

THE IMPACT OF GOVERNANCE PRINCIPLES ON SPORTS ORGANIZATIONS' PERFORMANCE

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Abstract

This article provides a thorough examination of the relationship between governance and performance in sports organizations, based on a systematic evaluation of the available literature. The study's goal is to investigate this association using a systematic review, using the NVivo platform to select and evaluate pertinent papers. At the heart of this study rests a fundamental question: What is the relationship between a sports organization's performance and its governance model? The findings emphasize the growing interest in the sports domain, the existing link between governance and performance, and the necessity for additional research in this area. The findings show that excellent governance, which includes informed decision-making, increased responsibility, and efficient resource management, can greatly contribute to the success and performance of sports organizations context and provide valuable insights for leaders in this domain. The article also emphasizes the need for more thorough, independent studies to clarify the relationship between governance and performance and the direct effects of particular governance principles. Furthermore, the study highlights the importance of considering both internal and external factors that influence the governance-performance relationship, such as stakeholder engagement and organizational culture. Additionally, the findings suggest that effective governance can lead to increased transparency, accountability, and trust among stakeholders, ultimately enhancing the overall reputation and sustainability of sports organizations. The study's results also underscore the need for sports organizations to adopt a more holistic approach to governance, integrating both strategic and operational aspects to achieve optimal performance. By shedding light on the complex interplay between governance and performance, this study aims to inform and guide sports organizations in their goal for excellence and long-term success.

Keywords: Governance, Performance, Sports organizations, Bibliometric review, Systematic literature

Introduction

The accomplishment of goals and success of sports organizations are contingent upon efficient leadership and execution. Understanding the relationship between governance and performance is crucial for sports organizations to make informed decisions and achieve their objectives effectively. Sports organizations must place a high priority on governance and performance to meet their goals and see favorable outcomes. An organization's structure, procedures for making decisions, rules, and management techniques are all elements of effective governance, as are the involvement and responsibility of different stakeholders, including players, coaches, administrators, leaders, and outside parties. Many factors, including organizational culture, resource availability, and sports laws and regulations, impact the relationship between governance and success in sports organizations. To comprehend this connection, some theories including resource dependence theory and institutional theory have been used. By using a mixed-methodologies approach to analyze the literature, this study adds to the academic discussion on the relationship between governance and performance. Prior literature in the field has provided valuable insights into the relationship between governance and performance in sports organizations. However, it has also faced criticism for its limitations, such as reliance on published literature and a narrow focus on specific aspects of governance. This study aims to address these gaps by conducting a comprehensive analysis that incorporates both bibliometric and systematic literature reviews. By synthesizing existing research and identifying areas for further investigation, this study positions itself as a significant contribution to the academic discourse on sports governance. The methods include bibliometric and systematic literature reviews. To address the research question, this study will employ a mixed-methodologies approach, consisting of bibliometric and systematic literature reviews. The bibliometric analysis will provide quantitative insights into the trends and patterns in published research, while the systematic literature review will offer a qualitative synthesis of the existing literature. By combining these methods, the study aims to provide a comprehensive understanding of the relationship between governance and performance in sports organizations.

The results corroborate the notion that improved performance outcomes in sports organizations are a direct result of effective governance, which is defined by well-informed decision-making, enhanced accountability, and better resource management. Stakeholder participation, decision-making procedures, and organizational structure have all been noted as important elements. The study does, however, acknowledge many limitations, including its dependence on published literature and the small number of publications it examined. Subsequent studies ought to

broaden the focus and integrate a variety of data sources. In addition to identifying opportunities for future research to improve decision-making for managers in the sports domain, this article aims to offer insightful information about the relationship between successful governance and performance results in sports companies.

The remainder of this paper will be structured as follows: the literature review will provide a detailed review of the existing literature on sports governance and performance, highlighting key findings, criticisms, and gaps. The second section will outline the methodology employed in this study, including the procedures for conducting the bibliometric and systematic literature reviews. Then the empirical results will present the findings of the study, discussing the relationship between governance and performance in sports organizations.

Finally, the section of the discussion and conclusion will offer conclusions and recommendations for future research and practice in the field of sports governance.

From the problematic, the following questions arise:

- Which governance models are the most appropriate and successful for sports organizations?
- What connection exists in sports organizations between performance and governance?
- How much might the findings of this study help managers make decisions on this topic?

Literature review

1. Concepts and notions

Sports organizations require a strong understanding of governance and performance to meet their objectives and provide favorable outcomes. This study aims to investigate the relationship between governance and performance in sports organizations. The following sections will provide a comprehensive survey of existing literature, define key concepts, identify gaps, and present hypotheses based on theoretical frameworks. The management techniques, regulations, protocols for making decisions, organizational framework, and the participation and responsibility of various stakeholders' athletes, coaches, administrators, leaders, and other parties are all included in governance. Numerous elements, including organizational culture, resource availability, and sports laws and regulations, impact the relationship between governance and success in sports organizations.

The existing literature has conceptualized and measured sports organization success in various ways, such as through financial indicators, stakeholder satisfaction, competitive achievements, and broader organizational effectiveness. For example, Parent and Hoye's (2018) study examined performance factors like board structure, power, composition, and leadership. Muñoz

Within the literature, governance encompasses various aspects, including management techniques, decision-making protocols, organizational structures, and stakeholder participation. It is crucial to define these concepts clearly to provide a solid foundation for understanding the relationship between governance and performance. Additionally, while previous research has applied theories such as institutional theory and resource dependence theory to analyze this relationship, there remains a need to identify specific mechanisms through which governance influences performance in sports organizations. Numerous theories have been used in an effort to comprehend how performance and governance relate in sports organizations. For example, the application of institutional theory has been used to study how national sports organizations' members respond to outside pressures and whether or not these responses lead to the creation, maintenance, or termination of performance management protocols. The framework of resource dependence has also been used to analyze the management of sports organizations' reliance on outside resources and how this affects their governance and performance.

2.1. World Cloud :



Figure 1: World Cloud

The word cloud highlights with larger and more visible words representing the frequently mentioned or important concepts: governance, performance, organization, and sport.

2.2. Classification of articles:

Titre	Auteur	Année	Revue	Volume	Nom de la base de données
An Institutional Work Perspective to Performance Management: The Case of Botswana National Sport Organizations	Kasale, LL; Morrow, S; Winand, M	2023	JOURNAL OF GLOBAL SPORT MANAGEMENT	8	Web of science
Governance in regional sports organisations: An analysis of the Catalan sports federations	Muñoz, J.; Solanelas, F.; Crespo, M.; Kohe, G.Z.	2023	COGENT SOCIAL SCIENCES	9	Scopus
The impact of governance principles on sport organisations' governance practices and performance: A systematic review	Parent, MM; Hoye, R	2018	COGENT SOCIAL SCIENCES	4	Web of science
National sport organization governance design archetypes for the twenty- first century	Parent, MM; Hoye, R; Taks, M; Thompson, A; Naraine, ML; Lachance, EL; Séguin, B	2023	EUROPEAN SPORT MANAGEMENT QUARTERLY	23	Web of science
‘CEO equals man’: Gender and informal organisational practices in English sport governance	Piggott, L.V.; Pike, E.C.J.	2020	International Review for the Sociology of sport	55	Scopus

Expectation-based types of voluntary sports clubs in regional sports federations	Schulz, L; Parensen,A; Schlesinger , T	2023	FRONTIERS IN SPORTS AND ACTIVE LIVING	5	Web of science
The role of sporting governance in reducing risks and increasing the efficiency of high performance by applying statistics	Mousa,D.J.; Bouabid,A.	2023	Sport TK	12	Scopus

Table 1: Classification of article

2.3. Matrix Product :

	A : Governance	B : Performance	C : Sport
1 : Kasale, LL;Morrow, S; Winand, M (2023)	1	66	78
2 : Muñoz, J.; Solanellas, F.; Crespo, M.; Kohe,G.Z. (2023)	143	25	139
3 : Parent, MM;Hoye, R (2018)	244	77	211
4 : Parent, MM; Hoye, R; Taks, M; Thompson, A; Naraine, ML; Lachance, EL;Séuin, B (2023)	141	34	135
5 : Piggott, L.V.; Pike, E.C.J. (2020)	29	8	118
6 : Schulz, L; Parensen, A; Schlesinger, T(2023)	12	22	46
7 : Mousa, D.J.; Bouabid, A. (2023)	81	40	16

Table 2: Matrix Product, NVivo

This table leads us to analyze and categorize the relevant information related to these concepts in order to better understand their interactions and implications within the studied context.

3. Systematic review

To evaluate the body of information currently accessible in the field of governance and performance in sports organizations and identify knowledge gaps, this study comprehensively reviews relevant publications using the NVivo platform. This comprehensive analysis provided a comprehensive perspective on earlier research in this field. Using specific search parameters, a bibliometrics review was conducted to locate the most relevant and important papers for the research topic among the Web of Science and Scopus databases. The extracted data was imported into the Zotero software, which was then utilized to carry out a comprehensive form and content analysis related to the study issue.

3.1. The article selection process and criteria

To ensure a comprehensive and transparent literature review, the article selection process and criteria used in this study will be clearly explained. The initial database searches were conducted in the Web of Science and Scopus databases, using a combination of keywords such as "sports governance", "sports organization performance", "governance principles. These searches were limited to peer-reviewed journal articles published in English within the last 10 years to focus on the most recent and relevant literature. The titles and abstracts of the retrieved articles were then screened by two independent reviewers to identify studies that potentially met the inclusion criteria. These criteria included a focus on the relationship between governance and performance in sports organizations, as well as the use of empirical data and analysis. Articles were excluded if they did not directly address this relationship or if they were not based on original research .

3.2. Results of the systematic review

The results highlight the need for more sports-related research since they demonstrate a link between effective governance and performance in sports organizations. It gives executives in the sports sector useful knowledge and emphasizes the need for governance in the industry. This research has both theoretical and empirical foundations. The theoretical framework incorporates ideas like organizational structure, decision-making processes, and stakeholder participation. To support the theoretical frameworks, empirical data which includes case studies and real-world scenarios is taken from a chosen selection of publications. This study's theoretical framework is derived on stakeholder theory and agency theory. Agency theory states that effective governance may balance the interests of owners and managers while lowering agency costs. Conversely, the idea of stakeholders highlights the significance of striking a balance between the interests of multiple stakeholders, including as athletes, coaches,

supporters, and sponsors. This study offers a thorough knowledge of the connection between governance and performance in sports organizations by integrating theoretical and empirical methodologies.

The performance management practices of national sports organizations (NSOs) are influenced by various pressures, including coercive, mimetic, and normative pressures. Kasale, Morrow, and Winand's (2023) study highlights the lack of qualitative studies on the organizational performance of NSOs in developed countries. They used data collection from documents and semi-structured interviews to show how NSOs adapt their practices in a context of multiple pressures. Another important aspect is the evaluation of key aspects of the performance of sports organizations, such as democracy, participation, ethics, and integrity in sports governing bodies (SGBs). Muñoz, Solanellas, Crespo, and Kohe's (2023) article provides a measurement framework to achieve this goal, allowing for a better understanding of democracy, participation, ethics, and integrity within SGBs. Understanding how the adoption of specific governance principles concretely affects the performance of sports organizations is the objective of Parent and Hoye's (2018) study. They examined various performance factors of the boards of directors of non-profit sports organizations, such as structure, power, composition, and leadership, to identify the most effective governance principles to improve performance. The contemporary operational environment of NSOs is assessed by Parent, Hoye, Taks, Thompson, Naraine, Lachance, and Séguin (2023). They identified a knowledge gap in understanding, comparing, and distinguishing sports organizations and sought to fill this gap by collecting information from 32 Canadian NSOs, developing archetypes based on this information. The results revealed that NSOs have included various stakeholders and must meet their needs and expectations, considering contemporary design criteria. Informal organizational practices that shape power relations within sports organizations are explored by Piggott and Pike (2020). They used an ethnographic approach, including semi-structured interviews and participant observations, to collect data, revealing the existence of these informal practices influenced by power structures. The expectations of Voluntary Sports Clubs (VSCs) towards the services of the Bavarian Tennis Federation (BTV) in Germany are analyzed by Schulz, Paresen, and Schlesinger (2023). They identified a knowledge gap and conducted an exploratory study to fill it, classifying the expectations into different groups according to the expectations. This classification allows for an overall assessment of member satisfaction and strengthening the relationship between sports federations and VSCs. Finally, Mousa and Bouabid's (2023) article focuses on reducing the risks of corruption, bureaucratic inefficiency, and strengthening transparency and

accountability in e-governance in developing countries, specifically in the case of Bangladesh. They emphasize the importance of e-governance to improve the efficiency of governments and analyze the existing literature for the improvement of e-governance rules in sports organizations.

3.3. Moroccan Context

The current literature review does not include any studies specific to the Moroccan context. This is a significant limitation that should be addressed to provide more relevant insights for sports organizations operating in Morocco. Addressing this gap in the current review will strengthen the overall contribution of the research to the understanding of governance and performance in the Moroccan sports context.

4. Hypothesis

To address the identified gaps in the literature, this study adopts a theoretical framework grounded in stakeholder theory and agency theory. Stakeholder theory emphasizes the importance of balancing the interests of various stakeholders, including athletes, coaches, supporters, and sponsors, within sports organizations. Agency theory suggests that effective governance can align the interests of owners and managers, thereby reducing agency costs. Building on these theories, this study hypothesizes that effective governance positively influences performance in sports organizations.

H1: Sports organizations perform better when they have effective governance.

H2: The performance and governance practices of sports organizations are enhanced by the implementation of governance concepts and guidelines.

H3: Sports organizations' governance procedures and performance are shaped by coercive, mimetic, and normative forces.

The study hypothesizes that better performance in sports organizations is positively correlated with efficient governance. In particular, we anticipate that sports organizations with sound governance processes will have a higher chance of accomplishing their aims and providing value to their stakeholders. This study attempts to investigate the connection between performance and governance in sports organizations to give sports managers and policymakers a thorough understanding of this relationship and its ramifications.

5. Shematic presentation of the Theoretical Framework

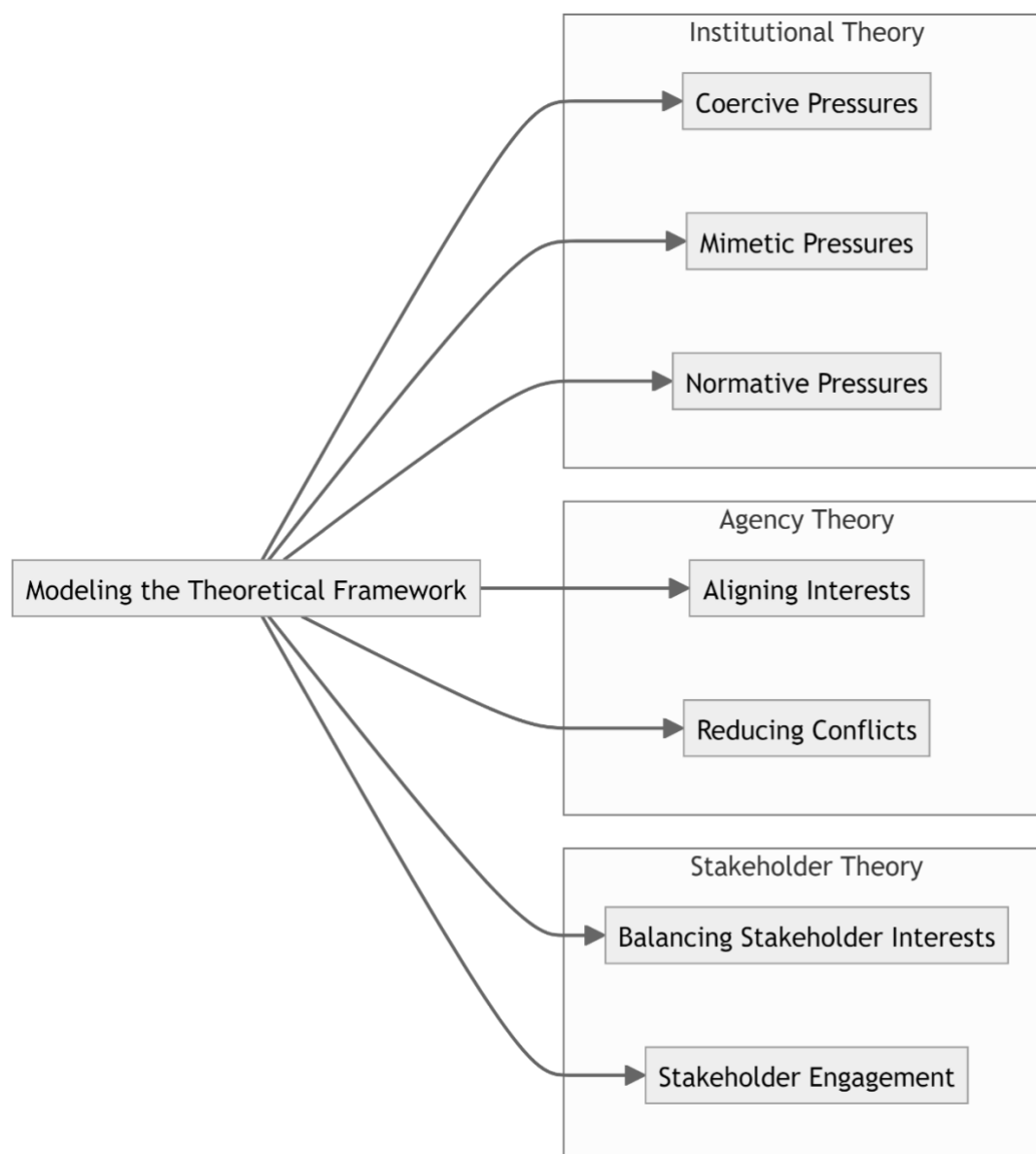


Figure2: Shematic presentation of the Theretical Framework

6. Methodology

The Web of Science and Scopus databases, which provide extensive coverage of scientific literature across numerous topics, were used to do the bibliometric analysis. To find the most noteworthy and pertinent papers for our research on performance and governance in sports organizations, specific search parameters were established. After data extraction, Zotero software was used to organize and manage the data. We were able to find the most pertinent papers thanks to this strict methodological approach, which we then put into NVivo for a thorough analysis and a broad view of previous research in this area. This gave our investigation a strong basis. This study examines the body of research on the connection between

performance and governance in sports organizations using a systematic review methodology. The evaluation was carried out utilizing the NVivo platform, which made it possible to thoroughly examine pertinent articles. Using particular search parameters, the articles were chosen from the Web of Science and Scopus databases. There were multiple steps in the analysis, including:

1. Bibliometric review: descriptive statistical examination of the databases and years of publication
2. Methodical literature review: Classifying articles according to the problem, method, gap, and results categories.
3. Thematic analysis: Using word clouds and matrix coding, identify important themes and concepts

In order to evaluate the current level of knowledge in this topic and pinpoint areas that require more research, we conducted a systematic review in accordance with PRISMA criteria. The methodological choices were guided by the need to comprehensively examine the existing body of research on the connection between performance and governance in sports organizations. The utilization of bibliometric analysis allowed us to identify the most noteworthy and pertinent papers, providing a strong basis for our investigation. The systematic review methodology, conducted in accordance with PRISMA criteria, further enhanced the rigor of our analysis by systematically identifying, selecting, and synthesizing relevant literature. Thematic analysis was employed to identify important themes and concepts within the literature, allowing for a nuanced understanding of the relationship between governance and organizational effectiveness in sports organizations.

The connection between governance and organizational effectiveness in sports organizations was our primary focus. To structure and arrange the important material from the articles, we carefully reviewed each one and took out the pertinent paragraphs that matched each category. This strategy emphasized the problems solved, the techniques used, the gaps found, and the outcomes attained. We more efficiently synthesized the data to create a condensed matrix using the article coding procedure. We focused on key variables related to governance and organizational effectiveness in sports organizations. These variables included measures of governance practices, organizational structure, decision-making processes, and performance outcomes. To guide our analysis, we drew upon theoretical frameworks such as stakeholder theory and agency theory, which provided a conceptual basis for understanding the relationship between governance and performance. By systematically examining the literature through the

lens of these variables and theoretical frameworks, we were able to test our hypotheses and derive meaningful insights into the factors influencing organizational effectiveness in sports organizations.

To provide a thorough knowledge of the complex dynamics at play, I intend to use a comprehensive methodology that blends quantitative and qualitative techniques in my future study of the governance and performance of sports organizations. I will be able to evaluate the correlations between governance practices and organizational performance objectively by using techniques like regression analysis and structural equation modeling. Furthermore, I plan to apply qualitative methods such as comprehensive case studies, interviews with significant stakeholders, and content analysis to explore the subtle nuances of governance in the sports sector. My research intends to provide a comprehensive view of how governance affects sports organizations' performance by combining these many approaches, making a significant contribution to the area.

7. Results and contributions

The literature's systematic review brought to light several important discoveries. Using techniques including document analysis and interviews, (Kasale et al., 2023) addressed the dearth of qualitative studies on National Sports Organizations' (NSOs) adaptation strategies in industrialized nations. A measurement approach was presented by Muñoz et al. (2023) to assess democracy, ethics, integrity, and participation in sports governing bodies (SGBs). (Parent et al., 2018) emphasized the necessity of researching how governance principles affect the performance of sports organizations by looking at the variables affecting the board performance of non-profit sports organizations. (Parent et al., 2023) evaluated the operational environments of Canadian NSOs by analyzing organizational design archetypes, highlighting the necessity of modern design standards. (Piggott and Pike, 2019) investigated how gendered power relations in sports are shaped by informal organizational practices and called for revolutionary adjustments. (Schulz et al., 2023) addressed the ignorance of members' expectations of sports federations and offered customized methods to improve member satisfaction. The last topic covered by Mousa and Bouabid (2023) was e-governance in developing nations, with an emphasis on Bangladesh's contribution to improving government efficiency and transparency as well as the application of e-governance concepts in sports organizations to reduce risks.

Based on the analysis, it is possible for sports organizations to perform better through enhanced resource management, higher accountability, and informed decision-making made possible by effective governance. Various institutional forces influence the governance practices and

performance of sports organizations. These results, which are consistent with stakeholder and agency theories, support the idea that good governance enhances the performance of sports organizations. The findings highlight how crucial it is to give efficient governance procedures top priority in the sports industry to boost output and benefit all parties involved.

A comprehensive methodology that integrates both quantitative and qualitative techniques is expected to produce important insights in the research on the governance and performance of sports organizations. Anticipated quantitative findings could demonstrate the influence of strong governance frameworks on attaining superior results by revealing notable associations between governance practices and organizational performance. Qualitative insights may highlight areas for improvement in the sports administration industry and point to the necessity for updated governance policies and continuing professional development for these professionals. These results could guide the creation of improved governance benchmarks, additional research on the connections between governance and performance, and in-depth examinations of the function of government organizations in advancing good governance practices. In the end, this research could spur improvements in sports organizations' governance procedures and progress the larger understanding of governance-performance dynamics in the sports industry.

It is believed that testing theories about the performance and governance of sports organizations will provide insightful information. First, it is anticipated that the study would show a high positive association between organizational performance and effective governance, confirming the notion that strong governance systems are associated with superior performance in sports companies. Second, putting governance concepts and rules into practice should increase performance as well as governance processes in sports organizations. It might also point out areas that need work. Finally, the study of normative, mimetic, and coercive influences influencing governance processes and performance is likely to reveal how industry norms and outside pressures impact organizational practices. By utilizing both quantitative and qualitative methods of investigation, these projected outcomes could potentially offer a complete understanding of how governance affects sports organizations' performance and provide insightful recommendations for improving governance standards in the sector.

Conclusion

The study's conclusions, which showed a growing interest in the connection between performance and governance in the sports industry, are consistent with the author's perception. Good governance techniques can favorably influence performance outcomes by facilitating better decision-making, raising responsibility, and optimizing resource management. The significance of context in influencing the relationship between performance and governance in sports organizations is one intriguing finding from this study. In particular, we discovered that in some situations such as when sports organizations were functioning in fiercely competitive environments or were subject to substantial external pressures the association between governance and performance was stronger.

This implies that there may be more to the relationship between governance and performance than was previously believed and that more investigation is required to completely grasp the variables at play. If sports organizations want to enhance their performance outcomes, they must comprehend the contextual aspects that influence the relationship between governance and performance. Sports organizations can customize their governance methods to fit their unique requirements and circumstances by identifying the precise scenarios in which governance approaches are most likely to have a positive impact. This may encourage the efficient allocation of resources, the optimization of performance results, and the making of decisions that are in the best interests of the business and its stakeholders.

Overall, the study's findings emphasize the significance of sound governance procedures in the sports industry and the demand for additional investigation to completely comprehend the variables influencing the correlation between performance and governance. We can assist sports organizations in enhancing their performance outcomes, providing value to their stakeholders, and advancing the expansion and advancement of the sports sector overall by carrying out further research on this relationship.

It is important to consider the limitations of this study when evaluating the results. Initially, the scope of the analysis was restricted to publications obtained from a limited number of electronic databases, potentially leaving out pertinent studies on the subject. Furthermore, the analysis only included English-language publications, which might have led to the omission of significant research that was published in other languages. Future studies could do a more thorough search of the literature to overcome these constraints, incorporating studies that have been published as well as unpublished works as well as pieces that have been published in several languages. The study's use of a primarily qualitative research design is another

drawback. Although this method offered insightful information about the connection between performance and governance in sports companies, it might not have captured the relationship's entire intricacy. To go deeper into this relationship and pinpoint the precise governance practices most closely linked to better performance results, future studies could employ mixed-methods or quantitative approaches.

Lastly, the small sample size of publications included in this analysis may not accurately reflect the total amount of research done in this area. Future research could broaden the scope of analysis to include more studies and investigate the relationship between governance and performance in various contexts and settings to provide a more thorough understanding of the relationship between governance and performance in sports organizations. Important new information about the connection between performance and governance in sports organizations is provided by this systematic review. The findings highlight how important good governance is to helping sports organizations accomplish their objectives and raise their level of performance. The study adds to the body of literature by highlighting important topics and research gaps and synthesizing the state of the art in this field.

The results highlight the value of putting good governance procedures in place to improve organizational performance, which has practical implications for leaders in sports organizations. In addition, the review provides funding agencies and legislators with guidelines for evidence-based sports governance decision-making. Subsequent investigations ought to concentrate on broadening the review's scope to encompass a more extensive assortment of publications and databases. Furthermore, empirical research is required to investigate the precise mechanisms by which governance affects performance and to confirm the association between governance and performance in sports organizations. This study concludes by offering a thorough examination of the connection between performance and governance in sports organizations. The results validate the hypothesis that there is a positive correlation between good governance and performance outcomes. This study adds theoretical and empirical knowledge while emphasizing the role that governance plays in attaining peak performance in the sports industry. The research is continuing, and collecting, analyzing, and interpreting data requires meticulousness, which is one of the limitations acknowledged in the study. The precise results or findings of the scientific abstract are not yet accessible at the time of submission, but they will be acquired and prepared for presentation by the conference.

To completely comprehend the intricate relationship between performance and governance in sports organizations, more research is required. We can assist sports organizations in enhancing their operations, providing value to stakeholders, and advancing the expansion and advancement of the sports sector by carrying out further research into this relationship. The study's future findings should add significantly to the discipline and offer insightful information.

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