

# Good Governance of Sport Organizations: With Special Reference to Ministry of Sports, Colombo, Sri Lanka

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**Abstract-** This particular study titled “**Good Governance of Sport Organizations: With Special Reference to Ministry of Sports, Colombo, Sri Lanka**”. Governance is a critical component of the effective management of any type organization in the world. The purpose of the study is to identify the perception and awareness about good governance of sport organizations in Sri Lanka. This study was thoroughly undertaken by the researchers by focusing on the problem, what are the attitudes of sports dispositions who are responsible for develop sports activities, to implementing good governance in the particular organization. The qualitative research approach has used in this study. The deliberate sampling method used to select sample area and sample has selected through the Multi Stage Sampling methods. Basically, semi structured interview method used to collect data from each personalities in selected organization. Five elements emerged in response to the question about what constitutes good governance such as voice & accountability, political stability & lack of violence, effectiveness, corruption and rule of law. The analysis has done by using Atlas.ti qualitative data analysis software and analyzed data was presented through the network analysis. The findings have mentioned that there is lack of awareness about good governance of particular sample and employer’s attitudes are different about implementing good governance of sport organizations in Sri Lanka.

**Index Terms-** Sport Organization, Good Governance

## I. INTRODUCTION

All organizations have a management structure which can determines relationship between the different responsibilities and authority to carry out different tasks. The relation between organizational theory and sports has usually presented sports as an interesting field in which to illustrate organizational phenomena (Gómez, Opazo, & Martí, 2008). “A sport organization is a social entity involved in the sport industry; it is goal-directed, with a consciously structured activity system and a relatively identifiable boundary” (Slack, 1997, p. 5). Governance research attracts attention of researchers both in corporate and in nonprofit sector and the importance of governance issues is perceived in sport [organization] (Cornforth, 2012, Speckbacher, 2008). The National sport organizations (NSOs) play a significant role for sport in every country. They are the highest authorities representing any particular sport in their countries with large impact (Král, 2014). NSOs are responsible for the rules of a particular sport, state sport representation, redistribution of

public resources to sport, and the development of sport. The role of NSOs slightly differs in particular countries but their governance structure is the same in all countries (Hums and MacLean, 2009). Governance has been variously defined as “the management of society by the people”, Albrow, M. (2001) “the exercise of authority or control to manage a country’s affairs and resources”, Schneider, H. (1999) or as a complex system of interactions among structures, traditions, functions (responsibilities) and processes (practices) characterized by three key values of accountability, transparency and participation. Good governance relies on good board management, and transparent and open board elections, resulting in an appropriate mix of professionals with specialized governance skills and those who represent specialized interests in the organization (Brown 2002).

There is a considerable body of literature examining governance in sporting organizations (Zink, Shaw, & Lynch, 2015) has huge gap to fulfill in every country. In considering the Sri Lankan Context, has identified that there is a lack of leadership across the administration sector, and strengthening governance is seen as one way to strengthen leadership. Therefore, this study aims to address this gap by illustrating the governance mapping in particular organizations.

Basically, this research has examined current situation of good governance in sport industry Sri Lanka. Moreover the researcher took better knowledge about Cornforth’s seven governance theory to identify the each governance classification of the organization to develop governance structures and give insight into the relationship between governance and leadership within these organizations. The purpose of this paper is to demonstrate, through the lens of governance, how to create the governance mapping through the perception about good governance of particular personalities in national sport organizations in Sri Lanka

## II. LITERATURE REVIEW

Davies (2007, 48) defines governance as ‘the processes and mechanisms for coordinating activities’. This definition is useful because it refers to the mechanisms of governance, such as ensuring governance boards are well organized, with good record keeping, induction and succession policies. Davies’ (2007) definition also refers to the processes or the ‘doing’ of governance, such as policy-making, engagement with stakeholders and monitoring changes in the social and political environment.

Despite the importance of governance ((Zink, Shaw, & Lynch, 2015)), Wells (2012) notes that despite the widespread

recognition that non-profit organizations need to be well governed, the principles of good governance are largely drawn from the corporate sector. Fighting corruption, raising accountability and promoting transparency are increasingly perceived as being indispensable to the notion of good governance. (Roberts, 2010).

Despite the lack of studies has been noticed in many papers, there has not been done much research in the area of governance structure (Kral, 2014) There is no universal framework how to analyse or describe governance structure. In general, governance structure is a part of organizational structure and thus, elementary dimension of organizational structure may be applied. (Daft, 2010, Robbins and Coulter, 2004, Slack and Parent, 2006).

The complexity of this sector raises questions about which governance models might be appropriate to enable organizations to fulfil their mandate. Cornforth (2003) presents a useful overview of seven governance theories of the most commonly used governance practices in non-profit organizations. The researcher has used this overview to frame this study as it enabled us to organize the data and provided a analysis of the governance practices of the organizations in this study.

### III. METHODOLOGY

“Policy-oriented research is designed to inform or understand one or more aspects of the public and social policy process, including decision making and policy formulation, implementation, and evaluation” (Seadle, 2010). A study tends to be policy oriented research using qualitative research approach. In this study the researcher has used deliberate sampling method due to reason of method involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe (Kothari, 2004). In addition the researcher has used the Multi Stage Sampling methods for purpose of the interview particular sample. The sample community represent different, population in accordance their employee level diverse. Sample community had been selected from ministry of sports in Sri Lanka, and it divided to main divers as Top, Middle and Low levels. “Both secondary (literature review and desk research) and primary data were gathered” [for this study] (Oshani & Wijethissa, 2015). This study was used interview, as a main techniques to gather data. This method of collecting data is usually carried out in a structured way where output depends upon the ability of the interviewer to a large extent (Seadle, 2010). When using semi-structured interviews, the researcher may encourage an informal conversation covering certain themes and questions (Seadle, 2010). These questions may vary from one interview to the next, and the order in which questions are asked may vary also. Research questions were aimed to get the data about how is the governance in sport organizations and how are the employees understanding the governance process. The interview guide consist seventeen semi structured interview questions to catch out employer’s attitude about implementing good governance of sport organizations. The interview questions were design accurately to identify the voice & accountable, political stability/lack of violence, effectiveness, corruption, rule of law. Basically, the researcher has used the coding method which was developed based on the Coding Manual for Qualitative

Researchers, to process the data which was collected through the interviews. The interview tapes were professionally transcribed and reviewed for accuracy and transcribed data were transference in to coding sheet which developed by researcher. The coding was both focused (using the initial code scheme) and open (allowing themes to emerge from the data). One set (included 30 coding sheet) was nominated as TRS1 (transcribed set 01) and other set nominated TRS2 (transcribe set 02). At the end of coding scheme the researcher collected all coded transcripts such as TRS01 and TRS 02 for comparison and review. The codes for each transcript were compared and discussed if there was a difference of opinion between the two researchers. Afterwards transcripts were reviewed additional codes were noted and shared with the two researchers. Then coded data corrected as needed. According to the Mp3 format Audio tape interview (without Transcribed) were imported to Atlas ti qualitative data analysis software for coding data by using software. In this stage researcher were adapted so called procedure (manual coding) to organize data around the concept by using software. Software was used to create super codes and families. The codes were scanned again, this time to search for patterns within codes. The analysis parts of this study have been done by using Atlas ti qualitative data analysis software. Analyzed data was presented in network view to identify the perception of good governance and it categories of particular sample.

The review of literature provides various theoretical arguments to form the basis of the research. According to the literature review the conceptual model has taken, five independent variables and one independent variable. Having taken the relationship between those variables and dependent variable into account, the following conceptual model was constructed.

The results shows three types of data through the analysis in this study. Basically the research has done the demographic analysis to find out employees demographic factors. Second type of data analysis was identifying the good governance by level wise employers of sport organizations. Third type of data analysis was the implementing good governance according to employers ‘attitudes of sport organizations.

According to the data, there were 8 male participants and 4 female participants included in this study. In general 16.66% participants were low than 30 years old, 25% participants were between 31-40 age group, 25% participants were between 41-50 age group and 33.33% participants were more than 50 years . According to the education level of the participants, 50% of sample have university degree, 8.33% of Diploma level, and 41.66% in secondary level. In considering the service period of the sample, 41.66% of the sample have service period between 1-10 years, 13.3% percent of the sample have service period between 11-20 years, 16.66% percent of the sample have service period between 21-30 years, 25% percent of the sample have more than 31 years’ service period.

In the second part of the analysis, the researcher focused to identify the perception about good governance among three levels of employees in particular sport organization. According to that the top level employees, two respondents were identifying correctly good governance and also two respondents were not identifying the concept of good governance. The most of middle level employees, were identified the concept of good governance.

A respondent couldn't tell that what the concept of good governance is. All of respondents of low level do not know about good governance and no one before learnt concept of good governance.

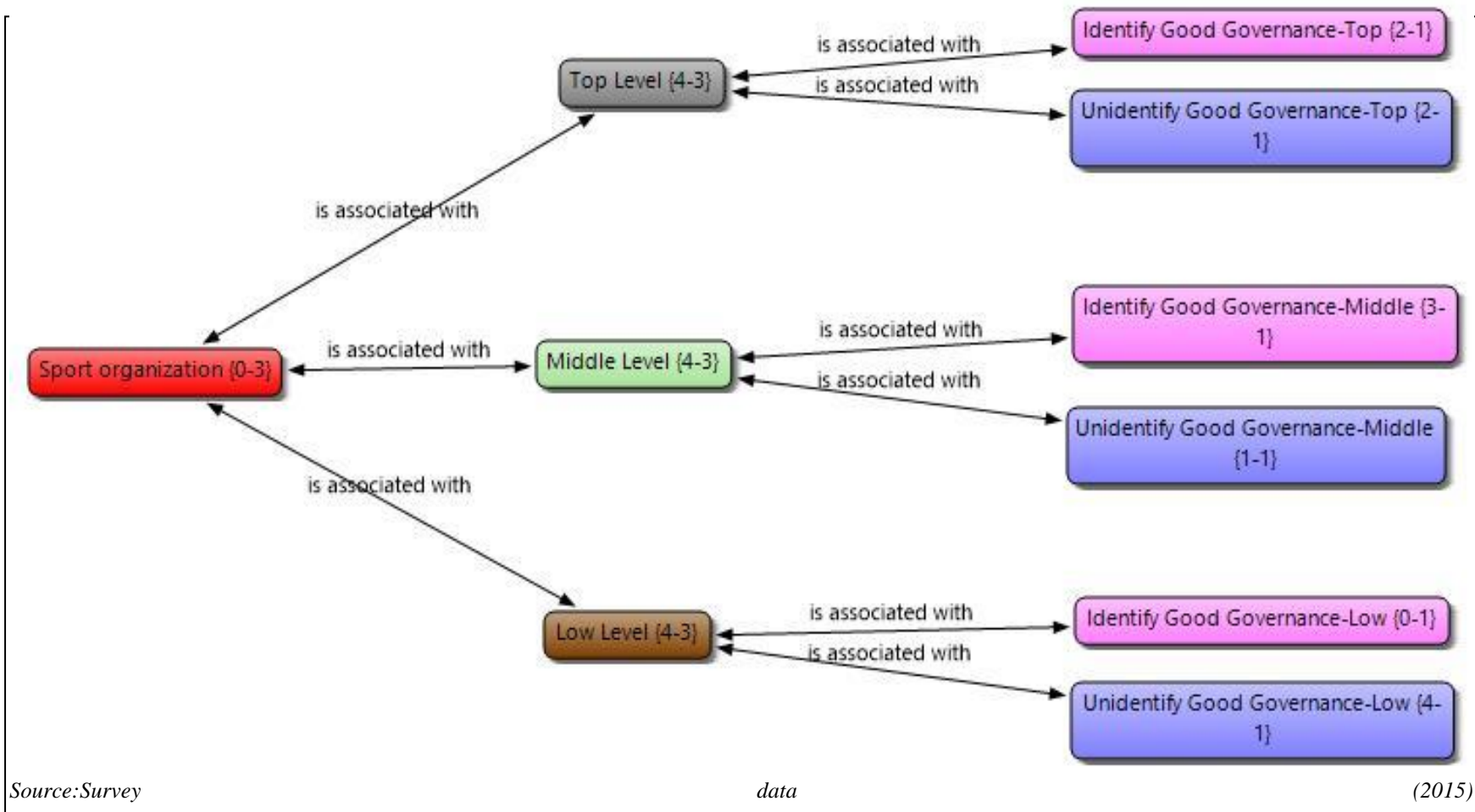
In the third part, the researcher selected several factors to identify the implementing good governance according to employers 'attitude of sport organizations. The researcher in this study identified five main factors that influence organizational good governance such voice and accountable, political stability/lack of violence, effectiveness, anti-corruption, rule of law. According to quantitative analysis of this parts the top level employers have positive attitude to implement good governance in this organization based on five particular main factors.

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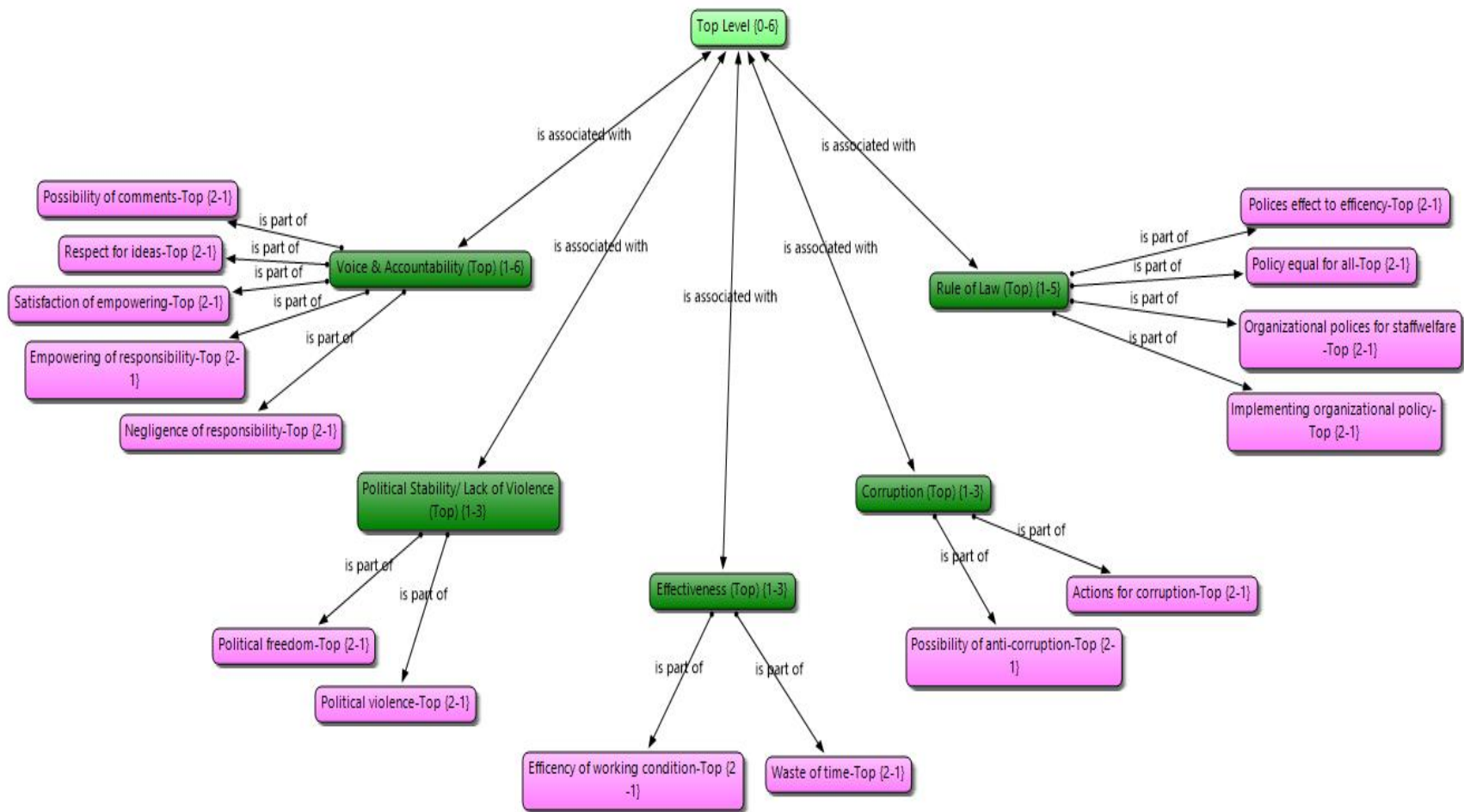
According to attitude of middle level employee's implementing good governance is most times make negative effects in organization. The network view of these factors was shown below in figure 2.

According to attitude of low level employee's implementing good governance is most times make positive effects in organization. The network view of these factors was shown below in figure 3.

Figure 1: Identify the Good Governance by employers of Sport Organizations



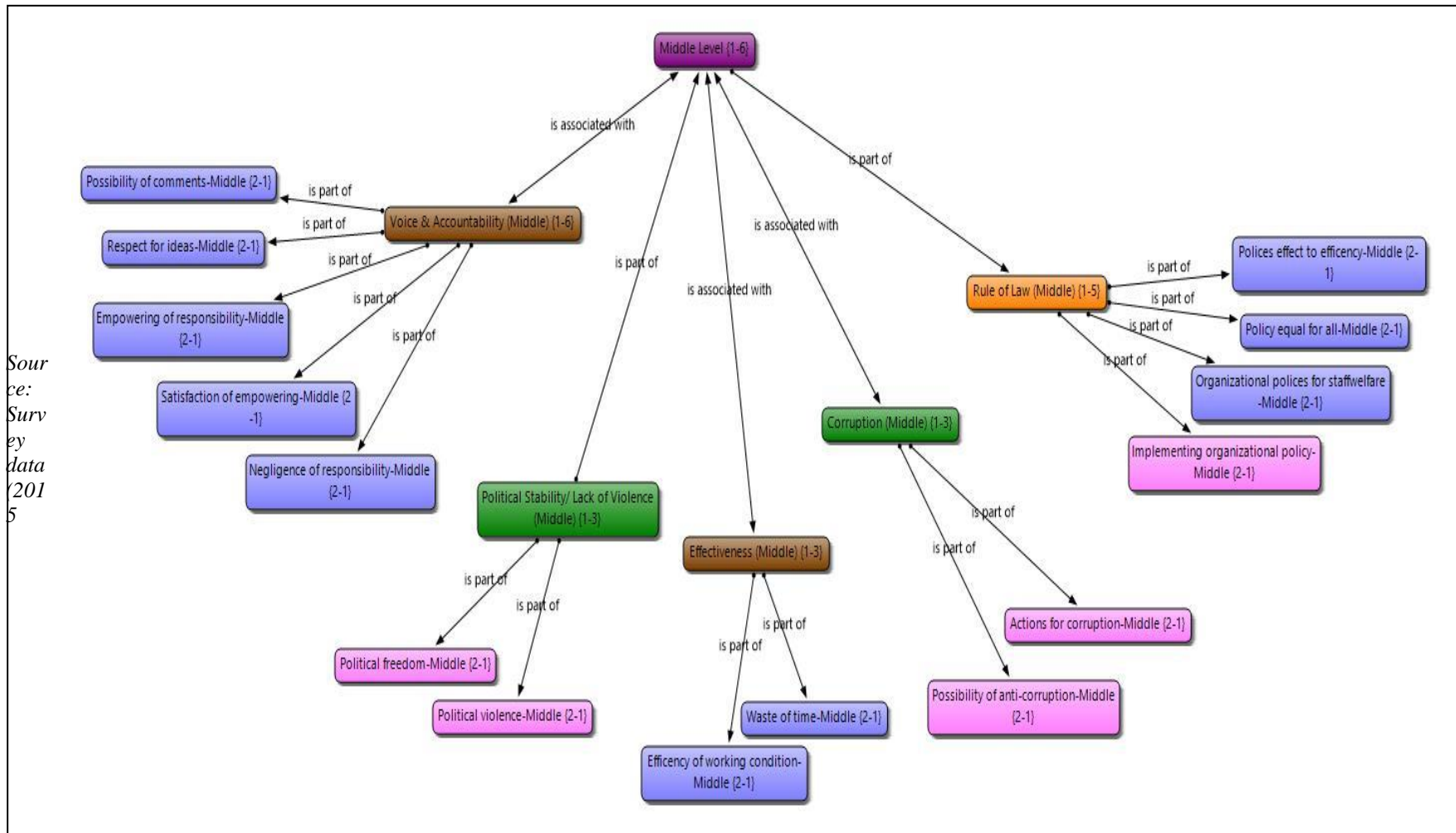
**Figure 2: Top level employees attitude of implementing good governance.**



Source: Survey data (2015)



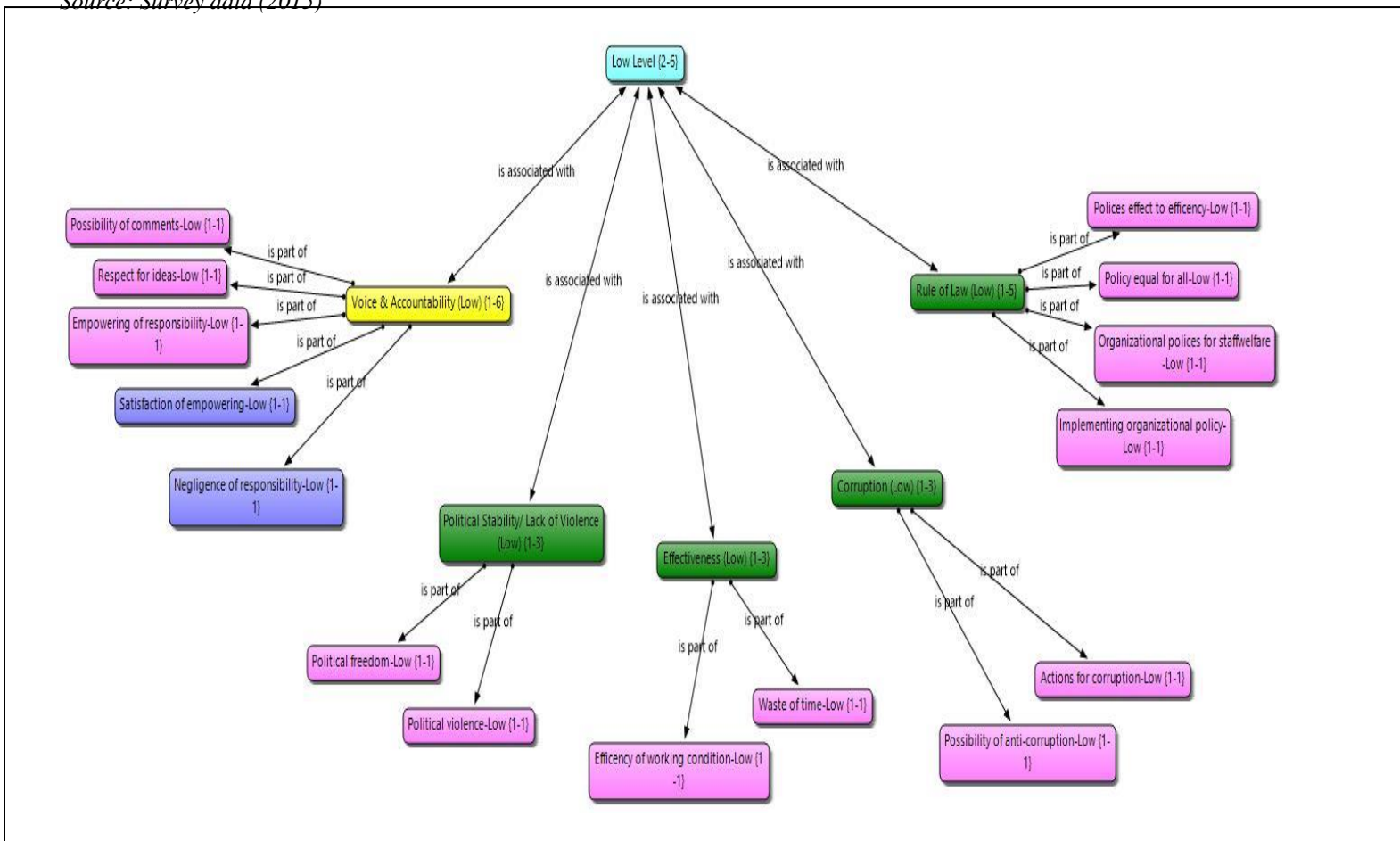
**Figure 3: Middle level employees attitude of implementing good governance.**



Source:  
Survey data  
(2015)

**Figure 4: Low level employees attitude of implementing good governance.**

Source: Survey data (2015)



#### IV. FINDINGS AND CONCLUSION

According to the findings, the Top, Middle & Low level employers haven't same knowledge about good governance of sport organizations in Sri Lanka. Basically, Middle level is the most conscious level about good governance of sport organizations in Sri Lanka. Furthermore, Low level is the lowest conscious level about good governance of sport organizations in Sri Lanka. According to top level employee's attitudes for all affective factors of good governance such as voice & accountable, political stability/lack of violence, effectiveness, anti-corruption and rule of low implementing as positively sport organizations in Sri Lanka.

According to middle level employee's attitudes for some affective factors of good governance such as political stability/lack of violence and anti-corruption implementing as positively and some affective factors of good governance such as voice & accountable and effectiveness implementing as negatively, the rule of low also not implementing correctly sport organizations in Sri Lanka. According to low level employee's attitudes for some affective factors of good governance such as political stability/lack of violence, effectiveness, anti-corruption and rule of low implementing as positively and one of affective

factor of good governance such as voice & accountable implementing as negatively sport organizations in Sri Lanka. Consideration of study findings it can be said that Top, Middle & Low level employers haven't same knowledge about good governance of sport organizations in Sri Lanka and Top, Middle & Low level employers attitudes are different about implementing good governance of sport organizations in Sri Lanka.

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