difficult,
- ❖ Working with trust, humility and honesty,
- ❖ Giving importance to learning, sharing and teaching.

Beliefs;

We work together, develop together, compete together, succeed together, reach the top together.

Behaviours;

- ❖ To stay away from grudge, hatred, violence and discriminatory attitude,
- ❖ Desiring to live in a profanity-free status environment,
- ❖ Contributing to increasing the presence of women and girls as role models and spokespersons,
- ❖ Belief in success and high mental endurance,
- ❖ Honest, determined, brave, altruistic, self-confident,

Understanding and Rules;

- ❖ Being committed to the establishment goals and common values of the company,
- ❖ To work to develop and update human resources,
- ❖ To identify potential administrative and technical staff in advance, to monitor their work, to support them with the necessary training and development programs and to ensure that they are trained to the management levels of the future,
- ❖ Turning to internal resources and making efforts to develop them,

- ❖ To determine the competency criteria for the duty areas in the institution, to ensure that the employees reach these competencies with their development plans.
- ❖ To determine wage policies according to position and competency criteria,
- ❖ To measure performance by creating clear and understandable measurement and evaluation systems,
- ❖ Designing the stadium, halls and facilities in accordance with contemporary dimensions,
- ❖ Involving employees in decision processes,
- ❖ Defining the unique story of the club brand,
- ❖ To act with team spirit as work teams in each unit,
- ❖ To be aware of the corporate culture and to contribute to its development.

Symbols;

- ❖ To protect the club's crest, its founding date and the meaning of its colors,
- ❖ For example;
 - Red color: From the blood of the martyrs and veterans of the War of Independence,
 - Dark blue color: it takes from steel to represent hardness, durability and strength.

Corporate Principles;

- ❖ Giving importance to institutionalization,
- ❖ Using the process approach within the system approach in management, giving importance to continuous improvement,
- ❖ Giving importance to gender equality, contributing to women's taking more roles as athletes and fans in sports,
- ❖ To use a fact-based scientific approach in decision making,
- ❖ Considering the needs and expectations of the fans, who are the most important stakeholders,
- ❖ Developing good relations with the sports press,
- ❖ To provide sustainable sportive success with controlled growth.

Institutional competency criteria;

- ❖ To have up-to-date information,
- ❖ activating values,
- ❖ Having the ability to use technology,
- ❖ Acting according to values and attitudes,
- ❖ Being in observable behavior,

- ❖ Reaching superior performance.

Personality of Personnel, Values, Attitudes;

- ❖ Foresight, determination and taking risks,
- ❖ Having the passion to achieve the most difficult,
- ❖ Working with trust, humility and honesty,
- ❖ To include rest, learning, sharing and teaching,

Distinctive Competition;

- ❖ To be in technical skill proficiency, running and playing at high tempo in every match,
- ❖ To have developed self-discipline,
- ❖ Belief in Success,
- ❖ To have high mental resilience,
- ❖ Honest, Determined, Courageous, Altruistic, Confident
- ❖ Warrior Spirit-Having the ability to fight strength and stubbornness,
- ❖ Having athletes with high physical competence and technical standards.

5. Contribution of Institutionalization to Cultural Change

Sports clubs operating in a globalizing world and an intensely competitive industry must have a flexible organizational structure that will embrace change in order to adapt to rapidly changing environmental conditions.

In recent years, sports organizations have started to express that they need to have good governance patterns in order to ensure their continuity in sectoral conditions, to grow and develop and to have a strong capital structure.

For the sustainability of the capital structure, it has become important to reach a low-cost capital source. The transparency and accountability features of institutions have become the most important criterion for accessing cheap capital.

In addition, sports clubs try to attach importance to strategic management practices, a correct risk and crisis management, and to establish a control mechanism in order to gain competitive advantage and adapt to change. Adaptation to change is much easier in a structure that tries to implement institutionalization criteria. In strategic management, internal and external factors are analyzed first and then long-term goals are clearly determined. Strategic management is a long-term approach, it has dynamism and continuity.

Changes in any step of strategic management (technological change in the external environment, change in human needs, etc.) require changes in the rest of the model. While managing this change, it is important to take calculated risks and to apply process management by getting feedback from the system thanks to the established audit system.

In order to achieve institutional success in sports clubs, they need to initiate and manage cultural change in their own institutions on time as part of the change. If professional sports clubs take important steps towards institutionalization in order to ensure continuity, it will be a development that will provide the cultural change they need to make on time. It has become important for sports organizations to develop their legal practices at contemporary scales and to have reliable financial reports in order to reach low-cost capital resources. It is an expected situation that the top management practices in sports clubs should be in a solid, transparent and fair position.

Institutionalization manifests itself as a social entity that gains importance with the influence of the environment. Regularly repetitive movements, systems that are social, controlled, and supported by reward and authority can be expressed as institutionalized (Minareci, 2007).

As a result, a sports organization operating in an institutional model should manage its relations with other institutions and organizations according to certain principles and rules, and its business relations with shareholders, board members, managers and employees should be arranged according to international norms.

In addition, modern management practices should be seen as contemporary practices that contribute to cultural change. It is seen that some of the following features in the modern management style are directly related to the culture.

These are:

- ❖ Strategic Direction Determination: Participatory Leadership,
- ❖ Approach to Corporate Culture and Values: Being competitive,
- ❖ Control and Accountability Approach: Result-oriented work,
- ❖ Talent Development: Process-oriented and bringing the best to the institution,
- ❖ Customer and Channel relations: Competition-oriented approach,

The inclusion of the above-mentioned issues in the management culture of an organization will be possible with the understanding of institutionalization. The following topics, which are included in the corporate governance principles, contribute to cultural change.

Corporate Governance has four principles as transparency, accountability, responsibility and justice (Uyar, 2004):

- ❖ *The principle of transparency:* It is the disclosure of sufficient and accurate information to the public, especially about the financial situation of the organization, management and shareholders.
- ❖ *The principle of accountability:* It is a clear definition of the ways of doing business in the organization in accordance with certain rules and responsibilities.
- ❖ *Principle of Responsibility:* It is to ensure that the activities of the organization comply with all kinds of legal regulations, social and moral values.

- ❖ *The principle of fairness:* The protection of all shareholder rights and the enforceability of contracts with suppliers.

In summary; to be institutionalized;

- ❖ the transformation of the organization into a certain life form with the rules it applies in a constant motion,
- ❖ the organization has a distinctive identity,
- ❖ highlighting its corporate identity rather than individuals, and
- ❖ Employees should be integrated with the organization.

Institutionalization is a process that must be managed in a planned way. In this process, organizational culture, strategies and interactions with internal and external stakeholders should be considered together.

Institutionalization enables and sustains optimal governance practices. The sign of institutionalization includes:

- ❖ All activities within the organization are done by procedures (who will do what, for what purpose, when, how and with whom).
- ❖ Information flow at all levels is uninterrupted for the continuation of organizational performance.
- ❖ There is harmony in the foreseen vision, mission, goals and strategies.
- ❖ All employees are included in decisions.
- ❖ Institutional success criteria are clearly explained.

Institutionalized structures have an effective communication environment. People position themselves professionally within this structure. Transparency allows different ideas to be shared easily. Although the institution puts people in the center, people always put the institution forward. Among the priorities of the institution, the development of people comes to the fore and people are invested. Because human development is considered as the development of the institution. Rewarding mechanisms are used to increase motivation. Management and employees see themselves as part of the same team and the culture of the institution strengthens this.

Authorities and responsibilities are equal and everyone takes responsibility for the work they do. Conflicts in task areas do not turn into conflicts, they are easily resolved. Corporate governance principles develop more easily in such a unique structure.

For sustainability;

- ❖ Crisis and risks are managed in a prudent, fair and value-creating manner.
- ❖ Inclusivity leverages strategic perspectives.

- ❖ For the right decisions, all components of the subject are analyzed and reasoned correctly within the scientific mindset.
- ❖ Auditing, which is the most important part of management functions, is never neglected.

It is understood that there is a strong correlation between institutionalization and current corporate culture. In institutionalized structures, the organizational culture has the flexibility to move from the current situation to the desired situation for the continuity of the organization, and the leaders who will direct the change take responsibility and manage the process. Although there are some difficulties in process management, there is not much resistance to change.

Sports Organization managers need to have information about the shared perspectives, values, moments, attitudes and meanings within the issues that will provide their organization with a competitive advantage. These concepts make themselves felt in a systematic structure.

Implementing process management in a systematic structure provides the following benefits:

- ❖ The business has rules, standards and procedures independent of individuals.
- ❖ Systems that monitor changing environmental conditions are installed.
- ❖ An organizational structure suitable for developments is formed.
- ❖ The methods and methods of doing business become organizational culture, and thus a different and distinctive identity emerges from other businesses.
- ❖ Contributes to the creation of an efficient business environment by making the business a system.

As a result, in the periods of social change, institutional culture change is considered important as an issue that should not be neglected. In order to facilitate this change, first trying to institutionalize in sports organizational structures and maturing modern management styles will also be the trigger of cultural change.

It is thought that the Competitive Values Model scale determined by Cameron and Quinn will be an appropriate method to determine the current and targeted corporate culture typology.

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