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A Systematic Review of Sport Governance Models

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ABSTRACT

In the research conducted by Thompson et al (2022), there were research limitations in the use of language during the systematic review search process and the time limit criteria were quite long. Considering the many models in sports governance that have been proposed by academics, this research systematically reviews models in sports governance. Research methods: The method used in this research is a systematic literature review. The steps of a systematic literature review consist of review questions, inclusion criteria, search strategy, selection and assessment, extraction, and synthesis. Results and Findings: In total, there are 30 articles spanning the last 3 years which were used as the main source for this research. The results and findings in this research are still in the form of hypotheses, overall a sports governance model that is transparent, accountable, and democratic is found. Implications: The findings obtained highlight the systematic nature of sports governance. In the sports governance process, academics and practitioners have different points of view when implementing it, which causes academics and practitioners to be incompatible. For this reason, researchers in future studies can use a stronger, evidence-based sports governance model so that practitioners can understand it in more detail.

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1. INTRODUCTION

Governance is a combination of various methods used by individuals and institutions, both government and private, to manage operating systems together (Keping, 2018). The process of implementing sports governance involves three main factors consisting of organizational, system and political perspectives (Parent & Hoye, 2018). The organizational perspective focuses on management behavior and ensuring each member of the organization follows "normative and ethically informed standards", the systemic perspective focuses on how organizations within a system adapt, cooperate, and compete with each other, and the political perspective refers to how legislative and governmental institutions direct the actions of sports organizations under their control (Hoye & Cuskelly, 2006; Thompson et al., 2022).

The study of sports governance is very popular among academics and practitioners (Thompson et al., 2022). Many international and national sports governing bodies have faced corruption scandals and legitimacy problems in recent years (Parent & Hoye, 2018). Better governance of sports organizations has emerged as a result of the many cases where individual leaders within the organization do not behave appropriately, outdated or unfair governance structures continue to be used, inadequate systems of checks and balances, not applied to board decisions, and failures in government operations of both government and independent institutions (Parent & Hoye, 2018). Therefore, the presence of the government is very important to provide citizens with inclusive access to various activities, including sports (Ma'mun, 2019). The governance performance of sports organizations and sports systems is highly dependent on the implementation of policies and procedures to improve organizational governance (Thompson et al., 2022).

Over the past two decades, academics and athletes have developed various governance standards to improve sport governance (Thompson et al., 2022). Chappelet (2018) states that "since the beginning of the twenty-first century, governmental and intergovernmental bodies, national and international sports governing bodies and academia have put forward numerous lists of more than 30 lists containing the principles of governance of sports organizations". However, there are some differences in understanding of the basis of sports governance, such that there is only one agreed principle and many have been proposed (Parent & Hoye, 2018).

This difference can be carried out by a systematic review by examining the principles of sports governance. Systematic reviews use literature to answer specific research questions by systematically collecting and critically reviewing evidence, objective quality assessments and pre-planned procedures (such as search strategies and systematic search (Arksey & O'Malley, 2005; Higgins et al., 2019; MacKenzie et al., 2012; Thompson et al., 2022)). The question used in the systematic review is, how do sport organizations implement appropriate sport governance models can optimize their governance performance, with the aim of systematically reviewing current sports governance models.

2. METHODS

Systematic literature review carried out in this study followed the PRISMA steps (Preferred Reporting Items for Systematic Review and Meta-Analysis) (Moher et al., 2009), PIECES (Foster & Jewell, 2017), and research protocols from the University of Warwick (n.d.), these guidelines are acceptable protocol guidelines for conducting researchSystematic literatur review. The next stage, the research team completed the protocol design and prepared a literature search strategy. At the bottom the researcher outlines the specific methodological steps in the guidelines that will be used.

Search Strategy

After the author's accompanying team reviewed the search strategy and protocol to ensure the right type of publication, the author then started the search on October 30 2023. To make the search easier there were search terms used, where TI = title, AB = abstract, KW = keyword, and SU = subject. The following search strategy was used: (TI governance OR AB governance OR KW governance OR SU governance) AND (TI principle* OR models* OR indicators*) OR (AB principle* OR models* OR indicators *) OR (KW principle* OR models * OR indicator *) OR (SU principle* OR models* OR indicator *) AND (TI sport* OR AB sport* OR KW sport* OR SU sport*) AND (TI organization* OR federation* OR association*) OR (AB organization* OR federation* OR association*) OR (KW organization* OR federation* OR association*) OR (SU organization* OR federation* OR association*).

The author searched academic literature by determining publication year criteria between 2021 and 2023, with the aim of obtaining the latest sports governance model with current topics/issues. Although limiting the year of publication there is a risk of bias during the search process (Barbara, 2020). The initial search for academic literature was carried out using databases obtained from: Google Scholar, Taylor & Francis Online, Scopus, ProQuest, Elsevier, Sage, and assisted with the Harzing application.

The initial search obtained 882 literature and after that filtered the records starting from the title/abstract and the complete downloadable text. It can be seen in Figure 1 related to the PRISMA diagram which explains each stage in the systematic review process. After that, the filtered articles are downloaded into application-based software called Mendeley which is used to organize systematic reviews and simplify citations.

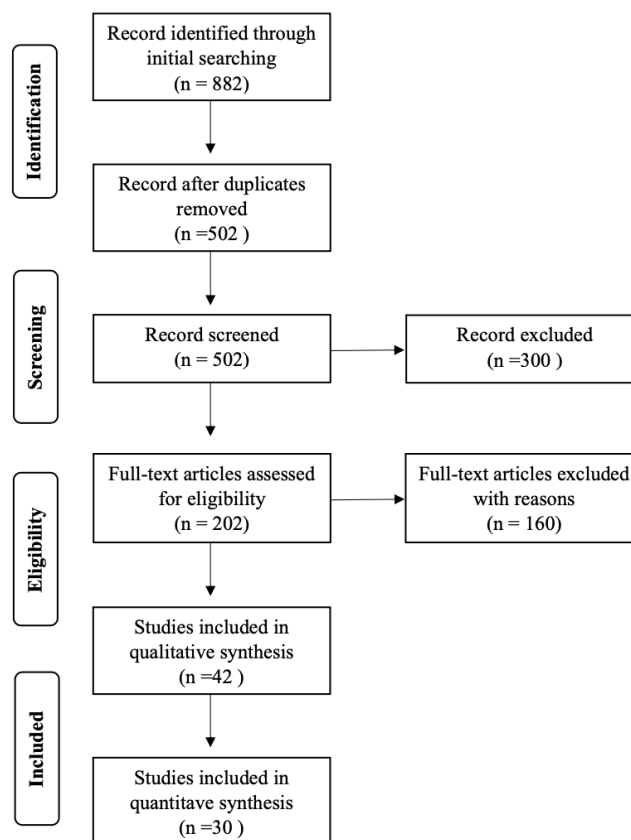


Figure 1. PRISMA low diagram

Table 1. Pre-selected inclusion and exclusion criteria for the systematic review

Inclusion criteria	Exclusion criteria
<ul style="list-style-type: none"> • Sport-specific. • Journal articles. • Conference abstracts. 	<ul style="list-style-type: none"> • Works that only discuss governance principles or guidelines without discussing the impact on organizational practice and/or performance. • Non-sport articles.

<ul style="list-style-type: none"> • Empirical studies (qualitative, quantitative, or mixed methods). • Includes search term in research question, keywords, title or body of text. • Conceptual/theoretical studies. • Up to and including the selected search year. • In English. 	<ul style="list-style-type: none"> • Articles that do not discuss governance in at least one of the following: research questions, keywords, title, or body of text. • Articles that do not discuss organizations OR federations OR associations OR governing bodies in at least one of the following: research questions, keywords, title, or body of text.
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Table 1 shows the inclusion and exclusion criteria that have been previously selected for the screening process. These criteria were used to capture as many outlets as possible and exclude work that did not provide empirical evidence, was not related to sports organizations, or did not investigate possible relationships between governance principles, governance models and organizational performance.

Quality assessment

The literature quality assessment process for inclusion, analysis, and synthesis used American Psychology Association guidelines (APA, 2020). According to these guidelines, explanations for rejection of records may include unclear reasons or statements of purpose, limited coverage of the literature studied, details of methods (such as participants, sample, and study design), problems in reporting results (such as lack of detailed information for analysis and presented results), and a lack of discussion, conclusions, and implications (APA, 2020). This resulted in several articles whose quality did not meet the criteria and were not rejected. Some of the articles included: ten academic literature rejected from the academic record, five rejected for lack of methodological details, and five for unclear reasons or statement of purpose and lack of methodological details. Therefore, a total of 30 final literature notes were included for data extraction and analysis.

Extraction and analysis

The extraction and analysis data that has been collected consists of: author, title, year of publication, type and country of publication, number and name of the governance model discussed, if there is a definition of the governance model discussed, type of organization studied, and, if applicable, methods, results and assessment of governance models (Thompson et al., 2022). The focus of this analysis is to find similarities and differences between 30 literature records relating to the governance principles or models or guidelines discussed, the theoretical framework used for this research, research questions, and the results (Parent & Hoye, 2018).

3. RESULTS AND DISCUSSION

Figure 1 shows the 30 records covering 30 journal articles published from 2021 to 2023. The articles obtained were dominated by journals from Taylor & Francis Online consisting of *Managing Sport and Leisure*, *Journal of Global Sport Management*, *European Sport Management Quarterly*, *International Journal of Sport Policy and Politics*, and *Sport in Society*. The case study approach (action research) is the dominant research design. This approach uses traditional organizational studies data collection methods, such as interviews, document analysis, surveys, and observations. At this stage the author selects various principles or models of governance guidelines that are considered in this relatively small study. It covers principles relevant to (1) membership, including the composition and diversity of the board, the degree of board independence, the size of the board, the ownership structure, and the extent of stakeholder presence in the sport organization's governance system; (2) type and intensity of organizational relationships; (3) regulatory systems that influence how sports organizations are managed; (4) issues related to decision making such as accountability, transparency, procedural justice, democracy, decision making protocols, and processes; (5) joint direction; and (6) the board's strategic concerns.

This research investigates five topics: (1) sport governance, (2) sport governance principles, (3) sport governance models, (4) sport governance theory, and (5) how effectively sport organizations implement specific governance principles. Search results of the selected article sources show that most studies concentrate on one or a small number of principles, and not many studies look at how the application of comprehensive governance principles or guidelines impacts the performance or governance outcomes of sport organizations. Overall, the research shows that improving the governance and performance of sport organizations may be most effective through pressures outside of sport, and that having the right board structure is good for organizational performance.

4. DISCUSSION

Research by Byers et al., (2022) explains that future sports governance models must strive to provide a deep understanding of what, how and why things happen. This research should specifically concentrate on issues such as structure and agency, inequality, oppression, and vulnerability in sports governance, and specifically concentrate on: (1) Understanding how organizational change occurs during governance.

Sport is evolving to meet new environmental challenges and the uncertainty associated with; (2) Collaborative governance and the difficulty of creating and sustaining it; (3) Control

mechanisms and dynamics in sports management; (4) How sports governance practices and the individuals they serve are influenced by intangible mechanisms such as social structures, institutional norms, and conscious and unconscious biases.

Research by Cho et al., (2023) Important aspects in the sports governance model in relation to legal issues and strategic decision making consist of monitoring, directing, managing and controlling the strategic performance of sports organizations as well as compliance with relevant regulations and laws while considering internal and external factors known as sports governance.

We argue that the somewhat dichotomous nature of sport autonomy reduces its analytical and explanatory power. In addition, in the current global sports context, which has very diverse norms, systems, policies and values. Moreover, an empirical review of decisions made by major sporting institutions such as the International Olympic Committee (IOC) shows that these institutions are also changing the way they view autonomy. Sports organizations and public authorities are interdependent and work together. Therefore, academic research on sport policymaking and governance must take this into account. They may be the norm, not the anomaly.

Meier & García (2021) argue that, based on these theoretical and practical perspectives, the use of sport autonomy as an analytical concept should be complemented by policy-making experts and sport governance experts. They should also use a collaborative governance approach as a heuristic tool. We believe that a process and policy perspective will provide richer insights into the diversity of sport policymaking and the role of sport organizations in various political and cultural contexts. A collaborative governance approach also avoids the static character of macrosystem classifications as well as overly optimistic assumptions about an organization's ability to solve network problems.

5. CONCLUSION

The systematic review that has been carried out highlights the large number and diversity of principles and models in sports governance. The authors of this systematic review hope that future research in this area will provide a better understanding of what principles are important for good governance. Research in this area is a must carried out supported by a solid theoretical framework, appropriate research design and methods, and a solid theoretical framework.

6. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. Authors confirmed that the paper was free of plagiarism.

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