

# The Effect of Organizational Culture on Sport Organization's Performance in Oman: The Mediating Role of Leadership Style

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*Abstract:* - This study aims to look at the impact of organizational culture (OC) on sports organizational performance (OP) in Oman, which specializes in leadership style (LS). The conceptual version defines OC as the independent variable (IV), leadership style as a mediating variable (MV), and OP as the dependent variable (DV). A survey questionnaire was used to accumulate information from 156 human beings running in sports corporations in Oman. To check the proposed speculation, the gathered data were analyzed with the use of Smart-PLS. The results suggest a significant relationship between organizational culture and performance. Researchers discovered that leadership style plays a crucially major role, which has a significant impact on the relationship between OC and OP. These findings provide valuable insights for sports organizations in Oman, suggesting that high levels of organizational culture can enable efficiency and goal attainment in addition to research recommending leadership styles that drive organizational performance of the face. The results of this study serve as a basis for managers to improve their existing OC and improve OP. In addition, it contributes to the existing literature on how effective organizational culture and leadership style are in enhancing organizational performance, especially in sports organizations in Oman. The study also highlights the mediating role of leadership style in relationships as it highlights the gap between OC and OP.

*Key-Words:* - Organisational Culture, Leadership Style, Organizational Performance, Sports Organizations, Resource-Based View (RBV), Social Exchange Theory (SET).

Received: August 29, 2023. Revised: April 2, 2024. Accepted: May 13, 2024. Published: May 31, 2024.

## 1 Introduction

Sporting organizations have long become more professional, and the globalization of sporting activities has helped to professionalize sporting activities not only promote physical health but also provide visitors and economic activity also improves in countries around the world. Increased public awareness of sporting activities has led to various positive societal changes. This includes more people's participation in physical activity, better educational outcomes, and improved interpersonal relations, [1]. Sports organizations have the main responsibility for driving the growth of the sports industry through their efforts to promote and develop sports. It's so important to encourage and support sports at all levels. They also research to identify and implement the best

practice methods and strategies to ensure the success of their sports products and services. Organizations work across national and international boundaries to develop and provide new ways to access and market sport and to provide opportunities for athletes to compete in international competitions. Finally, sports leagues raise public awareness and increase participation in sport, and local, national, and global economic activities. They play a vital function in improvement and also have an impact on the transformation of society as an entire, [1].

OP is a degree of how nicely an organization uses its resources and turns them into services and products. It has qualitative and quantitative capabilities. Qualitative dimensions include customer satisfaction, organizational effectiveness, and innovation. Quantitative measures include

financial performance and operational efficiency. Good OP can result from successful leadership and an effective OC, [2].

Leadership styles (LS) determine how a leader interacts with their team, while OC is formed by shared beliefs, values, attitudes, and behaviors within a group. It greatly impacts OP, as a positive culture can boost performance, customer satisfaction, and productivity. It also fosters creativity, ownership, and innovative thinking among employees. The LS chosen can have an impact on the OC; democratic approaches promote transparency and inclusiveness, whilst authoritarian approaches generate fear and manipulation, [3]. Both LS and OC are important variables that influence OP. Firms attempt to discover the most effective LSs and cultures to improve their performance. Additionally, Firms want to develop a meaningful OC that rewards innovation and encourages collaboration.

In conclusion, LS and OC play a critical role in improving OP. Organizations need to ensure they have the proper LS and OC to foster mutual trust, open communication, and collaboration. Organizations need to additionally make sure that creativity and innovation are endorsed, as this will result in superior overall performance, [4]. Therefore, this study focuses on leadership style and organizational culture that improve organizational performance.

In the same context, studies indicate that sports performance in Oman is currently declining in terms of sports achievement, economic growth, and health. This highlights the importance of sports in countries and societies. Factors influencing sports organizations' performance must be examined to ensure their effective contribution. This research aims to evaluate the impact of OC and LS on performance, as well as how performance influences leadership style. Additionally, it aims to explore the role of leadership style in the relationship between human resource management practices and OP. To achieve these research objectives, an explanatory research approach is employed. The study focuses on sports organizations registered under Oman's Ministry of Culture, Sport, and Youth. The target population comprises top and middle-management employees within these organizations.

## 2 Literature Review

### 2.1 Organizational Performance (OP)

OP can be defined as an employee's ability to achieve the organization's goals and aspirations, [5].

it is also defined as an organization's level of effectiveness and efficiency concerning its specified performance indicators, [6]. According to [7], OP is the ability of an organization to fulfill its goals by utilizing its resources efficiently and effectively. According to [8], OP is the organization's output, regardless of the criteria used to measure it. In other words, OP can be defined as the process of meeting the organization's specified goals by increasing efficiency, quality, productivity, and profitability from both the customer and the organizational perspectives.

About OP, numerous research studies have employed various methodologies to assess it. OP is described as an indicator of employees' ability to conduct diverse evaluations, encompassing aspects such as business performance, financial performance, and overall organizational effectiveness, [9]. Evaluation of OP involves both quantitative and qualitative metrics, achieved through the collective efforts of individual employees and departments, [10]. The success of an organization is fundamentally tied to its performance and the extent to which it attains its objectives, [11].

Underpinning theories form the foundation and provide support for understanding organizational performance. Within the relevant literature, numerous theories explore the relationship between different organizational variables and performance. This study specifically considers two underlying theories that contribute to the understanding of organizational performance: (1) the Resource-Based View (RBV) which has been extensively applied in the examination of organizational performance, [12], [13], [14], [15] and (2) the Social Exchange Theory (SET) suggests that employees join an organization with the expectation of a better work environment and culture, and they use their skills and knowledge to achieve their goals, [16], [17].

### 2.2 Organizational Culture (OC)

Culture is a broad concept with different interpretations. It was defined as a system of values, norms, and symbols that shape decision-making processes and interactions between people, [18]. Also, it was described as shared meanings that impact people's focus, behavior, and value, [19]. Each culture is unique, leading to diverse perspectives. This study focuses on how OC affects performance. OC refers to the values, norms, beliefs, attitudes, and assumptions that guide an organization's behavior, [20]. It can be seen through management style, [21]. Researchers have

examined its relationship with innovation outcomes, [22]. Workforce diversity impacts the definition of OC, [23]. It can be seen as the actions and reactions of an organization in different situations. It involves complex connections of standards and values shaping attitudes. OC includes values, thoughts, expectations, and experiences gained through socialization, [24]. It is formulated intentionally or unintentionally by researchers. It consists of norms, values, and procedures that shape the organization's image and operations. The desired OC aligns with goals and is adopted by the broader environment. Management uses OC to support rational efforts and employee autonomy, [25]. The main function of directors is to create and shape the culture, [26]. OC is observed through direct control and instruction practices. It has various aspects, including work environment, communication, and job involvement, [27].

### **2.3 Leadership Style (LS)**

Leadership entails directing a group towards a particular objective by influencing their behavior, values, motivation, and abilities to meet organizational goals. Leaders and superiors influence each other in a two-way social power system, [28]. Good LS inspires and motivates people, creating a positive work environment, [29]. Different LSs, like dictatorial, bureaucratic, charismatic, and participative, exist. Leaders shape an organization's values, culture, adaptability to change, and employee motivation, [30]. They have a significant impact on OP. Transformational leadership emphasizes personal values, development, and trust, while transactional leadership relies on rewards and incentives, [31]. OC plays a crucial role in employee behavior and performance. A strong culture fosters understanding, shared objectives, and desired behaviors, [32]. Leaders are responsible for establishing and managing culture, as it influences performance. Different levels in an organization may have differing perspectives on culture, [33]. There is a positive association between leadership, culture, and organizational performance, [34]. Leaders need to address any discord between perceived and preferred culture for optimal employee performance, [35]. Recruitment should align employee experience, qualifications, and skills with the organization's mission and vision to create a positive organizational culture, [36].

### **2.4 Organizational Culture and Organizational Performance**

The influence of OC on employee behavior and performance hinges on four pivotal concepts. Firstly, possessing a deep understanding of the organization's culture enables employees to grasp its history and operational dynamics, offering insights into anticipated future behaviors. Secondly, OC fosters allegiance to the organization's principles and values, fostering a collective sense of working towards shared objectives. Success is more attainable when employees share these values. Thirdly, OC, with its established norms, serves as a regulatory mechanism, guiding behaviors towards desired outcomes and deterring unfavorable conduct. According to [37], effective performance can be heightened through integration and alignment with the organization's culture. Schein's viewpoint was emphasized by [34], that the primary responsibility of leaders is to establish and manage culture. Neglecting to manage culture can result in it controlling you, with the extent of its influence possibly going unnoticed. Another study was conducted on organizational culture and its impact on public service. It was recognized that individuals at different levels within the organization, particularly leaders and managers, tend to have a more favorable perception of their work environment and its culture compared to those at the middle and lower levels, [33]. Simply put, perspectives differ depending on whether you're at the top, middle, or bottom. Leaders have easier access to resources, can shape agendas, exert control over daily interactions, and generally receive important information before others within or outside the organization.

It was argued that there are certain favorable associations between LS and OC that culture influences individual performance through leadership. It was also stated that LS and OC are critical for corporate success, [32]. This meant that leaders could not be selected without first examining the corporate culture and their leadership behaviors to achieve excellent employee performance. Leaders have to address any differences between perceived and preferred OC. [35], suggest that during recruiting, employees' experience, qualifications, and talents should be linked with the organization's mission and vision, thereby creating a corporate culture.

### **2.5 Leadership Styles and Organizational Performance**

Certainly, the influence of leadership within a company extends significantly to its overall success,

employee satisfaction, and engagement. Research, such as that conducted by [38], suggests that effective LSs play a crucial role in inspiring and empowering staff members for success. Leaders must adopt and employ these effective LSs to foster professional growth among employees, as the relationship between LS and organizational efficiency is robust. An effective leadership style is recognized as a potent source of sustainable competitive advantage and proficient growth management, [39]. The chosen LS enables a company to achieve its current objectives more efficiently by aligning employee performance with anticipated incentives and ensuring that the necessary tools are provided. The absence of leadership increases the likelihood of errors and diminishes the prospects for success. In this context, leadership, coupled with incentives and opportunities, cultivates individuals' drive to achieve objectives, playing a pivotal role in the creation, communication, and transformation of OC. Recognizing leadership as a form of power, the ability to mobilize others to work towards common interests is widely acknowledged as a manifestation of effective leadership. Indeed, leadership is intricately tied to outcomes, and leaders confront formidable challenges in today's ever-evolving globalized economy, where businesses grapple with dynamic environments.

According to research, leadership styles have inconsistent links with organizational performance, and they can be positively or adversely connected, [40], [41]. According to [42], OP is a replication of a company's staff productivity as measured by revenue, profit, growth, development, and organizational expansion. The researcher emphasized that investigating the impact of organizational leadership on OP is especially critical because leadership is seen by some researchers as one of the determinants of company performance. As a result, leadership effectiveness is a valuable source of management development and long-term competitive advantage for improving OP [42].

## **2.6 Organizational Culture and Leadership Styles**

Many scholars have highlighted the close association between OC and LS. However, there are two opposing viewpoints in the research regarding how a culture emerges and whether leaders have any influence over shaping organizational culture. Some academics believe that the culture is inherent in the organization itself. Something can be manipulated within the

organization. The leader can also manage and manipulate the culture to some extent. The opposing viewpoint contends that leaders can establish OC and, surely, have an impact on creating it. Leaders define and maintain the organization's values, goals, mission, and vision, hence shaping OC, [43]. Not only does culture influence our interactions with one another in everyday life, but it also has a significant impact on whether an organization is a happy and healthy place to work. The culture of a business provides a framework for managers and employees.

For example, if the culture allows for easy communication between managers and subordinates, this can have an impact on their work behavior and attitudes. When managers and employees communicate well, this effective relationship can represent a higher contribution to organizational communication and collaboration, thereby encouraging the achievement of the organization's mission and objectives. Such an organizational culture is not required for all sorts of organizations because each organization has a unique viewpoint on how it perceives the world around it, as well as a set of assumptions, values, conventions, and attitudes expressed through symbols.

Leadership, both a subject of research and a practical skill, involves the capacity of individuals or organizations to guide and direct others, be they individuals, teams, or entire organizations. Explored extensively in management literature, leadership encompasses various styles in work environments, each carrying its own set of advantages and disadvantages in organizational management. The crucial aspect lies in the alignment between the LS, OC, and goals. Recognizing this, some companies adopt multiple leadership styles to cater to specific tasks and departmental needs, [43].

As previously highlighted, the concepts of LS and OC hold paramount importance for organizations. Numerous studies have underscored a significant correlation between LS and OC. Notably, the employee-manager relationship has been identified as a social exchange in various studies, [44]. It becomes imperative to ascertain the appropriate LS for a given culture, considering that leaders are tasked with meeting employee expectations and effectively managing workflows within the organization. Consequently, leadership styles vary across different organizations.

### 3 Theoretical Framework and Hypothesis Development

The topic of OC has been extensively studied, with varied definitions of what it involves. Even though there is no universally recognized opinion on the subject, there is general agreement that organizational culture consists of a shared vision, basic values, and underlying assumptions that govern behavior inside an organization's units and sub-units. In addition, several themes have emerged in the discussion and measurement of the organizational construct. The impact of leadership on OC creation, as well as debates about OP as a source of competitive advantage, stand out among them. However, according to the extant literature, OC is heavily influenced by the firm's founders/leaders, who play an important role in fostering cultural ideals and reinforcing specific organizational behaviors. The findings in the studied literature strongly indicated a link between OC and OP. This study will add to the existing research on the constructs by looking at how LS mediates the relationship between the two dimensions in Omani sports organizations. Based on the literature gap, this study suggests the following conceptual framework shown in Figure 1:

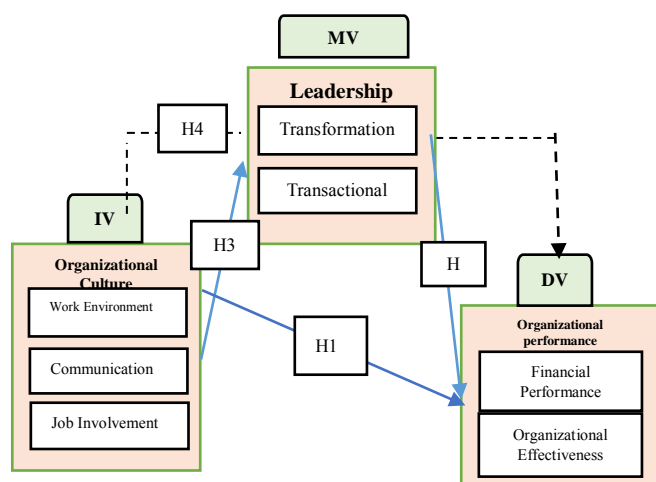


Fig. 1: Research Conceptual Framework

Based on the conceptual framework and the mediator effect research, the following hypothesis has been developed to investigate the relationship between organizational culture, leadership style, and organizational performance.

#### 3.1 The Hypothesis of Organizational Culture with Organizational Performance

OC can have a significant impact on OP. Culture is a set of shared norms, beliefs, and values that help members of a company make sense of the environment and guide their actions and decision-making. It can have a profound effect on how individuals interact, contribute to creating goals, and ultimately affect performance. Three cultural characteristics greatly influence organizational performance namely work environment, job involvement and communication. A well-prepared work environment with appropriate conditions and good resources is considered one of the most important reasons for enhancing and raising productivity at the individual level of employees. In addition, effective communication between organizational members that allows the exchange of ideas and discussion of procedures is considered one of the most important components which enhance the organizational performance. In the same context, participation in the workplace for all levels of management is one of the important aspects of encouraging and motivating employees to cooperate, exchange opinions and ideas, and create opportunities for innovation and research activities that certainly benefit and support institutional performance in general. Therefore, a good organizational culture can influence performance in many different ways effectively and contribute to achieving goals and success. Ultimately, these aspects of culture can lead to organizational efficiency and effectiveness. Based on the above discussion, this study made the following hypotheses:

*H1. Organizational culture has a significant effect on organizational performance.*

#### 3.2 The Hypothesis of Leadership Styles with Organizational Performance

When it involves OP, both transformational and transactional LS have a major effect. Transformational leaders can inspire staff to maintain high-performance levels consistently and think long-term about goals and objectives., behavioral leaders, alternatively, provide a greater-centered technique for achieving precise goals and goals. Each LS has its precise effect on overall performance. Transformational leaders work best in situations in which lengthy-time period fulfillment is needed, including whilst an employer desires

growth or innovation. These leaders may excite and inspire their employees and staff to remain engaged and make significant contributions to the firm's development. They employ a variety of ideas and techniques to challenge and motivate their employees and staff. Transactional leadership is particularly effective in situations demanding a very clear consequence or aim, such as fulfilling tight deadlines or cutting expenses. It is a more directive LS that requires followers to complete certain tasks to earn a reward. This LS is ideal for completing work swiftly and efficiently. To summarize, both transformative and transactional LSs have a major impact on OP. Each style has advantages and should be used in the appropriate setting. Transformational leadership and transactional leadership are two types of leadership styles, where transformational leadership is considered more appropriate for long-term goals. On the other hand, transactional leadership is considered more related to specific goals. To ensure the enhancement of institutional growth and productivity, the two styles, transformational leadership and transactional leadership, must be used. From the previous discussion, the study identified the following hypotheses:

*H2. Leadership style has a significant effect on organizational performance.*

### **3.3 The Relationship between the Organizational Culture and Leadership style**

Leadership style is greatly influenced by organizational culture in the context of interaction and cooperation between employees within the organization as well as in their performance of the tasks assigned to them. This is also confirmed when the organization establishes the principles of clarity and transparency within departments and divisions, which directly contributes to increasing the interest, desire, and partnership among employees in performing their work.

Therefore, the principles of transformational leadership are emphasized in terms of motivating employees and empowering them to perform tasks and ideas to improve performance. On the other hand, the transactional leadership style is followed in terms of focusing on regulations, improving procedures, and exploiting the smaller number of human resources to reach high levels of performance.

This style may limit innovation in problem-solving by prioritizing sustaining the current situation.

Ultimately, organizational culture greatly influences leadership approaches.

Organizations should strive for a culture of engagement and openness to enable employees to take ownership of their projects and performance. This encourages transformational leadership and allows employees to achieve higher levels of success. Based on the above discussion, this study proposed below hypothesis:

*H3. Organizational culture has a significant effect on leadership styles.*

### **3.4 The Mediating Role of Leadership Style between Organizational Culture and Organizational Performance**

The effects of these two LSs on OP are mediated by the OC, specifically the work environment, communication, and job involvement. In terms of work environment, A positive, supportive work environment enhances productivity and innovation, while a negative work environment can result in low morale and reduced motivation. Communication is also an important factor in determining how the LS affects the OP. Effective communication protocols help ensure that employees can effectively collaborate toward common goals and that any difficulties that occur are addressed promptly. Furthermore, job participation plays a role; the more invested a staff person is in their role, the more likely they are to demonstrate commitment and take ownership of duties, resulting in greater performance. Overall, the effects of organizational culture on performance are mediated by the leadership style chosen. Transformational leadership promotes a flexible, open work culture that motivates employees to embrace new challenges and boost creativity. In contrast, transactional leadership fosters a rigid hierarchy focused on rewards/punishments, potentially diminishing employee motivation. Ultimately, leaders should strive for a balance of both styles to create an effective work culture that will result in improved performance. Based on the above discussion, this study proposed below hypothesis:

*H4. Leadership styles mediate the effect of the Organizational culture (work environment, communication, and job involvement) on organizational performance.*

## 4 Research Methodology

This study adopts an explanatory research approach to address research questions and achieve its objectives. Explanatory research aims to establish causal relationships between variables and focuses on understanding the connections between them in a learning context, [45]. In this study, we will examine independent, dependent, and mediating variables, and collect data for hypothesis testing. Our goal is to explore the mediating influence between independent and dependent factors. By using statistical tests, we seek to verify correlations among the dependent, independent, and mediating factors, categorizing this study as explanatory research.

Given the well-defined variables and the availability of numerical data, we employ a quantitative method for this study. This approach allows us to address relational issues regarding the variables. This research process involves identifying the research problem, developing a conceptual framework, formulating hypotheses, conducting a literature review to fill knowledge gaps, collecting quantitative data through a questionnaire, and subsequently analyzing the data.

The main aim of this study is to examine the factors that contribute to the success of sports organizations in Oman. Our survey encompasses all registered sports organizations in Oman, totaling 59 organizations, including the Ministry of Culture, Sport, and Youth, the Olympic Committee, sports associations, and sports clubs (Ministry of Culture, Sport, and Youth, 2019). This study takes a comprehensive approach by including all types of sports organizations and carefully selecting middle and top-management employees from the target population. These respondents possess valuable experience and knowledge regarding the factors that impact sports organization performance. To ensure reliable results, we have used Raosoft's decision model, which guides determining an appropriate sample size and design. Based on Raosoft's recommendations, we chose a sample size of 152 participants to generalize the findings to a population of 236.

The measurement items in this study were adapted from well-established scales found in academic literature. The survey questionnaire consists of two parts. Section A comprises questions related to the respondents' demographic profile, while Section B measures the independent,

dependent, and mediating variables. To maintain respondent anonymity, we have included a cover letter that explains the objectives of the research.

The measurement of the work environment draws upon, [46] work, while the assessment of communication and job involvement relies on the scales developed by [47]. The measurement of transformational and transactional leadership styles is based on the work of [48]. Lastly, the measurement of organizational performance utilizes the scales employed by [49]. We use a 5-point Likert scale ranging from 1 to 5 (strongly disagree to strongly agree) for responses.

## 5 Results and Discussion

This research aims to investigate how the culture within organizations impacts sports organizations in Oman. To ensure a good response rate, [50]. recommended surveying individuals directly involved. The goal was to survey 200 sports organizations, and a total of 173 surveys were successfully collected. Among these, 17 surveys were incomplete and therefore excluded. Ultimately, 156 completed questionnaires were considered valid for the final analysis.

To determine the reliability of the study's variables, an examination was conducted on the framework. Table 1 presents the reliability of each variable using Cronbach's Alpha. It is important to note that the reliability of all variables exceeded the recommended threshold of 0.70, as set by researchers, [51], [52]. Furthermore, the analysis indicated that all external loading values were above 0.70, which is a significant finding. This suggests that no indicators should be removed from the measurement. In terms of recommendations, [53], proposed using external loadings of 0.70 and a significance criterion of 0.05.

### 5.1 Demographic Profile of Respondents

The primary goal of using demographic data was to ensure that the information obtained was correct. Table 2 provides background information on survey respondents. The data was collected from 156 individuals, with 82% being male and 18% being female. Following that, the majority of their age group (48 percent) ranges from 41 to 50 years old, with a Master's degree (43 percent).

Table 1. Outer Loading for Constructs and Cronbach's Alpha

Variable		Dimension Loadings	Cronbach's Alpha	p-value
Organizational Culture	Work Environment	WE1 0.902 WE2 0.904 WE3 0.876 WE4 0.884	0.914	0.000
	Communication	COM1 0.912 COM2 0.889 COM3 0.895 COM4 0.897	0.920	0.000
	Job Involvement	J11 0.881 J11 0.825 J12 0.857	0.815	0.000
Leadership Style	Transformational Leadership Style	TFL1 0.941 TFL2 0.963 TFL3 0.896 TFL4 0.894 TFL5 0.914 TFL6 0.734 TFL7 0.930 TFL8 0.904 TFL9 0.915 TFL10 0.893 TFL11 0.872 TFL12 0.953	0.979	0.000
	Transactional Leadership Style	TRL1 0.882 TRL2 0.715 TRL3 0.735 TRL4 0.848 TRL5 0.783 TRL6 0.835 TRL7 0.896	0.934	0.000
Organizational Performance		OP1 0.848 OP2 0.929 OP3 0.929 OP4 0.849 OP5 0.935	0.940	0.000

Table 2. Demographic Profile of Respondents

Demographic Factor	Category	Frequency	Percent
Gender	Male	128	82%
	Female	28	18%
Age Range	20 - 30 years old	22	14%
	31 - 40 years old	45	29%
	41 - 50 years old	75	48%
	50 years above	14	9%
Qualification	PhD	5	3%
	Master	68	43%
	Bachelor	63	41%
	Diploma	20	13%
Working Experience	Below 1 year	29	18.3%
	2 - 5 years	62	40%
	6 - 10 years	31	20%
	Above 10 years	34	21.6%

### 5.2 Hypothesis Testing

Smart PLS serves the primary goal of reducing errors or maximizing the amount of variation explained in the dependent variables using a specific amount of information. The structural model facilitates the determination of the size and significance of route coefficients. To evaluate the structural model, bootstrapping is required for PLS-SEM. When Smart PLS is employed to assess the hypotheses, it provides bootstrapping results such

as the significance level and t-statistics. Table 3 displays the assumptions about the research on the structural model.

Table 3. Hypothesis Results

Hypotheses	Relationship	T-Statistics	P-Value	Results
<b>H1</b>	OC → OP	5.195	0.00	Accept
<b>H2</b>	LS → OP	6.770	0.00	Accept
<b>H3</b>	OC → LS	6.460	0.00	Accept
<b>H4</b>	OC → OP	3.448	0.00	Accept
	LS → OP	3.533	0.00	
	OC → LS	6.692	0.00	

*P-Value < 0.001, P-Value < 0.01, P-Value < 0.05*

*Note: Organizational Culture (OC), Leadership Style (LS), Organizational Performance (OP).*

**Hypothesis 1 (H1):** The results from Table 3 showed a statistically positive (T- Statistics = 5.195) and significant (P<0.001) relationship between organizational culture and organizational performance, thus validating the hypothesis. The results concluded that OC has a direct impact on organizational performance. A positive OC encourages employees to be happy and engaged in their work and committed to the goals of the organization. This leads to greater productivity, higher productivity, and improved customer service.



A positive culture encourages innovation, collaboration, and open communication, which can lead to better performance and better problem-solving. A successful OC strengthens an organization's ability to attract and retain top talent and build relationships with customers, suppliers, and other stakeholders. The bootstrapping analysis of the H1 is shown in Figure 2.

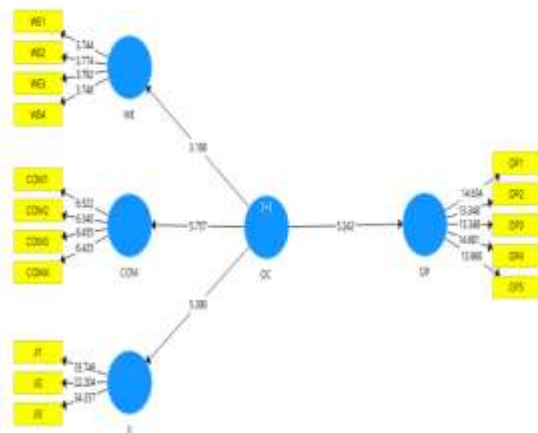


Fig. 2: Bootstrapping Analysis of Hypothesis 1

**Hypothesis 2 (H2):** Table 3 showed that the results are positive significant (T- Statistics = 6.770) and significant ( $P < 0.001$ ) relationship among LS and OP, as a consequence validating the hypothesis which the results concluded that transformational leadership is a leadership style that specializes in handing over a clear imaginative and prescient and motivating other to observe it. It is a way of valuing humans, encouraging personnel to take part in selection-making, and presenting opportunities for employees to increase their competencies and increase their potential. This LS has established effectiveness in effecting change and improving OP. Transactional leadership is an LS that makes a specialty of replacing rewards for performance. It is a systematic approach that emphasizes using rewards, punishments, and other incentives to encourage employees. This leadership style can be effective in maintaining overall performance but might not be so powerful in introducing trade or encouraging innovation. Overall, the effectiveness of transformational and transactional LS can vary depending on the context and goals of the organization. The bootstrapping analysis of the H2 is shown in Figure 3.

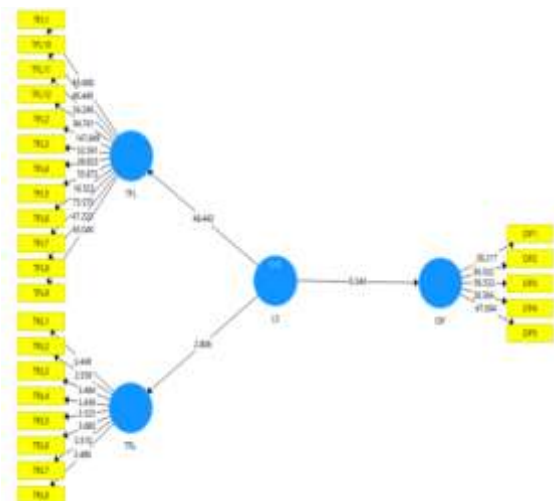


Fig. 3: Bootstrapping Analysis of Hypothesis 2

**Hypothesis 3 (H3):** As shown in Table 3, there is a strong relationship between OC and LS, thus supporting the hypothesis. The findings indicate that OC determines an organization's strategies, policies, practices, and behaviors. Transformational LS has a significant impact on employees' behavior and relationships, as well as the organization's overall effectiveness. By encouraging and motivating employees to reach goals, this LS cultivates trust, respect, and collaboration. A supportive OC plays a key role in the success of transformational leaders by encouraging communication, teamwork, and dedication. In contrast, transactional leadership relies on rewards and punishments and can be effective in organizations with negative OC, where employees may feel disconnected and uninspired. In conclusion, OC greatly impacts LS. The bootstrapping analysis of the H3 is shown in Figure 4.

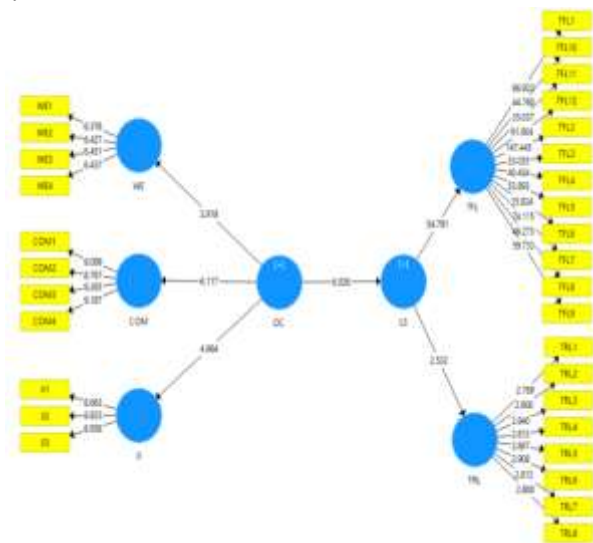


Fig. 4: Bootstrapping Analysis of Hypothesis 3

**Hypothesis 4 (H4)**, LS mediated the relationship between OC towards OP. The results from Table 3 showed a statistically positive and significant ( $P < 0.001$ ). The results conceded that the LS provides direction and guidance, which helps to shape the OC. The OC, in turn, affects the OP. As such, the LS is a mediating factor between the OC and the OP. By influencing the OC, the LS helps to shape OP. The bootstrapping analysis of the H4 is shown in Figure 5.

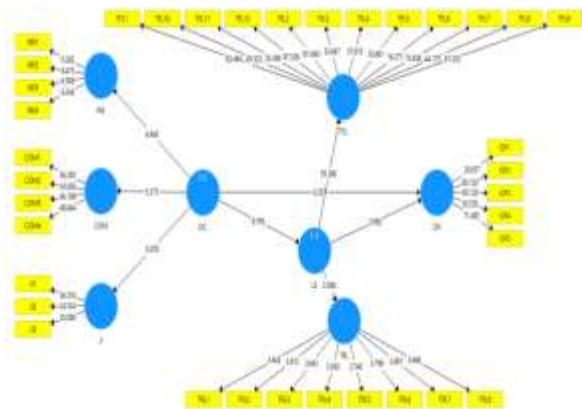


Fig. 5: Bootstrapping Analysis of Hypothesis 4

## 6 Conclusion

This study investigates the effects of organizational culture on the performance of sports organizations in Oman and the mediating role of leadership style in this relationship. Organizational culture has long been recognized as an important factor in the success of any organization. In the context of sports organizations, organizational culture has been linked to successful performance.

The study aimed to investigate the effect of organizational culture (work environment, communication, and job involvement) on sport organization's performance in Oman. The results revealed that OC plays a significant role in predicting sports organization's performance. Moreover, results showed that LS (transformational and transactional) mediates the relationship between organizational culture and sports organization's performance.

The findings of this study can contribute to previous research on OC and LS. Specifically, the relevance of the OC factors along with their relationship with LS has to be further supported. Additionally, it is essential to perform similar research among different kinds of organizations and sectors to create a better understanding and application of knowledge in this field.

Overall, this study has highlighted the importance of organizational culture (work

environment, communication, and job involvement) on sport organization's performance in Oman. Moreover, it has provided relevant insights into the mediating role of LSs (transformational and transactional) in organizations. It has further emphasized the need for effective organizational cultures to ensure improved performance of a sports organization.

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### **Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)**

The authors equally contributed to the present research, at all stages from the formulation of the problem to the final findings and solution.

### **Sources of Funding for Research Presented in a Scientific Article or Scientific Article Itself**

No funding was received for conducting this study.

### **Conflict of Interest**

The authors have no conflicts of interest to declare.

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