








Sports Coaching

Recognition, transformation, and maintenance of organizational culture: fostering excellence in the development of futsal athletes at Minas Tênis Clube

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Abstract - Aim: Understanding the dimensions of organizational culture and how they influence a sports club's management is fundamental to achieving sustainability in sports excellence. Through an intrinsic case study, this paper aims to understand how the organizational culture of a futsal department in a multisport club was transformed and sustained by its members. **Methods:** The participants were a General Manager, a Head Coach, and a Youth Coach, all with over 20 years of experience in the club. A collective timeline, individual interviews, and focus groups were used for data collection. Data were analyzed using thematic analysis. **Results:** The results revealed that leaders, learning experiences, competitive results, and articulation and fixation mechanisms were identified as drivers of cultural transformation aimed at the holistic sports training of young athletes. **Conclusions:** The research highlights that strategies such as socializing new members, aligning recruitment with organizational culture, and involving families in the sports development process can promote an environment that fosters the transmission of organizational values and beliefs.

Keywords: organizational culture, culture change, sports club, coaching leadership, case study.

Introduction

Organizational culture is constituted through ongoing social interactions, collective experiences, and shared values. These factors crucial in how an organization operates and achieves its goals¹. Understanding the dimensions of organizational culture is fundamental to analyzing the organization's structure, identifying its visible and invisible elements, and understanding how they shape the behavior, decisions, and interactions of organization members^{2,3}. In the sporting context, organizational culture is crucial for competitive advantage, because shared meanings and values influence the work of professionals involved in the sport system⁴. Organizational culture influences how athletes, coaches, managers, and other members behave, collaborate and make decisions within the club^{3,4}. Sports clubs specifically develop a unique organizational culture that defines their shared vision, mission, values, and beliefs⁵.

According to Schein¹, organizational culture has three main dimensions: (a) artifacts - refers to the tangible and visible aspects of organizational culture, such as symbols, logos, rituals, ceremonies, language, norms of beha-

viour, and work routines. These elements represent the surface of the organizational culture and are readily observable by members of the organization and external observers⁶; (b) shared values - this dimension involves the values and beliefs shared by the members of the organization. Shared values are the fundamental principles and beliefs that guide the behavior and decisions of the organization's members. They form the basis of organizational culture and influence how people interact, make decisions, and solve problems³; (c) basic assumptions - represent the unconscious assumptions and underlying assumptions deeply ingrained in the organizational culture. These assumptions are considered fundamental truths and may not be explicitly articulated or questioned by organization members. They shape the perception of reality and how people interpret situations and influence decision-making and the behavior of organization members⁷.

Although organizational culture is widely recognized as a critical element for the success of sports organizations, there is a significant gap in the literature regarding understanding the transformation and maintenance of this culture in specific sports environments. Understanding the transformation and maintenance of organizational culture

in sports clubs is pivotal for structuring leadership strategies, promoting collective identity, or enhancing stakeholder communication². Therefore, this study aimed to understand how the organizational culture of a futsal department in a multisport club was transformed and sustained by its members. By identifying how the social dynamics, shared values, and practices shape the organizational environment, effective management strategies can be established to achieve competitive excellence and build a sustainable culture.

Methods

This study utilizes an intrinsic case study approach involving a qualitative research method to comprehend a particular case thoroughly. From an ontological, epistemological, and axiological point of view, we framed our study in a constructivist paradigm. Guided by constructivism, the reality is socially constructed and context-specific, as it reflects particular interactions, experiences, and beliefs within a unique setting⁸. Thus, we do not intend to generalize the results of this study but rather provide insights for stakeholders from our interpretation of the data collected.

The case

The Minas Tênis Clube (MTC) has been acknowledged as one of Brazilians premier clubs for developing talent. Some of the MTC's values can be related to leadership values (communication and collaboration), people with full responsibility (critical reflection), and continuous and constant search for excellence (creativity)⁹. The club actively participates in national and international competitions in various modalities. The futsal department of MTC is the focal point of this research, given its consistent success in developing athletes and achieving noteworthy outcomes in Brazilian Futsal. The MTC was a founding club of the Minas Gerais Federation and the Brazilian Futsal Confederation. It is the only club that has participated in all editions of the adult national championship. In 2021, the futsal department was named the national champion across all youth age teams (U-14, U-15, U-17, U-20) and the senior team. In 2022 the futsal department had around

250 athletes (under-12 to senior), one General Manager, one Head Coach, and five coaches.

Participants

The participants were three male professionals who occupied different management levels in the futsal department. All of them had worked for the Club for over 20 years. At the time of the present study, they were the professionals with the longest stay in the department (see Table 1 for further demographic information). Together, they experienced the main futsal events at the club. Therefore, they were the professionals best able to provide information about the organizational culture of this environment. Thus, they were intentionally selected to participate in this study. To protect participants' anonymity, they were identified by their management levels.

Data collection

Ethical clearance was received from the authors' university research and ethics board (CAAE 74156517.0.0000.0121), and the organization investigated also authorized the research. Afterward, the participants were contacted, and the research team emphasized the study's objective. Data collection occurred in three steps between August and December in 2021. Firstly, each of the study participants individually drew up a timeline that revealed their trajectories at the club, as well as significant events and people in the history of the futsal department. Figure 1 represents the timeline of events to which participants attributed relevance.

Online search tools also helped to recognize general information such as club guidelines and title history. Secondly, semi-structured interviews were conducted with the participants. The interviews were conducted by the first, second, and last authors through videoconference on the dates and times suggested by the participants. The interview guide was organized according to the timeline to understand in more depth their trajectories and the moments they pointed out as necessary to the department's culture. Finally, a focus group was held with the three participants. The focus group aimed to identify patterns in the participants' perceptions of the department's organizational culture and distinguish them from individual

Table 1 - Presentation of research participants.

Participants (management levels)	Age	Experience in the futsal department from MTC (years)	Club pathway of the participants
General manager	51	28	<ul style="list-style-type: none"> • U-12 Coach from 1995 to 1999 • Youth Coach from 1999 to 2014 • General Manager since 2015
Head coach	50	26	<ul style="list-style-type: none"> • U-20 Coach from 1997 to 2006 • Coach of senior team from 2006 to 2012 • Head Coach since 2012
Youth coach	53	23	<ul style="list-style-type: none"> • U-12 Coach from 2000 to 2004 • Youth Coach since 2004

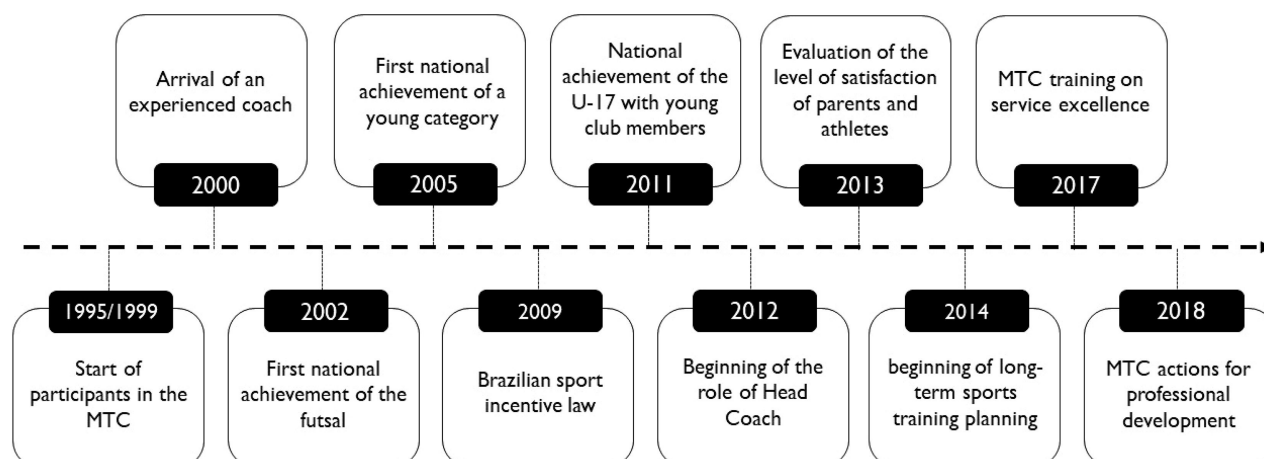


Figure 1 - Timeline of relevant events.

experiences. To achieve this, the first, second, and last authors conducted the focus group, fostering interaction among the participants. Like the interviews, the focus group was conducted via the Zoom videoconferencing platform, which allowed the audio and video recordings to be exported and stored on a research team laptop. The interviews lasted an average of 65 min and the authors transcribed them into a 74-page single-spaced document. The focus group lasted 72 min and was transcribed into 18-page single-spaced.

Data analysis

A thematic analysis¹⁰ was conducted to identify patterns of meaning in the participants' conceptions. This analysis involved six steps that were interactively and flexibly followed: (a) familiarization with the dataset; (b) creating codes; (c) organizing codes into initial themes; (d) reviewing and refining themes and naming themes and subthemes; and (e) producing the final report. After uploading the material into Nvivo 9.0, the lead author immersed himself in the raw data creating initial codes that evoked the data around the research question. Second, the deductive component of the analysis was conducted through Schein's¹¹ concepts of organizational culture. The research team, who have experience in qualitative research, served as critical friends and assisted the lead author in reflecting on the analysis conducted¹². After this process, themes deductively defined were classified as sub-themes. High-order themes were created considering the participants' trajectory and its influences on the culture of the futsal department: Culture recognition; Culture transformation; Culture maintenance. Quotes alongside thick descriptions that best reflected the findings were included in this article for transparency.

Results

Culture recognition

Upon introduction to the club, all participants were made aware of the organization's various levels of culture.

Artifacts

Before starting to work for the club, participants could see the club's artifacts, which allowed them to understand the club's significance and tradition in the sports scene. Once they were integrated into the club, their initial impressions were pleasantly surprising, particularly with its well-organized administration.

I know the club's history even before I was here. I was an opponent for a few years, and some competitions were held inside. So I already knew the greatness and importance of [the club] and its tradition. When I joined, I was surprised by the level of [administrative] organization here [...] the level of governance of the club is high, it has maturity, maybe more than many cities. (General Manager)

However, when focusing exclusively on futsal, the participants disappointedly discovered that the sport lacked the necessary resources and expertise to promote its growth. Furthermore, they recognized the need to schedule training around the athletes' work schedules, as they were not solely devoted to futsal. As highlighted by the Head Coach, 'We didn't have good material and human resources. We didn't have a fitness trainer [...] the athletes on our senior team worked so that training couldn't conflict with their work schedules. Considering what we are today, we were completely amateur'.

Beliefs and values

Upon inquiring about the challenges faced by futsal, the participants discovered a sports hierarchy within the club where competitive tradition was the determining factor. As futsal had a less competitive tradition than other

sports, such as volleyball, it faced a disadvantage, including limited access to the club's physical training spaces. The Head Coach quoted, 'The [club] had its tradition in sports where teams and athletes represented the state and the country. Futsal at that time was in its infancy [...] there was a hierarchy among sports, and futsal was like an intruder. We used the court to train in the time we had left-over'.

During the discussion, the participants noted that the current state of futsal within the club resulted from years of inactivity in competitions, which was attributed to political decisions made in the club's past. As stated by the General Manager, 'Futsal had a gap in its history [at the club]. For many years in the seventies and eighties did not participate in competitions. I believe this is due to the political management not having a vision about the sport at the time'.

Basic assumptions

The participants were made aware of a critical principle as new members of the club - it is crucial to prioritize the value of maintaining a positive relationship with the members who benefit from the club's services. This principle was fundamental for all sports and directly impacted the youth squads in the futsal department.

The valorization of the club member is something that we always had [...] we always had to obey the club's mission, about the attendance to the member as a student, athlete, and collaborator [...] Since my first day, we always had rules to prioritize associated athletes. (Youth Coach)

Culture transformation

Once they moved from their novice status to a superior club position, the participants could witness and actively participate in the evolution of the culture that originated from three distinct sources.

Imposition of beliefs, values, and assumptions by the organization's leaders

The initial catalyst for change stemmed from the influence of leaders who promoted their convictions, principles, and presumptions. Specifically, integrating a coach to the senior team played a crucial role in advancing the growth of futsal within the organization.

It was a complete change in the [futsal] department. He [coach] had already been the two-time national league champion. He came in putting everything he already practiced [...] everything he believed was necessary for a professional team [...] futsal started to be recognized at the club. (General Manager)

This coach's contribution is attributed to his impressive management skills and ability to influence sponsors and managers. His significance in the competitive futsal scene allowed him to assert his beliefs, values, and assumptions with conviction. As the Head Coach quo-

ted, 'He was a manager; he had political skills to deal with supervisors and officials on logistics, schedules, and materials. He made demands. He used his symbolic capital [relevance in the sport] very well'.

Building a solid foundation was crucial for futsal to achieve success in the sport at the club level. While the department aimed for competitive results, they also provided careful training for young athletes. As noted by General Manager, 'we aimed for success at the youth teams level. Winning was important, but we never put pressure on the boys. Our approach was strategic to gain recognition within the organization. The cultural transformation, initiated by our leaders, continued through subsequent experiences, which served as a second catalyst for change'.

Learning experiences

The decisions made by the club's leaders directly impacted the paths and experiences of its members. One such decision involved prioritizing the youth category, which meant that the senior team would consist of players from the under-20 team. This change presented new learning opportunities for a member who was taking on the role of coach for the under-20 team. As highlighted by Head Coach: 'Investing in youth teams allowed us to get good under-20 athletes promoted to the top [senior category]. So, I had to train the under-20 100% aligned with the senior team'.

To ensure a seamless transition for individuals from introductory levels to adulthood, it was essential to establish the role of a head coach for the foundational level. The Youth Coach cited: 'The creation of the youth teams head coach was important to have more coherence between what was done with the members in grassroots and what we did in the youth teams [...] we started to guide the boys from grassroots and receive more prepared boys'.

Professionals were able to confirm the success of their work through certain events, such as the competitive results achieved across all categories, from youth teams to senior levels, and the importance of valuing each member. as Youth Coach quoted: 'On two occasions, we managed to be champions in all the teams we competed in, from U-13 to senior. All teams in the season were regional champions'.

The competitive results in the futsal department led to a new culture. Despite the lack of defined assumptions, those involved expressed interest in supporting the training of young futsal players.

The club has its internal mission, and our role is to know if we are in alignment with the club, but I believe that the next step should be ours [...] after all, what would our mission be? To develop athletes? To generate athletes from the youth teams to the seniors? To reduce the dropout rate in the sport? (Head Coach)

New beliefs, values, and assumptions

During the culture transformation phase, significant events in the futsal department shaped new beliefs, values, and assumptions, such as using players from the youth teams in the senior squad. Head Coach said, ‘promoting athletes from the under-20 team to senior became common practice.’ In integrating members into the competitive youth groups, the futsal department no longer saw it as a procedure imposed by the club but as a basic assumption of their department. This assumption was established because it provided a challenge to sports coaches. The General Manager quoted: ‘It became a personal challenge to win only with members; I remember well a line from [base supervisor]: there is no need to attract non-members; I want to have the challenge of winning only with members’.

Moving forward, the department shifted towards developing athletes and setting new practice goals. A vital aspect of this new approach was incorporating life skills training, which became a fundamental principle of the futsal department.

It lost the sense of wanting to win or lose. We started to focus on the athletes’ integral development as a person. That made more sense to us. We also suffered less because the anxiety of wanting to win at any cost was reduced slightly [...] Today, we go far beyond the sport. It is not just about being a better athlete in the fundamentals, but being a better person. If he is going to be an athlete, with all due respect, we don’t know, but if he is a good person, a good professional, we are fulfilling our role. (General Manager)

Therefore, the futsal department has established a culture of striving for excellence in sports and personal growth through futsal.

Culture maintenance

The participants assumed leadership positions in the futsal division and initiated strategies to maintain the new organizational culture.

Articulation and fixation mechanisms

A network of futsal professionals has been established to sustain cultural elements. This collaborative effort encourages professionals to work towards a shared objective and exchange knowledge to find effective strategies. The network encompasses professionals from different areas to articulate a unified element of the club’s culture, such as connecting with members.

We exchanged information and gave feedback for a long time, but there was no systematization. We found a way. We institutionalized learning from each other. The coaches get together, exchanging information about what works and doesn’t work in reality. Sometimes this exchange needs to be with people not from your sport; for example, coaching adolescents, we learn a lot from other sports. (Head Coach)

In the participants’ opinion, the friendly relationship among futsal professionals made the collaboration mechanism between their work. They usually fraternized and assumed the habit of providing support to each other. For them, the relationship beyond the work environment was fundamental. The Head Coach Said: ‘What makes the gears work is that we get along well in our department. We are friends to the point that our families relate to each other. I believe that makes all the difference’.

Leaders maintain their team’s culture by carefully selecting and recruiting coaches for their department. Leaders can continuously seek coaches who align with their established culture to ensure that the team’s values remain consistent. However, there may be instances where a coach’s behavior does not align with the team’s emphasis on solid athlete relationships. As Head Coach cited, ‘Sometimes the coach arrives having in mind only to get medals, and many times he ends up having a very aggressive profile about competitiveness in youth teams’.

It is common for coaches who are new to a culture to struggle with adapting to the high value placed on the quality of their work. The Head Coach emphasized: ‘We brought coaches who did not adapt. Here we have to do reports, record the practices, talk to the parents, some of them don’t understand that’. The department’s leaders are concerned about assisting coaches already aligned with the club’s culture. This allows for the grassroots coaches to be prepared by the cultural elements, enabling their integration into the youth teams in the future.

Support our coaches is indispensable. I can cite the example of a coach. He is not ready yet; he needs to communicate better with his parents and impose himself in some situations. The training sessions also need to demand more from the athletes. But he is being trained [Youth Coach]. (Head Coach)

Finally, the leaders recognize the family’s role in the sports training process they promote. Therefore, they deliberate efforts to articulate and fix the culture established with parents. Among the efforts, they promote strategies to keep parents motivated and empowered in supporting their children’s sports participation, as Head Coach says: ‘We have a close relationship with the family [...] If I captivate, motivate and empower the parents, they realize the importance that sport has for their children. Then they support it.’ Still, as a mechanism of articulation with the parents, the leaders try to make cultural elements explicit in the training environment, fostering integral athletes’ development. The Head Coach highlighted: ‘It is not enough just to conduct the training; we must add our values. This cannot be implicit because parents need to understand and evaluate it. So, we started to make it explicit, to show and to talk [about the culture]’.

Discussion

In order to understand the culture, it is important to interpret the shared experiences and the active role of the individuals that make up the organizational reality¹³. Thus, the point of view of three professionals was assumed, because they experienced important events that contributed to the culture of the department. The study's results revealed essential insights about the recognition, transformation, and maintenance of the organizational culture, according to the concepts of the Schein model¹.

The culture recognition process began with the professionals' first contact with the club. The perceived artifacts by practitioners were revealed positive aspects such as well-organized administration. Since artifacts are the most visible layer of organizational culture, it is common for them to refer to the physical structure and language¹. However, the artifacts perceived by participants were related to organizational procedures, which highlighted the collective efforts and shared values among the club's professionals^{2,14}. These artifacts were from the broader MTC organizational culture. However, the perceptions could already be contributing to the construction of aspects of the futsal department's culture^{2,14}.

More involved in the club, participants identified beliefs and values. Beliefs and values are exposed by the organization's leaders when defining strategies, goals and work philosophy^{1,11}. At this level of culture, participants identified negative aspects. They noted the lack of material and professional resources necessary for the development of the futsal department. Also, they faced challenges in training management due to the athletes' work schedules, which would be a minimum condition to achieve performance^{15,16}. As a justification for this reality, they identified a hierarchy between the sports within the club and they realized that Futsal, being a sport with less tradition, had a disadvantage. These perceptions reveal how organizational beliefs and values can influence the allocation of resources and the treatment given to members within the club, because leaders make assumptions about what is right or wrong, and what is promising for the organization^{1,11}. Furthermore, the condition reveals that values do not always reflect practical reality¹⁷. Even in an organization that values excellence, there may still be a difference between the proclaimed values (what the organization says it values) and the values practiced daily¹⁷.

At another level of culture, participants identified a fundamental basic assumption of the club: prioritizing the relationship with members as beneficiaries of the services offered. Basic assumptions reveal the deepest level of organizational culture and refer to what is commonly considered true in the organization^{14,18}. In this period of recognition, this basic assumption was provided by the MTC, while the futsal department was still accumulating and sharing experiences to formulate its own basic

assumptions. This is supported by Schein¹¹, who defines that one basic assumption can reflect the broader cultural context in which the organization is inserted.

The recognition of culture levels demonstrated that the futsal department faced two challenges. Schein¹¹ defines them as survival (adaptation and growth in their environment) and Internal integration (ability to learn and accumulate experiences). The challenge of survival can be seen in the modality's disadvantage in the MTC. The challenge of internal integration was perceived in the absence of own beliefs and values¹¹. Both challenges are aligned with the idea that an organizational culture transforms incrementally and gradually¹². The recognition of all cultural levels contributed to the transformation of the culture of the futsal department because the sports organizations' structures, rules, policies, and symbols act as primary points of reference for how people think about and make sense of their work context¹⁹.

Concerning cultural transformation, the implementation of any conception of good governance inevitably requires, in the first place, a change in the value and beliefs system that underpins the culture of the organization¹⁹. Therefore, hiring a new senior team coach brought a significant change to the futsal department, as he imposed his beliefs, values, and assumptions based on his previous experience and success. Combined with this capital, the coach had management skills and influence over sponsors and leaders, which allowed him to impose his views and demands, influencing cultural changes^{7,14}. Leaders played a central role in transforming the culture¹¹, because they not only communicate values, but incorporate them into their actions and decisions, influencing the behavior of other members of the organization²⁰. Thus, this coach can be recognized as a key leader in the culture of the futsal department.

The second source of transformation was the participants' learning experiences. Guiding young athletes, integrating youth and senior teams, and creating a developmental head coach role contributed to a continuous flow of player development from grassroots to the senior team. This model has been adopted in soccer and handball teams, ensuring a culture from the game model (way of playing) to the management of organizations^{15,21}. The basic assumption, coming from the MTC, directly influenced the strategies and decisions related to the development of futsal teams, similar to the study by Storm²¹ comparing a professional and an amateur club in structuring an environment for training handball talent.

The competitive results obtained in the youth and senior teams confirmed the work's success and contributed to constructing a new culture in the futsal department. This shift highlights that performance validation is important to consolidate assumptions and legitimize the practices that support the transformation of organizational culture²². In this way, valuing club members as players has become a

basic assumption of the department, and the focus on the holistic development of athletes has also been established as an important goal of the club, corroborating the modern view of training athletes in the 21st century^{2,23}. In addition, the Brazilian sport incentive law brought financial conditions for the club to improve the material and human resources of the futsal department. In fact, despite the autonomy of sports entities, public funding maintains the sports structure in the country, especially at the high-performance level²⁴. This support reinforces the argument that organizational culture is not formed in isolation but interacts dynamically with external factors, such as regulations, economic conditions, and broader institutional frameworks that shape decision-making¹.

The data revealed the importance of articulation and fixation mechanisms to sustain the new organizational culture in the futsal department. A collaboration network was established among futsal coaches, allowing the exchange of information and feedback. Clear communication allows decisive and effective actions between professionals from the same organization^{5,25}. These communication channels help maintain coherence between evolving values and daily practices, reinforcing the establishment of organizational culture²⁶. The friendship among the coaches strengthened the collaboration network. This camaraderie creates an environment conducive to collaboration and strengthens ties between team members, especially in sports with intense interaction¹⁸. Beyond facilitating teamwork, such relationships contribute to the socialization process of new members, ensuring that cultural elements are transmitted informally through interpersonal interactions²⁶.

The selection and recruitment of coaches also ensures the alignment with the established culture^{3,5}. In the futsal department, coaches who do not adapt to the culture can be replaced, while those who are aligned are trained and prepared to join the youth teams. This aligns with Schein's¹ perspective that personnel selection serves as a primary mechanism for cultural reinforcement, as hiring and retention decisions actively shape the department's long-term identity. This mechanism allows continuous learning to improve coaching practices aligned to organizational culture^{2,15}.

The family also plays a vital role in the sports development process, and leaders recognize the need to involve parents and keep them motivated and empowered to support their sons in sports. Parental involvement represents an additional cultural reinforcement strategy, as it extends the influence of organizational values beyond the immediate environment of the club, fostering alignment between athletes' training and their broader social context²⁷. Explain to parents the values and elements of the culture makes it easier for them to understand and evaluate the positive impact of sports on the athletes' integral development^{23,24,28}. In summary, the articulation and fixation

mechanisms played an essential role in sustaining the organizational culture, ensuring that the department's objectives and values are maintained and transmitted consistently¹. These mechanisms exemplify Schein's¹ argument that for a culture to be sustained, it must be consistently reinforced through formal and informal structures, ensuring its perpetuation even in the face of external changes and leadership transitions.

Conclusion

The findings of this study provide valuable contributions to the management of organizational culture in sports entities. The research highlights the importance of articulation and fixation mechanisms in sustaining culture, emphasizing that leaders and managers can actively promote an environment that fosters the transmission of organizational values and beliefs. Additionally, it underscores the relevance of strategies such as the socialization of new members, recruitment aligned with organizational culture, and family involvement in the sports development process. These practices can be applied by sports managers seeking to strengthen the cultural identity of their institutions and ensure greater cohesion among the various stakeholders in the sports environment. Thus, this study offers practical insights for the management of sports entities, reinforcing the need for a structured approach to consolidating and evolving culture in organizations dedicated to athlete development.

From a theoretical perspective, this study contributes to a deeper understanding of organizational culture in the sports context. It does so by applying Schein's¹ concepts to analyze the processes of recognition, transformation, and maintenance of culture in a futsal department. The research fills a gap by demonstrating how different cultural levels-artifacts, beliefs, and values, and basic assumptions-interact to shape the identity of a sports department over time. Furthermore, the study expands the discussion on the factors influencing cultural dynamics in sports and provides a foundation for future investigations in other sports contexts.

Regarding the study's limitations, it is important to note that the investigation was conducted in a single sports organization, focusing exclusively on futsal within the context of Minas Tênis Clube. This scope may limit the generalization of the findings to other sports and different types of organizations. Additionally, the research was based on the perceptions of a small number of participants. Despite their importance in establishing the investigated organizational culture, given their long-standing involvement in the department and the leadership positions they hold, their perspectives may not capture the full complexity of the case.

Thus, future studies could investigate organizational culture in other sports modalities and expand the scope to

different types of sports organizations. It is also relevant to include the perspectives of athletes, former athletes, parents, managers, and sponsors for a more comprehensive understanding. Complementary methods, such as ethnographic research and direct observation, could deepen the analysis of cultural processes. Longitudinal studies could also examine how changes in leadership, organizational structure, and sports policies impact culture over time. Furthermore, investigations into the impact of public policies and regulations could clarify their influence on the management and cultural development of clubs. Another relevant line of research would be to explore the relationship between organizational culture and sports performance, analyzing how values, beliefs, and cultural practices affect competitive results and athlete development. These approaches could contribute to a deeper understanding of organizational culture in sports and to more effective management strategies.

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