



UNIVERSITAT^{DE}
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Análisis de la gobernanza de las federaciones deportivas catalanas

Una propuesta de indicadores de gestión

Joshua Muñoz Vázquez



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ANÁLISIS DE LA GOBERNANZA DE LAS FEDERACIONES DEPORTIVAS CATALANAS

Una propuesta de indicadores de
gestión

Joshua Muñoz

Tesis doctoral

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**ANÁLISIS DE LA GOBERNANZA DE LAS FEDERACIONES
DEPORTIVAS CATALANAS**

Una propuesta de indicadores de gestión

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A la yaya, por guiarnos.

A las primas, por darme alas.

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“Our comforting conviction that the world makes sense rests on a secure foundation:
our almost unlimited ability to ignore our ignorance.”

Daniel Kahneman

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Resumen

En las últimas décadas ha aumentado la preocupación de los stakeholders de las organizaciones deportivas por la aplicación de principios y procesos de buen gobierno. Los recientes casos en la administración de las federaciones deportivas han llevado a individuos, instituciones e investigadores del ámbito del deporte a preocuparse cada vez más por las cuestiones relativas a las formas adecuadas de gobernanza. Los estudios que conforman esta tesis doctoral examinaron, por una parte, la bibliografía sobre la medición del desempeño organizativo (DO) en los organismos rectores del deporte (SGB, por sus siglas en inglés “Sport Governing Bodies”), y por otra, las características de la gobernanza organizativa de las federaciones deportivas catalanas, un contexto inexplorado hasta la fecha.

De esta manera, para cumplir con el primer propósito de identificar la literatura sobre desempeño organizacional, se realizó una revisión exhaustiva de toda la literatura publicada entre 1980 y 2022. A través de un enfoque de revisión de alcance, se realizó un análisis de contenido de los artículos recopilados en bases de datos electrónicas como Sportdiscus, Scopus, Web of Science, Science Direct, así como de algunas revistas relevantes en el campo de la gestión deportiva. Asimismo, la investigación, basada en enfoques previos de la literatura sobre gestión deportiva, propone un modelo para medir tres dimensiones consideradas clave para la buena gobernanza de las organizaciones deportivas: democracia y participación, ética e integridad, y rendición de cuentas y transparencia. Las diferentes variables incluidas en el modelo se midieron mediante indicadores cuantitativos de rendimiento. Los datos fueron recopilados a partir de fuentes secundarias, como los informes que las federaciones tenían disponible en sus páginas web, y un cuestionario *ad hoc* estructurado en tres partes con el objetivo de recopilar datos de carácter general de las federaciones deportivas, así como cuestiones prácticas sobre su gobernanza, y los aspectos económicos y financieros. En el estudio participaron un total 38 federaciones deportivas catalanas.

Los resultados mostraron una escasez de estudios empíricos centrados en la medición del DO en federaciones deportivas ($n=27$), con un aumento de las publicaciones en los últimos años. Se destacaron los enfoques cuantitativos como los más aplicados; y se informó de que el 60% de los estudios se realizaron en cuatro países, analizando muestras pequeñas. Además, el análisis temático reveló que la mayoría de los diseños de investigación que aproximaron la medición del desempeño organizacional en las federaciones deportivas, aplicaron un enfoque multi dimensional. En cuanto a la caracterización de la gobernanza de las federaciones deportivas catalanas, los resultados señalan algunas particularidades, diferencias y correlaciones entre el tamaño de las federaciones y su gobernanza. Se presentan pruebas empíricas sobre la falta de representatividad y participación de los stakeholders en los procesos de toma de decisiones, y de mecanismos de control y seguimiento de la gestión. Además, se identificó una falta de orientación hacia la rendición de cuentas y de los niveles de transparencia. Los resultados apoyan los recientes llamamientos en favor de la buena gobernanza en el deporte al poner en relieve los principales ámbitos susceptibles de mejora, postulándose como un punto de partida para que los académicos investiguen otros contextos, así como una referencia para que directivos y organismos públicos empoderen a gestores y administradores con el fin de mejorar las prácticas de gobernanza de estas organizaciones.

Resum

A les darreres dècades ha augmentat la preocupació dels stakeholders de les organitzacions esportives per l'aplicació de principis i processos de bon govern. Els recents casos en l'administració de les federacions esportives han portat individuals, institucions i investigadors de l'àmbit de l'esport a preocupar-se cada cop més per les qüestions relatives a les formes adequades de governança. Els estudis que conformen aquesta tesi doctoral van examinar, d'una banda, la bibliografia sobre el mesurament del rendiment organitzacional als organismes rectors de l'esport (SGB, per les sigles en anglès "Sport Governing Bodies"), i de l'altra, les característiques de la governança organitzativa de les federacions esportives catalanes, un context inexplorat fins ara.

D'aquesta manera, per complir amb el primer propòsit de identificar la literatura sobre mesurament organitzacional, es va fer una revisió exhaustiva de tota la literatura publicada entre 1980 i 2022. A través d'un enfocament de revisió d'abast, es va realitzar una anàlisi de contingut dels articles recopilats en bases de dades electròniques com Sportdiscus, Scopus, Web of Science, Science Direct, així com algunes revistes rellevants en el camp de la gestió esportiva. Així mateix, la investigació, basada en enfocaments previs de la literatura sobre gestió esportiva, proposa un model per mesurar tres dimensions considerades clau per a la bona governança de les organitzacions esportives: democràcia i participació, ètica i integritat, i rendició de comptes i transparència. Les diferents variables incloses al model es van mesurar mitjançant indicadors quantitius de rendiment. Les dades van ser recopilades a partir de fonts secundàries, com els informes que les federacions tenien disponible a les seves pàgines web, i un qüestionari *ad hoc* estructurat en tres parts amb l'objectiu de recopilar dades de caràcter general de les federacions esportives, així com qüestions pràctiques sobre la seva governança, i els aspectes econòmics i financers. A l'estudi hi van participar un total 38 federacions esportives catalanes.

Els resultats van mostrar una escassetat d'estudis empírics centrats en el mesurament del rendiment organitzacional en federacions esportives ($n=27$), amb un augment de les publicacions els darrers anys. Es van destacar els enfocaments quantitius com els més aplicats; i es va informar que el 60% dels estudis s'han realitzat a quatre països, analitzant mostres petites. A més, l'anàlisi temàtica va revelar que la majoria dels dissenys de recerca que van aproximar el mesurament de l'exercici organitzacional a les federacions esportives, van aplicar un enfocament multidimensional. Pel que fa a la caracterització de la governança de les federacions esportives catalanes, els resultats assenyalen algunes particularitats, diferències i correlacions entre la mida de les federacions i la seva governança. Es presenten proves empíriques sobre la manca de representativitat i participació dels stakeholders en els processos de presa de decisions, i de mecanismes de control i seguiment de la gestió. A més, s'ha identificat una manca d'orientació cap a la rendició de comptes i dels nivells de transparència. Els resultats donen suport a les recents crides a favor de la bona governança en l'esport en posar en relleu els principals àmbits susceptibles de millora, i es postula com un punt de partida perquè els acadèmics investiguin altres contextos, així com una referència perquè directius i organismes públics empoderin gestors i administradors per tal de millorar les pràctiques de governança d'aquestes organitzacions.

Abstract

In recent decades, there has been growing concern among stakeholders in sport organisations about the application of good governance principles and processes. Recent failures in the administration of sport federations have led individuals, institutions, and researchers in the field of sport to become increasingly concerned with questions of appropriate forms of governance. The studies that make up this doctoral thesis examined on the one hand, the literature on the measurement of organisational performance (OP) in Sport Governing Bodies (SGBs), and on the other hand, the characteristics of organisational governance in Catalan sport federations, a context unexplored to date.

Thus, in order to fulfil the first purpose of mapping the literature on organisational performance, an exhaustive review of all the literature published between 1980 and 2022 was carried out with a scoping approach. Approached through a content analysis of the articles collected in electronic databases such as Sportdiscus, Scopus, Web of Science, Science Direct, as well as some relevant journals in the field of sport management. Furthermore, the research, based on previous approaches in the sport management literature, proposes a model to measure three dimensions considered key to good governance in sport organisations: democracy and participation, ethics and integrity, and accountability and transparency. The different variables included in the model were measured by quantitative performance indicators. The data were collected from secondary sources, such as the reports available on the federations' websites, and an *ad hoc* questionnaire structured in three parts with the aim of collecting general data on sport federations, as well as practical questions on their governance, economic and financial aspects. A total of 38 Catalan sports federations participated in the study.

The results showed a paucity of empirical studies focusing on measuring OP in sport federations ($n=27$), with an increase in publications in recent years. Quantitative approaches were highlighted as the most applied; and it was reported that 60% of the studies were conducted in four countries, analysing small samples. Furthermore, the thematic analysis revealed that most of the research designs that approached the measurement of organisational performance in sport federations applied a multi-dimensional approach. Regarding the characterisation of the governance of Catalan sport federations, the results point to some particularities, differences, and correlations between the size of the federations and their governance. Empirical evidence is presented on the lack of representativeness and participation of stakeholders in decision-making processes, and of management control and monitoring mechanisms. In addition, a lack of accountability orientation and levels of transparency were identified. The results support recent calls for good governance in sport by highlighting the main areas for improvement and are a starting point for academics to investigate other contexts, as well as a reference for managers and public bodies to empower managers and administrators to improve governance practices in these organisations.

Índice de contenidos

AGRADECIMIENTOS

RESUMEN

1. INTRODUCCIÓN	27
1.1. Justificación de la investigación	29
1.2. Estructura de la tesis doctoral	32
2. MARCO TEÓRICO	33
2.1. Las federaciones deportivas	35
2.2. Gobernanza del deporte	42
2.3. Medición del desempeño organizacional y las prácticas de gobierno	49
3. OBJETIVOS.....	57
3.1. Objetivos generales	59
3.2. Objetivos específicos	59
4. MÉTODO	63
4.1. Muestra	65
4.2. Instrumentos	66
4.3. Procedimientos	67
4.4. Análisis de datos	75
5. ESTUDIOS REALIZADOS.....	79
5.1. Estudio I	81
5.2. Estudio II	107
5.3. Estudio III	127
6. INFORME DE RESULTADOS	151
6.1. Resultados del Estudio I	153
6.2. Resultados del Estudio II	157
6.3. Resultados del Estudio III	160
7. DISCUSIÓN	163
7.1. Medición del desempeño organizacional en contextos de SGBs	165

7.2. Sobre las juntas directivas	166
7.3. Democratización y participación en los órganos de gobierno	169
7.4. Orientación hacia la rendición de cuentas	171
8. CONCLUSIONS	177
9. LIMITACIONES Y FUTURAS LÍNEAS DE INVESTIGACIÓN	181
9.1. Limitaciones	183
9.2. Futuras líneas de investigación	185
BIBLIOGRAFÍA	189
ANEXOS.....	209
Anexo 1. Cuestionario <i>ad hoc</i> de los estudios II y III	211
Anexo 2. Documento escrito de consentimiento informado de los estudios II y III	223
Anexo 3. Proceso de recogida de datos de los estudios II y III y documentos de soporte	227
Anexo 4. Proceso seguido para el desarrollo del modelo de medición de la gobernanza deportiva y documentos de soporte	237
Anexo 5. Certificado del Comité de Ética de Investigaciones Clínicas de la Administración Deportiva de Cataluña	243
Anexo 6. Estudio I (publicado). Measurement of organizational performance in national sport governing bodies domains: a scoping review	247
Anexo 7. Estudio III (publicado). Governance in regional sports organisations: An analysis of the Catalan sports federations	281

Índice de tablas

Tabla 1. Federaciones deportivas catalanas objeto de estudio	39
Tabla 2. Ejemplos de definiciones de gobernanza deportiva	44
Tabla 3. Objetivos específicos de la tesis doctoral y estudios realizados	62
Tabla 4. Criterios de inclusión de los artículos	69
Tabla 5. Dimensiones, variables e indicadores de la investigación	71

Índice de Figuras

Figura 1. Teorías, modelos tradicionales y dimensiones utilizadas en la creación de los modelos de medición del desempeño organizacional en contextos de SGBs	55
Figura 2. Muestra de los estudios realizados	66
Figura 3. Síntesis del diseño metodológico de la investigación	78

Abreviaturas

CEICGC: Comitè d'Ètica d'Investigacions Clíniques de l'Administració Esportiva de Catalunya

CDES: Centre de Droit et d'Economie du Sport

CSD: Consejo Superior de Deportes

CSF: Catalan Sport Federation

CVA: Competing Values Approach

DE: Desviación Estándar

DO: Desempeño Organizacional

FI: Formación Investigadores

GISEAFE: Grup d'Investigació Social i Educativa de l'Activitat Física i l'Esport

HAC: Hierarchical Agglomerative Clustering

INEFC: Institut Nacional d'Educació Física de Catalunya

IPDJ: Instituto Português Do Desporto e Juventude

JCI: Journal Citation Indicator

NPSO: Non-Profit Sport organisations

NSGB: National Sport Governing Bodies

OCS: Olympic Committee of Slovenia

OP: Organizational Performance

OPES: Organizzazione Per l'Educazione allo Sport

SD: Standard Deviation

SGB: Sport Governing Bodies

SJR: Scimago Journal Rank

SPSS: Statistical Package for the Social Sciences

UB: Universitat de Barcelona

1.

Introducción

1.1. Justificación de la investigación

La colaboración de los sectores público y privado es un pilar fundamental de muchos sistemas deportivos occidentales (Girginov, 2017). Mientras que, como norma general, el sector público distribuye sus funciones en términos de territorio (internacional, nacional, regional y local), en el sector privado es necesario distinguir entre el sector comercial (con fines de lucro) y el asociativo (sin fines de lucro) (Scheerder et al., 2017). Este último sector está compuesto mayoritariamente por organizaciones como son las federaciones, clubes y asociaciones deportivas, las cuales desempeñan un papel prominente en la organización, promoción y desarrollo del deporte a todos los niveles (Zintz & Camy, 2005). Gracias a estas asociaciones, muchos deportes en muchos países han evolucionado en todas sus disciplinas y niveles (Cabello et al., 2011). No obstante, a pesar de este rol destacado que han desempeñado a lo largo de los años, recientemente las organizaciones deportivas sin ánimo de lucro en general pero las federaciones en particular han sido objeto de crítica, debido a fallos en su gestión para cumplir con planes de viabilidad (Puga et al., 2020), o incluso por recientes escándalos de corrupción (Bayle & Rayner, 2018). Estas desventuras que pueden afectar a la globalidad del sistema organizativo deportivo han hecho que instituciones, profesionales e investigadores se preocupen cada vez más por las cuestiones de gobernanza que rodean a estas organizaciones (Bevir, 2012; Dowling et al., 2018; Pielke et al., 2020; Scheerder et al., 2017; Shilbury & Moore, 2006).

La aplicación de buenas prácticas de gobernanza puede contribuir a la sensibilización sobre cómo se dirigen y controlan las organizaciones y los sistemas deportivos (Dowling et al., 2018). No solo esto, sino que, según apuntan autores como Ferkins et al. (2005), las consecuencias de omitir la implementación de buenas prácticas de gobierno, podría incluso poner en entredicho la sostenibilidad del sistema deportivo actual y de las propias organizaciones deportivas, al afectar directamente a su resiliencia y capacidad de desarrollo para continuar brindando los servicios demandados por la sociedad. Las recientes tendencias que empujan hacia un dominio más amplio de la gestión del deporte, como son el aumento de la comercialización, la profesionalización, la creciente participación e influencia del gobierno y la financiación de las organizaciones deportivas (Shilbury & Ferkins, 2011), entre otros aspectos, exigen estructuras, procesos y principios de gobernanza más formalizados (McLeod et al., 2020). En otras palabras, se podría argumentar que la aplicación de buenas prácticas de gobernanza es fundamental para la sostenibilidad de las organizaciones deportivas en un

panorama deportivo cada vez más complejo (Ferkins et al., 2005; Hoye & Cuskelly, 2007; Yeh & Taylor, 2008).

Los intereses sociales, económicos y políticos que rodean los objetivos de las organizaciones deportivas sin ánimo de lucro en la sociedad, así como la alta competencia a la que se enfrentan para obtener fondos públicos y privados, son aspectos que ayudan a explicar la nueva cultura de profesionalización y modernización en torno a la aplicación de buenas prácticas de gobierno y la orientación hacia el desempeño organizacional (DO). En la literatura, se puede encontrar como diversos autores como Scheerder et al. (2017), O'Boyle & Hassan (2014) o Winand et al. (2014), entre otros, sostienen que estas organizaciones deben ser más responsables en su gestión y esforzarse en incrementar la eficacia de sus operaciones a través de mecanismos y códigos de buena gobernanza. De hecho, en las últimas décadas, con el objetivo de ayudar a las organizaciones deportivas a identificar y comprender los factores clave de la aplicación de buenas prácticas en su gestión (como son la eficacia, la eficiencia, la lucha contra la corrupción, una mayor transparencia, o la orientación hacia la rendición de cuentas, entre otras) (Bevir, 2012; Geeraert et al., 2018), varios autores, pero también organismos internacionales y nacionales, han publicado diferentes listas de verificación de buena gobernanza (p.ej. Australian Sport Commission, 2012; Council of Europe, 2013; Chappelet, 2018; Geeraert, 2018; Parent & Hoye, 2018, Pielke et al., 2020). No obstante, pese a los esfuerzos para orientar a las organizaciones deportivas hacia una mejor gobernanza, los investigadores en el campo señalan que, debido a la naturaleza voluntaria de la gran mayoría de las organizaciones deportivas sin ánimo de lucro, y por las ambigüedades existentes en la definición de los conceptos como la gobernanza (Dowling et al., 2018) y el desempeño organizacional (p. ej. Kaplan & Norton, 2001; Bayle & Madella, 2002; Madella et al., 2005), se trata de un área que ha sido realmente difícil de explorar y de medir en este tipo de contextos.

Frisby (1986) anticipó que rara vez se ha examinado cómo se gestionan las federaciones deportivas, y aunque ha pasado bastante tiempo desde que el autor apuntara a la ausencia de investigaciones en el campo, esta afirmación puede verse contrastada por revisiones de la literatura sobre la medición del DO en organizaciones deportivas realizadas en la última década. Por ejemplo, O'Boyle & Hassan (2014) basaron sus esfuerzos en examinar la literatura sobre el campo de la gestión y medición del desempeño organizacional dentro de las organizaciones deportivas sin ánimo de lucro para identificar diferencias en la investigación sobre ambos temas relacionados. Sin embargo, tan solo se revisaron en profundidad diez

estudios sobre la medición del DO en federaciones deportivas. Winand et al. (2014), por su parte, se acercaron a esta literatura en un intento de unificar en un modelo los diferentes enfoques que se habían llevado a cabo sobre la medición del DO, sin embargo, solo recopilaron siete estudios empíricos que abordasen el estudio de las federaciones deportivas. Por último, Barth et al. (2018) que, por su parte, se centraron específicamente en la literatura sobre DO en federaciones deportivas, encontraron veinte artículos académicos. Estas variaciones, que pueden surgir de las diferentes metodologías aplicadas (ninguna de estas revisiones se llevó a cabo con una metodología estandarizada y con criterios de selección demasiado específicos), es lo que nos lleva a cuestionar la posibilidad de que exista un cierto volumen oculto de investigaciones que traten sobre la medición del DO en federaciones deportivas que puedan arrojar luz sobre el estado de la cuestión. Por lo tanto, con el principal objetivo de proporcionar a los académicos y profesionales del campo un documento que resuma y sintetice las investigaciones que se han llevado a cabo empíricamente sobre la medición del desempeño organizacional en federaciones deportivas, se considera necesario llevar a cabo una revisión de alcance sobre la literatura. Además, esta revisión nos permitirá resolver tres aspectos que creemos fundamentales para entender el estado de la cuestión: (a) Qué se sabe sobre la medición del DO en el contexto empírico de las federaciones deportivas, (b) Cómo se ha aproximado la medición del DO en las federaciones deportivas, (c) Cuáles son las áreas emergentes y las futuras líneas de investigación en el ámbito de la medición del DO en las federaciones deportivas.

Asimismo, como se deriva de las revisiones de los estudios previos en el campo sobre la gobernanza deportiva y el desempeño organizacional, hasta la fecha, las investigaciones empíricas se han centrado predominantemente en organizaciones deportivas como federaciones, clubes, ligas u organizaciones internacionales y nacionales que operan en múltiples niveles. Sin embargo, los contextos territoriales se han analizado en menor medida (Dowling et al., 2018; Muñoz & Solanellas, 2023). En consecuencia, se considera necesario ampliar la literatura sobre el campo mediante el análisis de los perfiles de gobernanza de las federaciones deportivas territoriales y la elaboración de una propuesta de indicadores de gestión para la evaluación de la aplicación de principios de buen gobierno. Se pretende, por tanto, generar nuevo conocimiento a través del análisis de la gobernanza de un contexto previamente inexplorado: las federaciones deportivas catalanas. Al obtener una perspectiva más precisa sobre la situación de estas organizaciones, esto permitirá identificar aspectos que merecen especial atención para la mejora de su gobernanza. Al mismo tiempo, se espera que

la tipología y la metodología de la investigación supere algunas de las limitaciones de los enfoques anteriores para la evaluación de la gobernanza en las federaciones deportivas y que actúe como catalizador de futuras investigaciones en contextos territoriales.

1.2. Estructura de la tesis doctoral

La presentación de la tesis doctoral se enmarca en el formato de compendio de artículos y está constituida por nueve capítulos. En el primero (introducción), que concluye con este apartado, se efectúa una aproximación preliminar al objeto de estudio y se expone la justificación de la investigación. En el segundo capítulo se expone el marco teórico en el que, en primer lugar, se profundiza sobre el rol destacado que las federaciones deportivas han tenido para el desarrollo del deporte en todos los niveles. Seguidamente, se realiza una primera aproximación conceptual sobre la medición del desempeño organizacional y la gobernanza del deporte en entornos de federaciones deportivas y, finalmente, se grafica el modelo teórico de la investigación. En el tercer capítulo se presentan los objetivos generales de la tesis doctoral y se definen y detallan los objetivos específicos que configuran cada uno de los estudios que conforman la tesis. En el cuarto capítulo se explica la metodología utilizada en cada uno de los estudios, detallando aspectos como los instrumentos utilizados, la muestra, así como los procedimientos y métodos para la recogida y el análisis de datos. En el quinto capítulo se presentan los estudios realizados. Cada artículo sigue las directrices que marca la revista. No obstante, siguen la estructura tradicional con los apartados de introducción, método, resultados, discusión, conclusiones y limitaciones y líneas futuras de investigación. El sexto capítulo contiene tres apartados en los que se pretende sintetizar los resultados de los tres estudios. En el séptimo capítulo se elabora una discusión general de los resultados obtenidos en cada uno de los estudios realizados, contrastándolos con otros trabajos previos existentes sobre la temática. En el octavo capítulo, se exponen las conclusiones derivadas de la tesis doctoral. En el noveno capítulo se reflexiona sobre las limitaciones y se describe la necesidad de abordar futuras líneas de investigación. Finalmente, se exponen la bibliografía y los anexos.

2.

Marco teórico

2.1. Las federaciones deportivas

2.1.1. *Definición y conceptualización de las federaciones deportivas*

Tanto gobiernos como académicos reconocen a las asociaciones, clubes y federaciones deportivas como un pilar fundamental para el desarrollo del deporte en todos los niveles (Green 2005; Zintz & Camy, 2005). Su papel destacado en la organización, promoción y desarrollo del deporte es ampliamente conocido (Nordin et al., 2022; Zintz & Camy 2005), y a su vez, son una pieza fundamental de la "red de seguridad social" de las organizaciones sin fines de lucro en las que los gobiernos y la sociedad en general confían cada vez más para llenar las brechas de servicio (Paynter & Berner 2014). En este sentido, es importante poner en relevancia el papel que juegan los entes rectores del deporte (SGB, por sus siglas en inglés "Sport Governing Bodies"), entidades que tienen como función principal la regulación y organización del deporte. Estas pueden tener alcances diferentes, según su tipología y su ámbito de actuación: un deporte o modalidad en particular, una región o país específico, o de carácter internacional. Asimismo, se puede diferenciar entre entes públicos, como por ejemplo el Consejo Superior de Deportes (CSD), o privados, como las federaciones o ligas nacionales.

En el caso de España, el sistema deportivo se estructura de la siguiente manera: el Ministerio de Cultura y Deporte es responsable de proponer e implementar la política gubernamental en materia de deporte; el Consejo Superior de Deportes de España, organismo autónomo adscrito al Ministerio de Cultura y Deporte, como brazo operativo de este último, ejerce directamente las competencias de la Administración General del Estado en el ámbito del deporte. Y, por último, las federaciones deportivas españolas, como entidades controladas por el Estado a través del Ministerio del Deporte (véanse las normas de tutela y control que la Administración del Estado puede ejercer sobre las federaciones en el Capítulo III del Título III de la Ley 10/1990, de 15 de octubre, en Deporte), son las organizaciones responsables de la defensa y promoción de un determinado deporte, a quienes se les atribuye el ejercicio de algunas funciones públicas (Real Decreto 1835/1991, de 20 de diciembre, sobre Federaciones Deportivas españolas, art. 1.).

Tal y como apuntan autores como Cabello et al. (2011), el "modelo organizativo federativo" es el más extendido en diferentes culturas y países. De hecho, Guevara et al. (2021) identificaban que en muchos países de Europa continental la mayoría de los entes rectores del deporte nacional (NSGBs, por sus siglas en inglés "National Sport Governing Bodies") son

federaciones administradas como servicios públicos delegados por el estado. De esta manera, en términos generales, se podría destacar que las federaciones deportivas son una pieza fundamental de los sistemas deportivos nacionales como instituciones encargadas de organizar y promover el deporte en sus respectivos territorios.

En España, las federaciones deportivas se reconocen jurídicamente como entidades asociativas privadas sin ánimo de lucro y con personalidad jurídica y patrimonio propio e independiente del de sus asociados. Estas están integradas por otras asociaciones (clubes deportivos principalmente), deportistas, técnicos, jueces y árbitros, federaciones deportivas autonómicas (en el caso de las federaciones nacionales), y ligas profesionales si las hubiere. Constituidas para la defensa y promoción de un determinado deporte, a cuyo efecto ejerce por delegación algunas funciones públicas de carácter administrativo como la organización de competiciones, el control de subvenciones o el ejercicio de cierta potestad disciplinaria sobre determinados deportes reconocidos en el territorio español, actuando así, como agentes colaboradores de la Administración Pública (Real Decreto 1835/1991, de 20 de diciembre, sobre Federaciones Deportivas españolas, art. 1.). En consecuencia, y de forma específica, según el artículo 3 del Real Decreto 1835/1991, de 20 de diciembre, sobre Federaciones Deportivas españolas, además de sus actividades propias de gobierno, administración, gestión, organización y reglamentación de las especialidades deportivas que corresponden a cada una de sus modalidades deportivas, ejercen bajo la coordinación y tutela del Consejo Superior de Deportes, las siguientes funciones públicas de carácter administrativo:

- a) organizar y calificar las actividades y competiciones oficiales de ámbito estatal,
- b) actuar en coordinación con las federaciones de ámbito autonómico para la promoción de sus modalidades deportivas en todo el territorio nacional,
- c) diseñar, elaborar y ejecutar, en colaboración con las federaciones de ámbito autonómico, los planes de preparación de los deportistas de alto nivel en sus respectivas modalidades deportivas,
- d) colaborar con la Administración del Estado y la de las Comunidades Autónomas en la formación de técnicos deportivos y en la prevención, control y represión del uso de sustancias y fármacos prohibidos y métodos no reglamentarios en el deporte,
- e) organizar o tutelar las competiciones oficiales de carácter internacional que se celebren en el territorio nacional,

f) ejercer la potestad disciplinaria deportiva, en los términos establecidos en la Ley del Deporte y sus Estatutos y reglamentos,

g) ejercer el control de las subvenciones que asignen a las Asociaciones y Entidades deportivas en las condiciones que fije el Consejo Superior de Deportes,

h) ejecutar en su caso, las resoluciones del Comité Español de Disciplina Deportiva.

El ámbito de actuación de las federaciones deportivas españolas, en el desarrollo de las competencias que le son propias de defensa y promoción general del deporte federado de ámbito estatal, se extiende al conjunto del territorio nacional, y su organización territorial se ajusta a la del Estado en Comunidades Autónomas (17 Comunidades Autónomas). Es decir, las federaciones deportivas españolas están integradas, entre otros agentes, por federaciones deportivas de ámbito autonómico, que las representan y ejercen funciones públicas delegadas por la respectiva Comunidad Autónoma (véase, por ejemplo, el Decreto Legislativo 1/2000, de 31 de julio, de la Ley del Deporte en Cataluña, por la que se establece la Secretaría General del Deporte de la Generalitat de Cataluña como el órgano encargado de la dirección, planificación y ejecución de la administración deportiva en Cataluña). De esta manera, es importante destacar que las federaciones deportivas autonómicas ostentan la representación de las federaciones deportivas nacionales en la respectiva Comunidad Autónoma, conservando su personalidad jurídica, su patrimonio propio y diferenciado, su presupuesto y su régimen jurídico particular.

En la siguiente sección se profundiza en la conceptualización de las federaciones deportivas autonómicas, haciendo alusión al ámbito territorial objeto de estudio de la presente investigación: las federaciones deportivas catalanas.

2.1.2. Las federaciones deportivas catalanas

En España existen 66 federaciones nacionales (cada una con sus correspondientes modalidades deportivas), sin embargo, en cuanto a la organización autonómica, no todas ellas tienen representación territorial en las 17 Comunidades Autónomas del territorio español (véase Licencias y Clubes CSD, 2021). En concreto, la presente investigación se centra en las 66 federaciones deportivas que tienen representación territorial en Cataluña; Comunidad Autónoma que, con 7.763.362 habitantes, es la segunda región más poblada de España (Instituto Nacional de Estadística, 2021), y la primera Comunidad Autónoma en el ranking español por número de licencias y clubes (Licencias y Clubes CSD, 2021). Además, es

destacable que esta alta participación de la población en los deportes federados se ha traducido tradicionalmente en resultados deportivos de élite. Por poner un ejemplo reciente, los deportistas catalanes supusieron más de una cuarta parte (26,8%) de los 328 atletas que compitieron representando a España en los Juegos Olímpicos de Tokio 2020 (Juegos Olímpicos de Tokio CSD, 2020).

Como apuntan académicos como Puig et al. (2010), Cataluña ha sido tradicionalmente una de las regiones de España que más ha contribuido al desarrollo del deporte y su organización institucional a lo largo de los años, en gran parte debido a su sistema federativo. Algo que puede ilustrarse anecdóticamente por el gran volumen de eventos deportivos internacionales que se han organizado en Cataluña en las últimas décadas, como los Juegos Olímpicos de Barcelona de 1992, la final de la Copa Davis del 2000, los Campeonatos del Mundo de Natación del 2003 y 2013, o los Roller Games en 2019, entre otros (Solanelas & Camps, 2017); y los rankings de ciudades más deportivas en los que la capital de Cataluña (Barcelona) ha aparecido en los últimos años como una de las 10 ciudades más deportivas del mundo (Tse Consulting Group, 2016).

El Decreto Legislativo 1/2000, 31 de julio, de la Ley del Deporte en Cataluña, en su artículo 17, establece las federaciones deportivas catalanas como entidades privadas de interés público y social dedicadas a la promoción, la gestión y la coordinación de la práctica de los deportes específicos reconocidos en el ámbito de Catalunya. Constituidas básicamente por asociaciones o clubes deportivos, agrupaciones deportivas y otras entidades privadas sin ánimo de lucro que entre sus fines sociales incluyen el fomento y la práctica de la actividad física y deportiva y están constituidas también, en su caso, por deportistas, técnicos, jueces o árbitros u otros representantes de personas físicas.

Las federaciones deportivas catalanas pueden solicitar la integración como miembros de las correspondientes federaciones de ámbitos supraautonómicos, y tienen la responsabilidad de actuar como representantes del respectivo deporte federado catalán en los ámbitos supraautonómicos (responsabilizadas de la creación, el fomento y el impulso de las selecciones catalanas de las respectivas modalidades o disciplinas deportivas) (Decreto Legislativo 1/2000, 31 de julio, de la Ley del Deporte en Cataluña, artículo 19).


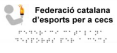




















A modo de contextualización, en la Tabla 1 se muestra el listado de las 66 federaciones deportivas catalanas objeto de estudio, haciendo referencia a la federación española a la que se

integran, su denominación, y las modalidades deportivas que gestionan, organizan y reglamentan.

Tabla 1. Federaciones deportivas catalanas objeto de estudio

Federación Catalana	Logo	Modalidades deportivas y (disciplinas)	Federación Española a la que se integra
1 Federació Catalana d'Activitats Subaquàtiques		Apnea, escafandriso	Federación Española de Actividades Subacuáticas
2 Federació Aèria Catalana		Acrobacia, aeromodelismo, aerostación, ala delta, construcción amateur, paracaidismo, parapente, paramotor, túnel de viento, ultraligeros, vuelo a motor, vuelo a vela	Real Federación Aeronáutica Española
3 Federació Catalana d'Atletisme		Atletismo (atletismo en pista, carreras en carretera o Ruta, marcha atlética, calles de Camp a Través, carreras de Trail-running, atletismo en la playa)	Real Federación Española de Atletismo
4 Federació Catalana d'Automobilisme		Vehículos de cuatro ruedas no alineadas, de las cuales al menos dos aseguran su tracción y dos aseguran su dirección.	Real Federación Española de Automovilismo
5 Federació Catalana de Bàdminton		Bádminton	Federación Española de Bádminton
6 Federació Catalana de Ball Esportiu		Estándares, Latinoamericanos, Line Dance & Country Western Dance, Street & Pop Dance, Performing Arts, Hip Hop, Cheerleading y Fit Kid	Federación Española de Baile deportivo
7 Federació Catalana de Basquetbol		Baloncesto (baloncesto, baloncesto 3X3)	Federación Española de Baloncesto
8 Federació Catalana de Beisbol i Softbol		Béisbol y el softbol	Real Federación Española de Béisbol y Sófbol
9 Federació Catalana de Billar		Billar de carambola y billar de troneras	Federación Española de Bolos
10 Federació Catalana de Bitlles i Bowling		Bolo palma, bowling ninepin, bowling tenpin, bolos leoneses, bolos catalanes	Real Federación Española de Billar
11 Federació Catalana de Boxa Amateur		Boxeo Amateur	Real Federación Española de Boxeo
12 Federació Catalana de Caça		Caza menor con perro, caza mayor, caza y recorridos con arco, cetrería, pájaros frinlidos, caza de Sant Hubert, compak, sporting, recorridos de caza, caza foto-cinematográfica y con vídeo, perros de caza	Real Federación Española de Caza
13 Federació Catalana de Ciclisme		Ciclismo en carretera, Ciclismo en Pista, BTT (Ciclismo en bicicleta de montaña, mountain bike o bicicleta de montaña), BMX (Bicicros), Trial, Ciclocross, Cicloturismo (Ciclismo para todos), Ciclismo artístico en sala, Paraciclismo (Ciclismo adaptado)	Real Federación Española de Ciclismo
14 Federació Catalana de Coloms Esportius		Colombicultura de palomas deportivas	Real Federación Española de Colombicultura
15 Federació Catalana de Coloms Missatgers		Carreras de palomas mensajeras, muestras de palomas mensajeras	Real Federación Española de Colombófila
16 Federació Catalana d'Escacs		Ajedrez	Federación Española de Ajedrez
17 Federació Catalana d'Esgrima		Esgrima	Real Federación Española de Esgrima
18 Federació Catalana d'Espeleologia		Espeleología, descenso de cañones y gargantas, espeleobuceo, técnicas de progresión vertical, grutología	Federación Española de Espeleología
19 Federació Catalana d'Esports de Persones amb Discapacitat Física		Atletismo, baloncesto, ciclismo, esgrima, esquí, halterofilia, natación, boccia, petanca, badminton, baile deportivo en silla de ruedas, tenis, tenis mesa, tiro con arco, tiro olímpico, vela, voleibol, actividades subacuáticas, hockey en silla de ruedas, hípica, remo	Federación Española de Deporte de Personas con Discapacidad Física
20 Federació Catalana d'Esports per a Persones amb Discapacitat Intel·lectual		Atletismo, badminton, baloncesto, ciclismo, esquí alpino y de fondo, fútbol sala, gimnasia, balonmano, hípica, hockey, hockey en línea, natación, petanca, tenis, tenis mesa, vela	Federación Española de Deportes para Personas con Discapacidad Intelectual

MARCO TEÓRICO

Federación Catalana	Logo	Modalidades deportivas y (disciplinas)	Federación Española a la que se integra
21 Federació Esportiva Catalana de Paralítics Cerebrals		Atletismo, boccia, fútbol, natación, slalom, esquí, ciclismo, hípica, remo, vela, tenis de mesa, hockey, waterpolo	Federación Española de Deportes de Personas con Parálisis Cerebral y Daño Cerebral Adquirido
22 Federació Catalana d'Esport per a Cecs		Atletismo, ajedrez, esquí Alpino, Excursionismo deportivo (Cursas Velocidad/ Carreras por Montaña), Fútbol Sala 5 / Fútbol Sala, Goalball, Hípica, Judo, Natación, Vela, ciclismo en tándem	Federación Española de Deporte para Ciegos
23 Federació Esportiva de Sords de Catalunya		Dardos, fútbol sala, petanca, ajedrez y pádel.	Federación Española de Deporte para Sordos
24 Federació Catalana d'Esports d'Hivern		Deportes de nieve (esquí alpino, esquí artístico, esquí de fondo, saltos de esquí, snowboard, telemark), deportes de trineo (bobs, luge, trineo con perros)	Real Federación Española de Deportes de Invierno
25 Federació Catalana d'Esports d'Hivern		Deportes de hielo (hockey de hielo, patinaje artístico sobre hielo, patinaje de velocidad sobre hielo, curling)	Real Federación Española de Deportes de Hielo
26 Federació Catalana d'Esquaix i Raquetbol		Squash (squash, raquetbol, soft-raquet)	Real Federación Española de Squash
27 Federació Catalana Esquí Nàutic i Wakeboard		Esquí náutico y wakeboard	Federación Española de Esquí Náutico y Wakeboard
28 Federació Catalana de Futbol		Fútbol (fútbol once, fútbol siete, fútbol sala, fútbol playa)	Real Federación Española de Fútbol
29 Federació Catalana de Futbol Americà		Fútbol Americano (fútbol americano, fútbol flag, cheerleading)	Federación Española de Fútbol americano
30 Federació Catalana de Gimnàstica		Gimnasia (artística, rítmica, trampolín, aeróbica y fitness, estética de grupo, acrobática, parkour)	Real Federación Española de Gimnasia
31 Federació Catalana de Golf		Golf	Federación Española de Golf
32 Federació Catalana d'Halterofília		Halterofilia	Federación Española de Halterofilia
33 Federació Catalana d'Handbol		Balonmano (balonmano, balonmano playa)	Real Federación Española de Balonmano
34 Federació Catalana d'Hípica		Hípica (salto de obstáculos, doma clásica, concurso completo de equitación, doma adaptada, raid, doma vaquera, enganches, volteo, sacco, marchas a caballo, horse-ball, monta western)	Real Federación Hípica Española
35 Federació Catalana de Hockey		Hockey (hockey, hockey sala, hockey playa)	Real Federación Española de Hockey
36 Federació Catalana de Judo		Judo, aikido, defensa personal, jiu jitsu, kendo, wu shu	Real Federación Española de Judo
37 Federació Catalana de Karate i Disciplines Associades		Karate, kung fu, tai chi, goshin, kobudo, full contact, kenpo karate, tai-jitsu	Real Federación Española de Karate y Disciplinas Asociadas
38 Federació Catalana de Kickboxing i Muaythai		Kick boxing, hoja contacto, muay thai, boxeo chino, yoseikan budo	Federación Española de Kickboxing y Muaythai
39 Federació Catalana de Llebrers	-	Carreras de galgos	Federación Española de Galgos
40 Federació Catalana de Lluita		Lluita lliure, lluita grecorromana, lluita femenina, sambo	Federación Española de Lucha
41 Federació Catalana de Motociclisme		Motociclismo (moto-cross, velocidad, trial, enduro, quads, motos de nieve)	Real Federación Motociclista Española
42 Federació Catalana de Motonàutica		Motonáutica	Real Federación Española de Motonáutica
43 Federació Catalana d'Entitats Excursionistes		Alpinismo, btt, caminatas de resistencia, carreras de montaña, escalada deportiva, esquí de montaña, excursionismo, descenso de barrancos y gargantas, marcha acuática, marcha nórdica, marxex técnico, raids de deportes de montaña, raquetas de nieve	Federación Española de Montaña y Escalada

Federación Catalana	Logo	Modalidades deportivas y (disciplinas)	Federación Española a la que se integra
44 Federació Catalana de Natació		Natación (natación, waterpolo, saltos, natación artística, aguas abiertas)	Real Federación Española de Natación
45 Federació Catalana Curses d'Orientació		Carreras de orientación	Federación Española de Orientación
46 Federació Catalana de Pàdel		Pádel (pádel, pádel electrónico)	Federación Española de Pádel
47 Federació Catalana de Patinatge		Hockey sobre patines, patinaje artístico, patinaje velocidad, hockey online, roller freestyle, roller derby, skate-board, inline freestyle, eslalon en línea, descenso en línea, scooter, roller cross	Real Federación Española de Patinaje
48 Federació Catalana de Pentatló Modern		Pentatlón Moderno (tiro olímpico, esgrima, natación, equitación y atletismo), Tetratlón (tiro Olímpico, esgrima, natación y atletismo), Triatlón Moderno (tiro olímpico, natación y atletismo), Biatlón (natación y atletismo)	Federación Española de Pentatlón Moderno
49 Federació Catalana de Pesca i Casting		Pesca deportiva (pesca continental de superficie y embarcación, pesca marítima de superficie de costa y embarcación, casting con todas sus especialidades)	Federación Española de Pesca y Casting
50 Federació Catalana de Petanca		Petanca	Federación Española de Petanca
51 Federació Catalana de Pilota		Pelota (mano, paleta cuero, paleta goma, paleta argentina, pala corta y pala larga, cesta punta, remonta, frontenis olímpico y preolímpico, xare)	Federación Española de Pelota
52 Federació Catalana de Piragüisme		Piragüismo (aguas tranquilas, aguas bravas, kayak polo, kayak de mar)	Real Federación Española de Piragüismo
53 Federació Catalana de Polo		Polo (indoor polo, paddle polo, pato, polo nieve, polo playa)	Real Federación Española de Polo
54 Federació Catalana de Rem		Remo (banco móvil, banco fijo, remo de mar)	Federación Española de Remo
55 Federació Catalana de Rugby		Rugby	Federación Española de Rugby
56 Federació Catalana de Salvament i Socorrisme		Salvamento acuático	Real Federación Española de Salvamento y socorrismo
57 Federació Esportiva Catalana de Surf		Surf (surf, stand up paddle, bodyboard)	Federación Española de Surf
58 Federació Catalana de Taekwondo		Taekwondo (taekwondo y hapkido)	Federación Española de Taekwondo
59 Federació Catalana de Tennis		Tenis (tenis, tenis playa, touchtennis, newtennis, b-quet, e-tenis)	Real Federación Española de Tennis
60 Federació Catalana de Tennis Taula		Tenis mesa	Real Federación Española de Tennis de Mesa
61 Federació Catalana de Tir amb Arc		Tiro con arco (tiro al aire libre, tiro en sala, tiro de campo, tiro de bosque, tiro en el pozo, esquí arco, kyudo)	Federación Española de Tiro con Arco
62 Federació Catalana de Tir Olímpic		Carrabina (extendido, 3x40, 3x20, aire, blanco móvil, fusil gordo, fusil gordo 3x40, fusil gordo 3x20), Pistola (libre, velocidad, deportiva, aire), Armas cortas deportivas (pistola standard, 9mm., standard aire, velocidad aire, fuego central), Armas históricas (cortas, largas, plato, cartuchería metálica), Alta precisión (f. class, carriba b.r. 50, rifle caza, rifle miras abiertas, rifle repetición), Recorridos de tiro (open, standard, modificada, producción, revólver standard), Tiro al plato (fosado olímpico, universal, doble tapón, skeet, combinada)	Real Federación Española de Tiro a Vuelo
63 Federació Catalana de Tir Olímpic			Real Federación Española de Tiro Olímpico
64 Federació Catalana de Triatló		Triatlón (natación, ciclismo, atletismo, esquí nórdico, ciclismo de montaña, piragüismo)	Federación Española de Triatlón
65 Federació Catalana de Vela		Vela deportiva (vela ligera, patín de vela, crucero, catamarán, windsurf, kitesurf, radiocontrol)	Real Federación Española de Vela
66 Federació Catalana de Voleibol		Voleibol (pista, playa)	Real Federación Española de Voleibol

Fuente: elaboración propia a partir de Licencias y Clubes CSD (2021) y los estatutos de las federaciones deportivas catalanas

En cuanto a su estructuración interna, la Ley Catalana del Deporte, en su artículo 22, establece que los órganos de gobierno de las federaciones deportivas catalanas son la asamblea general y la junta directiva. La asamblea general es el órgano superior de las federaciones deportivas en el que se encuentran representadas las personas físicas y entidades como los clubes deportivos, deportistas, técnicos, jueces y árbitros y otros colectivos interesados que

promueven, practican o contribuyen al desarrollo del deporte. La junta directiva, por su parte, es elegida por la asamblea general mediante sufragio entre todos los miembros de la asamblea y es la encargada de gestionar la actividad de la organización de forma regular. De esta manera, se podría argumentar que, tal y como apuntan autores como Hoye & Cuskelly (2007), la junta directiva ejerce como órgano de decisión y debería actuar en interés de sus miembros. Pues, si bien la asamblea general, como órgano supremo de gobierno elige a la junta directiva, esta se limitaría a una función esencial de control en cuanto a quién accede a los cargos formales de poder en las federaciones deportivas, así como al control de la actividad de la junta directiva (Forster & Pope, 2004; Stenling et al., 2022).

Según autores como Mallin et al. (2004), estas estructuras de sus órganos de gobierno (asamblea general y junta directiva) son comunes para la mayoría de las federaciones deportivas de los países occidentales. No obstante, debido a aspectos como el carácter voluntario de las federaciones deportivas (Thiel & Mayer, 2009), su carácter sin ánimo de lucro (Shilbury et al., 2016) y los problemas de estructuras de gobernanza complejas (Ferkins et al., 2010; Hoye & Cuskelly, 2007), los esfuerzos para pasar de una estructura tradicionalmente amateur a una más profesionalizada, participativa y democratizada han sido en las últimas décadas una característica recurrente, aunque a veces contradictoria, en la evolución de las federaciones deportivas (Bayle & Camy, 2003). De esta manera, a pesar de la destacada contribución de las federaciones deportivas en la organización y desarrollo del deporte para todos y de élite (Winand et al., 2014), fallas en su gestión para cumplir con los planes de viabilidad (Puga et al., 2020), o recientes escándalos de corrupción en el contexto internacional, nacional o regional (p.ej. Chappelet, 2018; Pielke, 2016; Phat et al., 2016), han llevado a una creciente preocupación por las cuestiones de gobernanza de este tipo de entidades deportivas.

En la siguiente sección se profundiza sobre la gobernanza deportiva de las organizaciones deportivas sin ánimo de lucro, especialmente en lo que respecta a las federaciones deportivas.

2.2. Gobernanza del deporte

2.2.1. Definición y conceptualización de la gobernanza deportiva

El concepto de gobernanza tiene usos teóricos y usos empíricos concretos. Según Bevir (2012), como concepto teórico abstracto, la gobernanza se refiere, en general, a todos los

procesos de organización y coordinación social. Este uso abstracto de la palabra gobernanza proporciona un lenguaje con el que debatir cuestiones teóricas generales sobre la naturaleza de la sociedad, las organizaciones y la coordinación. De esta manera, la gobernanza proporciona un término teórico para debatir cuestiones generales de coordinación social, independientemente de que los gobiernos desempeñen o no un papel activo en dicha coordinación. Los usos empíricos más concretos de la gobernanza se refieren, en general, a los cambios en las prácticas organizativas de las empresas, asociaciones, el sector público y el orden mundial (Bevir, 2012).

La gobernanza en el deporte se ha convertido en los últimos años en una preocupación central para los académicos y profesionales de la gestión deportiva, como demuestra el número de congresos y conferencias (p. ej., Shilbury, 2016), números especiales y artículos científicos (p. ej., Dolles & Söderman, 2011) y libros (p. ej., Hoye & Cuskelly, 2007; King, 2014) dedicados a examinar cuestiones de gobernanza deportiva. Este interés ha surgido, en parte, no solo de preocupaciones sociales más amplias en torno a la gobernanza (por ejemplo, la crisis económica mundial, o la crisis sanitaria provocada por el Covid-19), sino también de recientes fracasos de gran repercusión, específicamente en el contexto del deporte y sus organizaciones (por ejemplo, los casos de corrupción de la Federación Internacional de Fútbol Asociación [FIFA], o diversos escándalos de dopaje o de abusos sexuales que han aparecido últimamente como el de la federación deportiva estadounidense para la gimnasia [USA Gymnastics]). En las últimas décadas, las revelaciones de prácticas de gobernanza cuestionables en las organizaciones deportivas han planteado serias dudas sobre la forma en que se gobiernan (Stenling et al., 2022). Casos de escándalos de corrupción en los órganos de gobierno (Chappelet, 2018; McLeod et al., 2020; Phat et al., 2016), la necesidad imperiosa de comprender en profundidad el panorama que rodea a las organizaciones deportivas (Dowling et al., 2018), así como los llamamientos de la sociedad en general para una mayor responsabilidad de las organizaciones hacia la orientación estratégica y de desempeño organizacional (Hoye & Cuskelly, 2007; Puga et al., 2020; Winand et al., 2014), han llevado la gobernanza del deporte al frente del debate público. Como resultado de este proceso crítico y reflexivo experimentado en los últimos años, las organizaciones deportivas, y en particular los entes rectores del deporte (como por ejemplo las federaciones), se encuentran hoy en día bajo una gran presión para adoptar prácticas de buen gobierno que mitiguen las prácticas deshonestas y promuevan el éxito deportivo a todos los niveles (Chappelet, 2018). De hecho, autores como Chappelet & Mrkonjic (2019) fueron más allá, considerando que, desde

principios del siglo XXI, el "buen" gobierno se ha convertido en una obligación cuando las organizaciones deportivas se enfrentan a casos de corrupción, dopaje, amaño de partidos y mala gestión.

Según Dowling et al. (2018), la aplicación de la gobernanza al contexto deportivo debe sensibilizar sobre cómo se dirigen y controlan las organizaciones y los sistemas deportivos. A lo largo de los años, debido al debate filosófico sobre lo que se considera un comportamiento “apropiado” en una sociedad determinada y al debate teórico sobre el concepto de gobernanza, el "buen" gobierno ha adquirido la calidad de ser altamente extensible y flexible, a veces bajo diferentes términos como "buenas prácticas", "principios de conducta" o simplemente buena gestión. Se podría argumentar que, en el centro del concepto de gobernanza se encuentra la noción de poder, dónde reside el poder dentro de las organizaciones y los sistemas deportivos, y hasta qué punto este ha sido desplazado. No obstante, diversos autores han descrito el concepto de gobernanza como confuso (Kjaer, 2004), escurridizo (Pierre, 2000) y difuso (Colebatch, 2014), siendo su aplicación hasta la fecha imprecisa (Bevir, 2012). En su revisión de alcance sobre la gobernanza en el deporte, Dowling et al. (2018) identificaron hasta siete definiciones diferentes de gobernanza en el deporte utilizadas por los investigadores y que difieren entre sí en algunos aspectos. En la Tabla 2 se muestran estas definiciones, subrayando aquellos términos que las diferentes propuestas ponen en relevancia:

Tabla 2. Ejemplos de definiciones de gobernanza deportiva

Autor	Definición
Australian Sport Commission (2015)	"La gobernanza es el <u>sistema</u> por el que se <u>dirigen</u> y <u>gestionan</u> las <u>organizaciones</u> . Influye en el <u>modo</u> en que se <u>fijan</u> y <u>alcanzan</u> los <u>objetivos</u> de la organización, establece las <u>normas</u> y <u>procedimientos</u> para la <u>toma de decisiones</u> organizativas y determina los <u>medios</u> para <u>optimizar</u> y <u>supervisar</u> el <u>rendimiento</u> , incluido el modo en que se controla y evalúa el <u>riesgo</u> " (p. 2).
Ferkins, Shilbury, & McDonald (2005)	"la <u>responsabilidad</u> del <u>funcionamiento</u> y la <u>dirección</u> general de la <u>organización</u> y es un componente necesario e institucionalizado de todos los <u>códigos deportivos</u> , desde el nivel de club hasta los organismos nacionales, las agencias gubernamentales, las organizaciones de servicios deportivos y los equipos profesionales de todo el mundo" (p. 245).
Hoye & Cuskelly (2007)	"la <u>estructura</u> y el <u>proceso</u> utilizados por una <u>organización</u> para <u>desarrollar</u> sus <u>objetivos</u> y dirección <u>estratégicos</u> , supervisar su <u>rendimiento</u> con respecto a estos objetivos y garantizar que su <u>consejo actúa</u> en el mejor <u>interés</u> de los <u>miembros</u> " (p. 9).
Hums & Maclean (2017)	"el <u>ejercicio del poder</u> y la <u>autoridad</u> en las <u>organizaciones</u> deportivas, incluida la <u>elaboración</u> de <u>políticas</u> , para determinar la <u>misión</u> de la <u>organización</u> , la

	afiliación, la elegibilidad y el <u>poder regulador</u> , dentro del ámbito local, nacional o internacional apropiado de la organización" (p. 5).
King (2014)	Distingue entre gobernanza política y administrativa: La <u>gobernanza política</u> se centra "en <u>cómo se ejerce el poder</u> , <u>quién tiene influencia</u> , <u>quién decide</u> y <u>quién se beneficia</u> de las <u>decisiones</u> y <u>acciones</u> " (p. 5). <u>Gobernanza administrativa</u> : "la gobernanza se ocupa fundamentalmente de: <u>establecer las normas</u> y los <u>procedimientos para tomar decisiones</u> organizativas; <u>facilitar una gestión eficaz</u> , emprendedora y prudente; <u>determinar los medios</u> para <u>optimizar el rendimiento</u> ; <u>garantizar el cumplimiento estatutario</u> y fiduciario; <u>supervisar y evaluar el riesgo</u> ; y <u>cumplir las normas éticas</u> " (p. 5).
O'Boyle (2012)	"el <u>proceso de otorgar poder</u> , <u>verificar el rendimiento</u> , <u>gestionar</u> , <u>dirigir</u> y/o <u>administrar</u> dentro de una <u>organización</u> " (p. 1).
Sawyer, Bodey, & Judge (2008)	"Cómo <u>dirigen</u> y <u>controlan</u> los <u>órganos</u> de <u>gobierno</u> . El mecanismo de gobierno (por ejemplo, documentos formales, estructura organizativa) <u>especifica</u> cómo se distribuyen los <u>derechos</u> , la <u>autoridad</u> y la <u>responsabilidad</u> entre los participantes para <u>controlar el rendimiento</u> y <u>alcanzar los objetivos</u> " (p. 11).

Fuente: adaptado de Dowling et al. (2018)

Todo esto podría llevar a pensar que el concepto de gobernanza tiene demasiados significados para ser útil (Rhodes, 1996). No obstante, existe cierto consenso en que es un componente crítico de la gestión de las organizaciones deportivas, ya que su aplicación es fundamental para su sostenibilidad en un mundo deportivo cada vez más complejo (Ferkins et al., 2005; Hoye & Cuskelly, 2007; Yeh & Taylor, 2008). Según Bevir (2012), en general, se podría decir que las agendas de los gobernantes abordan problemas de eficacia, desarrollo, capacidad, responsabilidad y legitimidad; intentando combinar la eficacia práctica con los valores éticos. De esta manera, la gobernanza pone más el foco en los procesos de gobierno que en las instituciones de gobierno per se.

Desde la perspectiva empírica en contextos de gestión deportiva, según Geeraert et al. (2014), las definiciones de gobernanza dependen en gran medida de la investigación de los académicos o del fenómeno en estudio. En este sentido, con el objetivo de resumir las investigaciones que se han desarrollado en el campo, Dowling et al. (2018), en su revisión de alcance, categorizaron los diferentes estudios analizados según los tres enfoques generales o tipos de gobernanza que anticiparon Henry & Lee (2004): organizacional, sistémica y política. Según los autores, la "gobernanza organizacional" se refiere a las normas éticas de comportamiento gerencial, o normas, valores y procesos aceptados en relación con las prácticas de gestión y gobernanza de las organizaciones deportivas. La "gobernanza sistemática" se enfoca en la competencia, la cooperación y el ajuste entre organizaciones dentro de un sistema

organizacional dado, en este caso, el deporte. Finalmente, la “gobernanza política” se refiere a cómo los gobiernos, o cualquier organismo rector en el deporte, influyen “directa” o “indirectamente” en el comportamiento de las organizaciones. Por lo tanto, se puede estimar que el estudio de la gobernanza ha considerado tanto la estructuración y la forma en que operan las organizaciones, como el papel que desempeñan en una red más amplia de partes interesadas interconectadas y sujetas a la influencia de los sistemas deportivos en los que están alojadas (McKeag et al., 2022; Renfree & Kohe, 2019).

La presente investigación se posiciona dentro del dominio de la “gobernanza organizacional”, considerando la estructuración y la forma en la que operan las organizaciones. Pues, en línea con Hoye & Cuskelly (2007), comprender las prácticas de gestión, y cómo las organizaciones deportivas (en este caso, las federaciones deportivas catalanas) adoptan los estándares conocidos de buena gobernanza deportiva será crucial para su desarrollo, mejora y sostenibilidad.

En la siguiente sección se profundiza sobre los principios de gobierno discutidos en la literatura.

2.2.2. Principios de buen gobierno de las federaciones deportivas

Según Scheerder et al. (2017) las federaciones deportivas deben esforzarse en incrementar la eficacia de sus operaciones a través de mecanismos y códigos de buena gobernanza que puedan guiarlas basándose en principios de transparencia y sostenibilidad. En esta línea, autores como Geeraert et al. (2014) señalan que la implementación de principios de buen gobierno puede ayudar a las organizaciones a superar los problemas de corrupción y, en general, promover el éxito organizacional. Es por ello por lo que, en los últimos años, varios organismos internacionales y nacionales, pero también académicos, se han preocupado en desarrollar diferentes listas de verificación con indicadores útiles de buena gobernanza (p. ej., Australian Sport Commission, 2012; Council of Europe, 2013; Chappelet, 2018; Geeraert, 2018; Muñoz & Solanellas, 2023; Parent & Hoye, 2018, Pielke et al., 2020). Todas estas listas de verificación tienen como objetivo ayudar a las organizaciones deportivas a identificar y comprender los factores y principios clave involucrados en la buena gobernanza, como la rendición de cuentas, la eficiencia, la eficacia, la previsibilidad, la gestión financiera sólida, la lucha contra la corrupción y la transparencia (Geeraert et al., 2013). No obstante, aunque existen algunos documentos de orientación que sirven para proporcionar algún tipo de formación y estructuras de base de conocimiento, hasta la fecha, no existe un código universal

de buen gobierno utilizado por la mayoría de los actores que conforman el sector deportivo (McLeod et al., 2020). Sin embargo, en todos los códigos y listas de verificación de evaluación desarrollados por investigadores y profesionales, se puede identificar cierta coherencia en términos de los principios generales que se promueven.

Si bien estos principios se utilizan ampliamente, los detalles de lo que implican para cada uno de los diferentes códigos desarrollados pueden variar (Parent & Hoye, 2018). Por ejemplo, como señalan McLeod et al. (2020), un código puede considerar la transparencia de manera limitada, como la publicación de informes anuales, o puede implicar una gama más amplia de requisitos, incluida la publicación de actas de reuniones. De manera similar, Parent & Hoye (2018) y Parent et al. (2018) informaron diferencias en los requisitos para tener en cuenta al evaluar la implementación de los códigos de gobernanza. Dependiendo de la demarcación de las organizaciones deportivas, la adhesión a un código de gobernanza puede ser un requisito legislativo, una opción voluntaria o un requisito previo para recibir financiación pública. Es por ello, por lo que los autores señalaron estas inconsistencias como un obstáculo para que los investigadores en el campo obtengan una comprensión más profunda de qué pautas mejoran el desempeño de la gobernanza. No obstante, a pesar de estas dificultades, autores como McLeod et al. (2020) señalaron que, en la práctica, existe un grado suficiente de congruencia entre los códigos de gobernanza para afirmar que existe una comprensión general de cómo es la buena gobernanza en las federaciones deportivas. En particular, según Henry & Lee (2004); Chappelet & Mrkonjic (2019); McLeod et al. (2020), los principios de transparencia, rendición de cuentas y democracia ocupan un lugar destacado en prácticamente todas las guías. Principios y directrices que tienen como objetivo garantizar una gobernanza eficiente y éticamente sólida de las organizaciones deportivas (Stenling et al., 2022).

Geeraert (2018), por su parte, en su trabajo sobre indicadores para evaluar el buen gobierno en las federaciones internacionales, indicó que, en general, existen cuatro principios básicos del buen gobierno, que, además, según autores como Brown & Caylor (2009) conducen a resultados organizacionales positivos y crecimiento económico. La evidencia sugiere que la transparencia, los procesos democráticos, la rendición de cuentas y el control interno, y la responsabilidad social son principios generalizados del buen gobierno (Geeraert, 2018).

Se podría señalar a la transparencia como un mecanismo efectivo para mitigar la corrupción (Kolstad & Wiig, 2009), así como para la democratización, y la mejora hacia la

rendición de cuentas, ya que puede ayudar a los grupos de interés (o stakeholders) a desafiar la gestión (Mulgan, 2003).

Asimismo, hay un cuerpo de investigación que destaca los beneficios de que las organizaciones deportivas tengan una orientación amplia hacia procesos democráticos y participativos que conduzcan al desarrollo de políticas que aborden los intereses de los diferentes stakeholders (Kohe & Purdy, 2016; McKeag et al., 2022; Renfree & Kohe, 2019). Por ejemplo, al considerar la representación de diferentes grupos en asambleas generales (Geeraert et al., 2014), o en posiciones de liderazgo, como mujeres (Nielsen & Huse, 2010; Post & Byron, 2015) o miembros independientes de las juntas directivas (Sport England, 2016). En este sentido, es destacable que, el significado clásico del buen gobierno democrático hace hincapié en las instituciones representativas, pues la teoría clásica de la democracia representativa supone que los políticos elegidos actuaran de acuerdo con la voluntad y los intereses de sus electores (Bevir, 2012).

En términos de rendición de cuentas y controles internos, una alta implementación de medidas relacionadas con este principio conduciría a la promoción de medidas democráticas para monitorear y controlar la conducta de gobierno, para evitar el desarrollo de concentraciones de poder, así como para mejorar la capacidad de aprendizaje y eficacia de la gestión (Aucoin & Heintzman, 2000; Bovens, 2007; Forsters & Pope, 2004). De hecho, los propios autores identificaron la rendición de cuentas como una piedra angular de la gobernanza, ya que es el principio que informa los procesos por los cuales aquellos que tienen y ejercen la autoridad rinden cuentas (Aucoin & Heintzman 2000).

Finalmente, existe un amplio consenso en que las organizaciones deportivas deben promover la responsabilidad social (Chappelet & Mrkonjic, 2019; Renfree & Kohe, 2019), debiéndose postular este como uno de sus objetivos generales o estratégicos (Winand et al., 2014)

La evidencia presentada destaca el valor potencial de implementar los principios de buena gobernanza. De esta manera, con la mirada hacia la sensibilización sobre cómo se dirigen y controlan las organizaciones deportivas, y como se detallará en la sección sobre los objetivos, esta investigación pretende arrojar luz sobre la situación de las federaciones deportivas catalanas en cuanto a la aplicación de principios de buen gobierno como la democracia y la participación, los aspectos éticos y de integridad, así como la rendición de cuentas y la transparencia.

En la siguiente sección se explora el concepto de medición del desempeño organizacional, un aspecto que varios autores como (Bayle & Madella, 2002; Sowa et al., 2004; Winand et al., 2010) han identificado como necesario para la concienciación y la mejora de la gestión de las organizaciones deportivas y de sus prácticas de buen gobierno.

2.3. Medición del desempeño organizacional y las prácticas de gobierno

2.3.1. Conceptualización del desempeño organizacional en organizaciones deportivas

Las recientes tendencias que empujan hacia un dominio más amplio de la gestión del deporte, como son el aumento de la comercialización, la profesionalización, la creciente participación del gobierno, las presiones de sus partes interesadas, y la financiación de las organizaciones deportivas (Shilbury & Ferkins, 2011), entre otros aspectos, exigen estructuras, procesos y principios de gobernanza más formalizados (McLeod et al., 2020). Es por ello por lo que en las últimas décadas las organizaciones deportivas se han visto obligadas a plantearse una mayor orientación hacia el desempeño organizacional (Winand et al., 2010).

Tanto académicos como profesionales han argumentado que las organizaciones deportivas sin ánimo de lucro deben esforzarse por aumentar la eficiencia y la responsabilidad en sus operaciones (Scheerder et al., 2017). En consecuencia, como apuntan autores como Winand et al. (2010), recientemente diversos académicos han hecho esfuerzos en el desarrollo de herramientas que ayuden a la comprensión del desempeño organizacional, es decir, que permitan medir y evaluar los recursos, procesos y productos que aseguran el éxito de las organizaciones deportivas. Instrumentos que, a su vez, les permitan no sólo evaluar y mejorar las prácticas de gestión que son esenciales para mantener una posición competitiva y asegurar su sostenibilidad en el tiempo, sino también preservar su legitimidad ante el conjunto de la sociedad, en particular a través de una mayor rendición de cuentas (Henry, 2005; Madella et al., 2005).

Esta mirada hacia el desempeño organizacional, y las consecuencias que se asocian a su medición, ha ido empujando a las federaciones deportivas hacia la profesionalización en el sentido de simplificación organizativa, eficiencia y gestión empresarial (Nagel et al., 2015). Exigiéndoles la implementación de sistemas de evaluación y control como ingrediente esencial del buen gobierno (Madella et al., 2005; O'Boyle & Hassan, 2014). Sin embargo, debido a las características sin ánimo de lucro de estas organizaciones deportivas, así como a sus

características únicas, como la colaboración entre el personal remunerado y los voluntarios, y las contradicciones entre las culturas comercial y de interés público (Shilbury & Moore, 2006; Sowa et al., 2004; Willems et al., 2014), ha sido extremadamente difícil definir, medir y gestionar su desempeño (Baruch & Ramalho, 2006; Bayle & Madella, 2002; Kaplan & Norton, 2001).

Analizando la literatura científica existente, descubrimos cómo diferentes académicos han hecho esfuerzos respecto este tópico, desde el punto de vista de la administración en general; donde autores como Kaplan & Norton (1996) introdujeron el concepto de Cuadro de Mando Integral (Balanced Score Card, en inglés) como herramienta de gestión, o diferentes estudios como los de Chang (2006) o Lavy et al. (2014), donde proponen diferentes métodos para medir el desempeño de una organización. Asimismo, se encuentran estudios del campo de la gestión deportiva, donde autores como Smith & Shilbury (2004), Siekmann & Soek (2010), Masteralexis et al. (2012), Chappelet & Mrkonjic (2019), Kikulis et al. (1992), centraron sus esfuerzos por comprender la complejidad de la teoría y el cambio en la gestión de las organizaciones deportivas, u otros como Bayle & Madella (2002) que proponen el desarrollo de una taxonomía para la medición del DO para las organizaciones deportivas. También aquellos que se centraron en evaluar específicamente organizaciones como los comités olímpicos (Winand et al., 2010), las federaciones deportivas (Madella et al., 2005), las organizaciones sin fines de lucro (O'Boyle & Hassan, 2014), las instalaciones deportivas (Meng, 2011) o desde una perspectiva sobre cómo las partes interesadas influyen en la gestión de los clubes deportivos (Esteve et al., 2011).

En términos generales, se puede encontrar que el desempeño organizacional tiene diferentes significados para diferentes personas, por lo que existen ambigüedades conceptuales y dificultades para medirlo (Cameron 1986; Quinn & Rohrbaugh 1983). Diversos académicos han confirmado que el concepto de DO surge generalmente de la combinación de términos como eficacia, eficiencia, calidad o capacidad organizacional (Madella et al., 2005; Sowa et al., 2004; Winand et al., 2010). Por ejemplo, Neely et al. (1995) afirmaron que “una medida de desempeño puede definirse como una métrica utilizada para cuantificar la eficiencia y/o eficacia de una acción”. En esta línea, dentro de un entorno de gestión deportiva, Bayle & Madella (2002) señalaron cómo la efectividad se define tradicionalmente como la capacidad para alcanzar las metas institucionales; y la eficiencia generalmente establece una relación entre las entradas del sistema (recursos utilizados) y las salidas producidas (resultados). De

hecho, entre la literatura en el campo, se encuentra que si bien varios académicos han señalado las dificultades para separar ambos términos, desarrollando marcos de medición del DO que integren ambos aspectos, considerándolo así como un término más amplio (por ejemplo, Madella et al., 2005; Nowy et al., 2015; Winand et al., 2010, 2011); otros han implementado modelos de efectividad (Papadimitriou, 2007; Papadimitriou & Taylor, 2000; Shilbury & Moore, 2006), descuidando el componente de eficiencia del DO.

Estas ambigüedades conceptuales (y los términos relacionados tradicionalmente con la medición del DO y la gobernanza de las organizaciones deportivas), se pueden ver reflejadas en algunas de las diferentes definiciones sobre DO que los investigadores en el campo de la gestión deportiva han propuesto a lo largo de los años:

“La capacidad de adquirir y procesar adecuadamente los recursos humanos, financieros y físicos para lograr los objetivos de la organización” (Madella et al., 2005, p. 209)

“Cuantificar, ya sea cuantitativa o cualitativamente, la entrada, la salida o el nivel de actividad de un evento o proceso” (Radnor & Barnes, 2007, p. 393)

“La adquisición de los recursos necesarios y su uso eficiente a través de los procesos de la organización para alcanzar metas relevantes y específicas, así como una alta satisfacción de los stakeholders de la organización” (Winand et al., 2014, p. 124)

2.3.2. Modelos de medición del desempeño organizacional en los contextos de las federaciones deportivas

En su trabajo, Cameron (1986) se esforzó en definir los principales modelos de medición del DO en los que los académicos habían basado sus investigaciones hasta la fecha. En la Tabla I del artículo publicado (ver página 84 del presente documento) se muestra un resumen de los cinco modelos “tradicionales”, o supuestos teóricos, propuestos por el autor, con implicaciones metodológicas para la definición y medición del DO, y su relevancia y limitaciones a la hora de medirlo en una organización deportivas sin ánimo de lucro (Bayle & Madella 2002; Winand et al., 2010). Los enfoques más destacados son el (1) Modelo de Logro de Objetivos (Etzioni, 1960; Price, 1968; Scott, 1977); el (2) Modelo de Recursos de Sistemas (Yuchtman & Seashore, 1967); el (3) Modelo de Procesos Internos (Pfeffer & Salancik, 2003; Steers, 1977); y dos modelos más que se centran en las percepciones de los stakeholders, el (4)

Modelo de Múltiples Constituyentes (Connolly et al., 1980); y el (5) Modelo de Valores Competitivos (CVA) (Quinn & Rohrbaugh, 1983).

Estos modelos se diferencian entre sí principalmente por la desigual consideración de la efectividad de las organizaciones, donde, el Modelo de Logro de Objetivos, considera como constructo básico para medir la efectividad la productividad y la eficiencia; el Modelo de Recursos de Sistemas valora la capacidad de adquirir recursos y la flexibilidad de las organizaciones; el Modelo de Procesos Internos considera el funcionamiento interno de las organizaciones y su estabilidad y control organizacional; y los Modelos de Múltiples Constituyentes, y de Valores en Competición destacan como principales aspectos a ser valorados la opinión e intereses de las principales partes interesadas (o stakeholders) de las organizaciones. De hecho, años atrás, Chelladurai & Haggerty (1991) anticiparon que la efectividad organizacional es la principal variable dependiente en muchos contextos organizacionales, y su multidimensionalidad es la causa de ambigüedades conceptuales y dificultades de medición. Por lo tanto, se podría argumentar que, a pesar de los esfuerzos realizados por los académicos, todavía no existe un consenso teórico o empírico sobre lo que constituye el desempeño organizacional, ya que los investigadores pueden estudiarlo de diferentes maneras (Sowa et al., 2004).

No obstante, hoy en día existe cierto consenso en que el DO es un concepto multidimensional (Fitzgerald et al., 1991; Kaplan & Norton, 2001; Shilbury & Moore, 2006; Sowa et al., 2004). En consecuencia, se puede entender que un problema crítico es, por lo tanto, cómo construir un modelo capaz de combinar de manera efectiva múltiples dimensiones y medidas de diferentes tipos que permitan medir el DO en un contexto específico (Boateng et al., 2018; Nardo & Saisana, 2009). Es por esto por lo que varios autores se han esforzado en crear modelos específicos que adopten un enfoque sistémico para la medición del desempeño de las organizaciones deportivas, a través de numerosas dimensiones consideradas fundamentales para el cumplimiento efectivo de la misión de una organización deportiva (Bayle & Robinson, 2007; Kasale et al., 2018; Winand et al., 2014).

En el trabajo de Winand et al. (2014), que sirve como punto central para esta investigación, se desarrolla un modelo unificado basado en la amplia gama de dimensiones e indicadores que se han utilizado en los enfoques anteriores sobre la medición del DO en entornos de SGBs. Asimismo, autores como Kasale et al. (2018) apuntaban que al medir el desempeño de las organizaciones deportivas sin ánimo de lucro se deben tener en cuenta

diversos aspectos de los entornos de una organización deportiva (Macro, Meso y Micro). En su investigación, los autores proponen flujos de interacción entre los diferentes entornos y el propio proceso de gestión del desempeño (el cual, según la contribución, comportaría cuatro procesos: el establecimiento de las metas y los objetivos organizacionales, los procesos y actividades, el propio proceso de medición del desempeño, y el proceso de retroalimentación y mejora continua).

Winand et al. (2014) se esforzaron en reducir algunas de las dimensiones utilizadas por los investigadores en un total de 21 macro dimensiones, relacionándolas al mismo tiempo con la visión sistémica propuesta por Chelladurai et al. (1987). Los autores sugieren que la aproximación a la medición del desempeño de las organizaciones deportivas se debería llevar a cabo dentro de un marco sistémico, cubriendo tres puntos cruciales en los que una organización debe actuar para lograr un alto desempeño organizacional: 1) atraer los insumos (Inputs) necesarios, 2) usarlos/transformarlos eficientemente gracias a los rendimientos intermedios (Throughputs), para 3) lograr los objetivos (Outputs) relevantes. Las macro dimensiones propuestas por Winand et al. (2014) en su modelo fueron las siguientes:

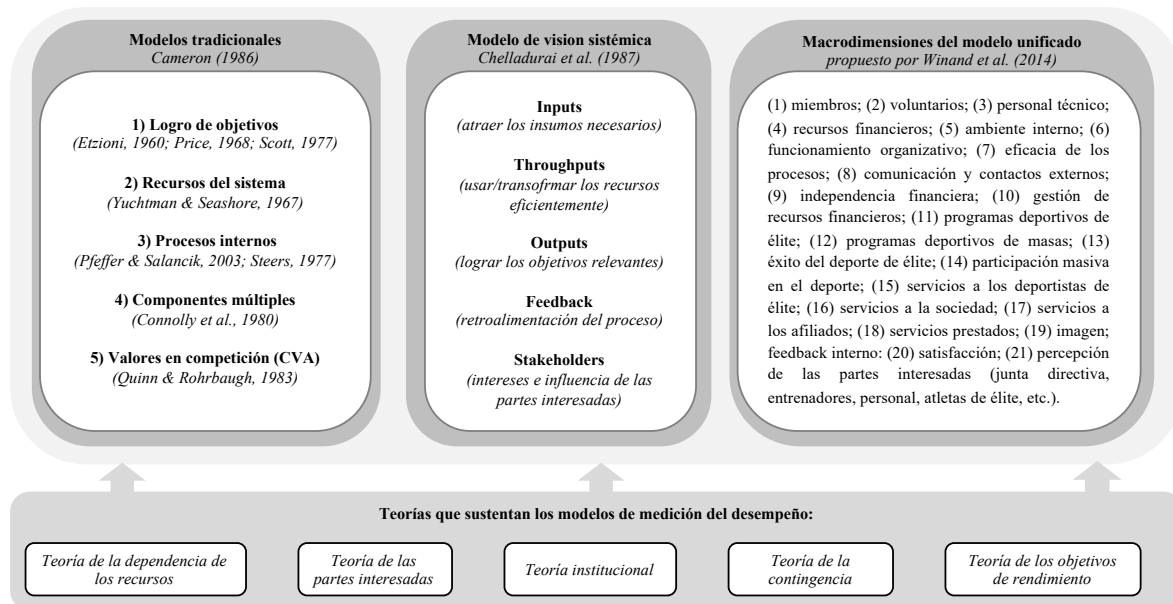
- Insumos (Inputs). Medidos a través de dimensiones como (1) los miembros; (2) voluntarios; (3) personal técnico; y (4) adquisición de recursos financieros.
- Rendimientos intermedios o aspectos operativos y funcionales (Throughputs). Medidos a través de las macro dimensiones: (5) ambiente interno; (6) funcionamiento organizativo; (7) eficacia de los procesos; (8) comunicación y contactos externos; (9) independencia financiera; (10) gestión de recursos financieros; (11) programas deportivos de élite; (12) programas deportivos de masas.
- Objetivos (Outputs). Que engloban las macro dimensiones del (13) éxito del deporte de élite; (14) la participación masiva en el deporte; (15) los servicios a los deportistas de élite; (16) servicios a la sociedad; (17) servicios a los afiliados; (18) servicios prestados.
- Retroalimentación (Feedback). Feedback externo: (19) imagen; feedback interno: (20) satisfacción; (21) percepción de los stakeholders (junta directiva, entrenadores, personal, atletas de élite, etc.).

Asimismo, es importante destacar que muchos de los modelos desarrollados e implementados empíricamente (tanto los tradicionales como las aproximaciones con carácter

multidimensional), aunque los autores no lo especifiquen en sus trabajos, son sustentados por las principales teorías organizacionales: las teorías de (1) las partes interesadas y la dependencia de recursos, en la que se postula que las organizaciones existen para crear valor para los grupos de interés, y deben gestionar su relación con ellas para garantizar su supervivencia y un mejor desempeño (Freeman, 1984), así como que las organizaciones necesitan recursos para cumplir su misión (Wicker & Breuer, 2011); las (2) teorías institucionales, la idea central de las cuales es que las organizaciones responden a las influencias ambientales externas mediante la adopción de procesos y prácticas que aseguran su supervivencia (DiMaggio & Powell, 1983); las teorías del (3) trabajo institucional, en las que el concepto de trabajo institucional puede describirse como la práctica de individuos y actores colectivos destinada a crear, mantener y desbaratar instituciones (Lawrence et al., 2011); y las (4) teorías de contingencia, de las que el principio básico es que la efectividad organizacional o la adaptación y supervivencia organizacional pueden lograrse de diversas maneras (Thompson, 1967; Zeithaml et al., 1988).

En la siguiente figura se puede ver, de forma esquemática, los modelos tradicionales que se han utilizado para medir el DO (Cameron, 1986), así como el modelo de visión sistémica propuesto por Chelladurai et al. (1987), las macro dimensiones propuestas por Winand et al. (2014) en un intento de unificar las dimensiones utilizadas en la literatura científica sobre DO, y las teorías que sustentan los modelos de medición del DO desarrollados e implementados empíricamente. Todos estos conceptos que se engloban en la Figura 1 resumen el marco teórico de la presente investigación.

Figura 1. Teorías, modelos tradicionales y dimensiones utilizadas en la creación de los modelos de medición del desempeño organizacional en contextos de SGBs



Fuente. Elaboración propia a partir de Cameron (1986), Chelladurai et al. (1987) y Winand et al. (2014)

3.

Objetivos

3.1. Objetivos generales

En base a los problemas detectados en la literatura, la tesis doctoral plantea como objetivos generales:

- 1) Describir el estado de la investigación sobre los enfoques teóricos y metodológicos implementados para la medición del desempeño organizacional en el marco de las federaciones deportivas.
- 2) Elaborar un diagnóstico del perfil de gobernanza de las federaciones deportivas catalanas.
- 3) Desarrollar una propuesta de indicadores de gestión para la evaluación de la aplicación de principios de buen gobierno de las federaciones deportivas catalanas.

Al abordar empíricamente algunos de los aspectos que han sido identificados como problemáticos en la literatura sobre gobernanza de las federaciones deportivas, esperamos que los resultados aporten una valiosa perspectiva al creciente cuerpo de la literatura sobre este campo de estudio, así como contribuyan en la práctica a la sensibilización sobre cómo se dirigen y controlan las federaciones deportivas catalanas. En especial, se espera que los resultados sean de gran utilidad para las partes interesadas que pretendan influir sobre la gestión y las políticas relacionadas con la gobernanza de las federaciones deportivas territoriales.

3.2. Objetivos específicos

Para la consecución de los objetivos generales se llevaron a cabo tres estudios con sus correspondientes objetivos específicos.

3.2.1 Estudio I – (artículo publicado)

Pese a que algunos estudios se han aproximado a la revisión de la literatura sobre la medición del desempeño organizacional en contextos de las federaciones deportivas, las variaciones identificadas entre estos estudios previos, así como el enfoque demasiado estrecho implementado, nos lleva a cuestionar que exista un cierto volumen oculto de investigaciones que traten sobre este tópico. Hoy en día no existe ningún estudio que, mediante la aplicación de una metodología estandarizada, sintetice y detalle en profundidad las investigaciones que se han llevado empíricamente sobre la medición del desempeño organizacional en federaciones deportivas.

OBJETIVOS

De esta necesidad identificada, el primer estudio de la tesis doctoral, bajo el título *“Measurement of organizational performance in national sport governing bodies domains: a scoping review”*, pretende mapear la literatura en cuestión a través del desarrollo de una revisión de alcance con la finalidad de:

- Identificar cómo la literatura científica se ha aproximado a la medición del desempeño organizacional en el marco de las federaciones deportivas.
- Identificar brechas de conocimiento sobre la medición del desempeño organizacional las federaciones deportivas.
- Identificar posibles direcciones futuras de investigación sobre medición del desempeño organizacional de las federaciones deportivas.

3.2.2 Estudio II

Por otro lado, puesto que se ha identificado que la aplicación de buenas prácticas de gobernanza se trata de un aspecto fundamental para la sostenibilidad de las organizaciones deportivas, analizar cómo se dirigen y controlan las organizaciones deportivas será clave para identificar posibles áreas de mejora, así como para sensibilizar a los agentes implicados en la toma de decisiones. En este sentido, como se deriva de las revisiones de los estudios previos en el campo sobre la gobernanza deportiva y el desempeño organizacional, existe una carencia en la literatura de estudios que analicen las federaciones deportivas territoriales.

En consecuencia, el segundo estudio que conforma la tesis doctoral bajo el título *“Governance profile of Catalan sports federations: a comparison based on the number of licences”*, pretende conseguir los siguientes objetivos específicos:

- Analizar la situación de las federaciones deportivas catalanas en cuanto a su gobernanza en función del número de licencias deportivas.
- Identificar determinados aspectos que merecen una especial atención para la mejora de la gobernanza de las federaciones deportivas catalanas.

3.2.3 Estudio III (artículo publicado)

Asimismo, en las últimas décadas, profesionales y académicos han hecho esfuerzos en el desarrollo e implementación de modelos de medición de la gobernanza de las organizaciones deportivas. Todas estas listas de control tienen el doble objetivo de identificar los criterios de buen gobierno que pueden aplicarse a la evaluación de las organizaciones deportivas, y de ayudar a las entidades a identificar y comprender los factores y principios clave que intervienen en el buen gobierno. Sin embargo, faltan estudios que se hayan aproximado empíricamente al

contexto de las federaciones deportivas catalanas y que analicen la aplicación de los principios de buen gobierno a través de indicadores de gestión.

Ante esta falta de investigaciones, el tercer estudio de la tesis doctoral bajo el título “*Governance in regional sports organisations: An analysis of the Catalan sports federations*”, tiene como objetivos:

- Identificar determinados aspectos que merecen una especial atención para la mejora de la gobernanza de las federaciones deportivas catalanas.
- Desarrollar una propuesta de indicadores de medición sobre las prácticas de buen gobierno de las federaciones deportivas.
- Analizar la aplicación de los principios de buen gobierno de las federaciones deportivas catalanas mediante una propuesta de indicadores de gestión.

En la tabla 3, se resume la información de las contribuciones al cuerpo de la literatura científica del ámbito de la gestión deportiva y su vinculación con los objetivos específicos de la presente investigación.

Tabla 3. Objetivos específicos de la tesis doctoral y estudios realizados

Objetivos específicos	Estudios realizados
1 Identificar cómo la literatura científica se ha aproximado a la medición del desempeño organizacional en el marco de las federaciones deportivas.	Estudio I (artículo publicado). Muñoz, J., & Solanellas, F. (2023). Measurement of organizational performance in national sport governing bodies domains: a scoping review. <i>Management Review Quarterly</i> , 1-26. https://doi.org/10.1007/s11301-023-00325-9
2 Identificar brechas de conocimiento sobre la medición del desempeño organizacional en las federaciones deportivas.	Autoría: Joshua Muñoz y Francesc Solanellas Índice de impacto: SJR: 0.89, Q1 (2021).
3 Identificar posibles direcciones futuras de investigación sobre medición del desempeño organizacional de las federaciones deportivas.	Estudio II (artículo en revisión). Governance profile of Catalan sports federations: a comparison based on the number of licenses.
4 Analizar la situación de las federaciones deportivas catalanas en cuanto a su gobernanza en función del número de licencias deportivas.	Estudio III (artículo publicado). Muñoz, J., Solanellas, F., Crespo, M., & Kohe, G. Z. (2023). Governance in regional sports organisations: An analysis of the Catalan sports federations. <i>Cogent Social Sciences</i> , 9(1), 2209372. https://doi.org/10.1080/23311886.2023.2209372
5 Identificar determinados aspectos que merecen una especial atención para la mejora de la gobernanza de las federaciones deportivas catalanas.	Autoría: Joshua Muñoz, Francesc Solanellas, Miguel Crespo y Geoffery Z. Kohe Índice de impacto: SJR: 0.36, Q2 (2021); JCI: 0.67, Q2 (2021)
6 Desarrollar una propuesta de indicadores de gestión sobre las prácticas de buen gobierno de las federaciones deportivas.	
7 Analizar la aplicación de los principios de buen gobierno de las federaciones deportivas catalanas mediante una propuesta de indicadores de gestión.	

4.

Método

A partir de los objetivos planteados, como se ha expuesto en los diferentes apartados, se han llevado a cabo tres estudios, cada uno con una perspectiva metodológica diferente, y que permiten abordar los vacíos identificados en la literatura sobre el desempeño organizacional y la gobernanza deportiva. Los trabajos se presentan en el siguiente capítulo, sin embargo, seguidamente se exponen las características de los diseños metodológicos para cada una de las investigaciones realizadas.

4.1. Muestra

Para el primer estudio: *“Measurement of organizational performance in national sport governing bodies domains: a scoping review”*, se utilizó el marco de referencia de Arksey & O'Malley (2005) como pauta metodológica específica para realizar la revisión de alcance. Los autores, describen la guía metodológica de una revisión de alcance basándose en las siguientes cinco etapas: 1) identificar la pregunta de investigación, 2) identificar los estudios relevantes, 3) seleccionar los estudios, 4) representar gráficamente los datos y, 5) recopilar, resumir y reportar los resultados. De esta manera, por lo que se refiere a la muestra de estudio de la primera investigación, tras las tres primeras etapas, y como se profundizará en el apartado de procedimientos, los procesos de identificación de estudios y selección concluyeron con un total de 27 estudios científicos que versan sobre desempeño organizacional en entornos de federaciones deportivas (ver Figura 2 para más información sobre el flujo del proceso de búsqueda que concluyó con la inclusión de 27 estudios científicos objeto de estudio).

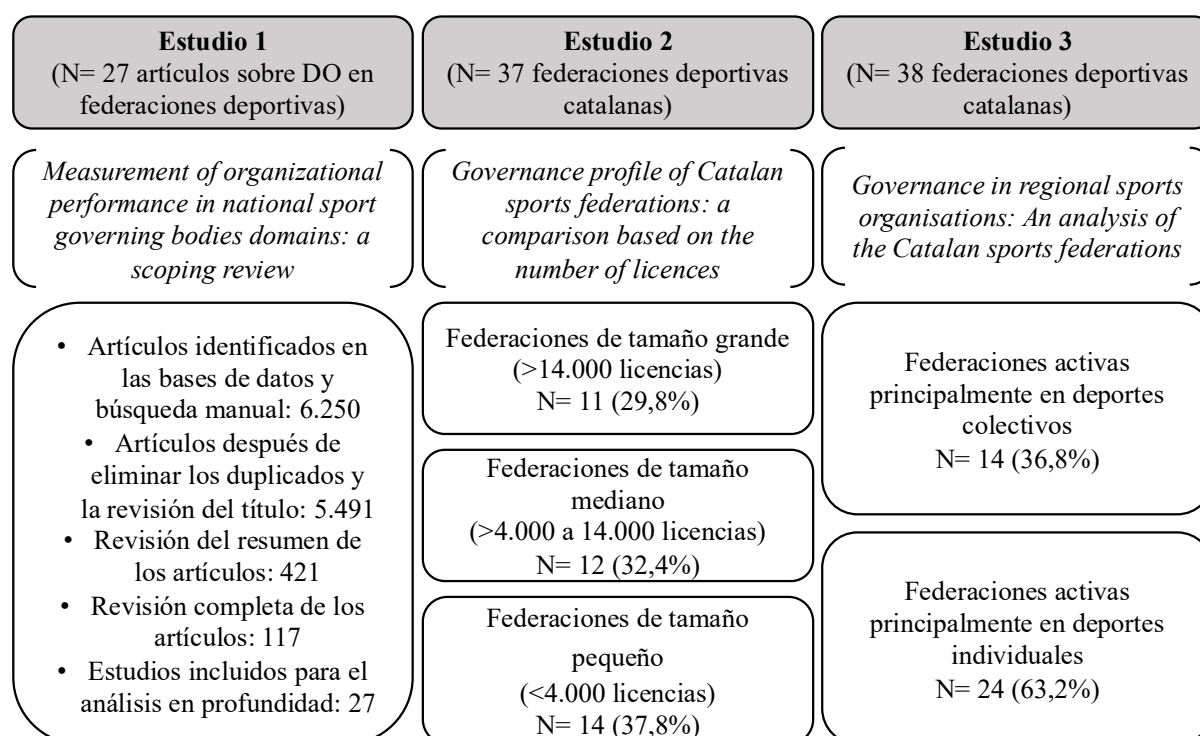
En lo que se refiere al segundo y tercer estudio: *“Governance profile of Catalan sports federations: a comparison based on the number of licences”*, y *“Governance in regional sports organisations: An analysis of the Catalan sports federations”*, gracias al apoyo de la Secretaría General del Deporte de Cataluña, se pretendió abordar la totalidad de la población de las federaciones deportivas catalanas. A través de correos electrónicos institucionales, llamadas telefónicas y reuniones colectivas e individuales, se invitó a las 66 federaciones deportivas catalanas (Licencias y Clubes CSD, 2021) a participar en el estudio. A través de los correos electrónicos de invitación, se informó al presidente y al secretario general de las organizaciones sobre el objetivo del proyecto de investigación y se les invitó a participar. En general, la tasa de respuesta fue del 57,5% (n=38), no obstante, mientras que, para el segundo estudio se tuvieron en cuenta un total de 37 federaciones deportivas catalanas (56% de la población total), para el tercer estudio se pudieron analizar las 38 federaciones deportivas que participaron en la

MÉTODO

investigación. Asimismo, es importante destacar que, entre todas las federaciones deportivas catalanas participantes en la investigación, representaron el 85,76% del total de licencias federativas de Cataluña, lo cual apunta a que la muestra obtenida podría ser representativa del sector federativo en el contexto catalán.

La muestra final de los tres estudios que componen la tesis doctoral se distribuye de la siguiente manera:

Figura 2. Muestra de los estudios realizados



4.2. Instrumentos

Para la recopilación de datos de los tres estudios que configuran la tesis doctoral, se utilizaron tres instrumentos diferentes:

El primer estudio se aborda a través de un análisis de contenido, técnica utilizada para la captación sistemática e interpretación del contenido de textos (Heinemann, 2008). De esta manera, tal y como se profundizará en el siguiente apartado, sobre los procedimientos, las principales fuentes de información utilizadas fueron las bases de datos electrónicas SPORTDISCUS, SCOPUS, WEB OF SCIENCE, SCIENCE DIRECT, y de algunas revistas

relevantes en el campo de la gestión deportiva, así como las listas de referencias de artículos relevantes.

En relación con el segundo y tercer estudio, se utilizaron dos fuentes de información para la recogida de datos:

- Datos secundarios. Se analizaron los informes que las federaciones deportivas catalanas remitieron a la Secretaría General del Deporte de Cataluña del año 2019, así como la información que estas tenían disponible públicamente en sus páginas web (documentos como la memoria deportiva, el plan estratégico, el organigrama, la cuenta de resultados, etc.).
- Datos primarios. Se elaboró un cuestionario *ad hoc* (ver anexo 1) estructurado en tres partes. La primera parte recogía datos de carácter general de las federaciones deportivas participantes (por ejemplo, año de fundación, número de miembros y de trabajadores, etc.), la segunda parte se dirigía a recoger datos sobre la gobernanza de las federaciones deportivas con el objetivo de recopilar información sobre las dimensiones objeto de estudio (democracia y participación, transparencia, ética e integridad) y, la tercera parte, dirigida a recoger información sobre los aspectos económicos y financieros (por ejemplo, resultado financiero de los últimos años, el balance de situación, etc.).

4.3. Procedimientos

Los protocolos de los tres estudios realizados fueron aprobados por el Comité de Ética de Investigaciones Clínicas de la Administración Deportiva de Cataluña (07/CEICGC/2020) (ver anexo 5) y siguen los pasos que se detallan a continuación.

4.3.1. Estudio I

Como se ha anticipado en el apartado sobre la muestra, para el primer estudio se utilizó el marco de referencia de Arksey & O'Malley (2005) como pauta metodológica específica para realizar la revisión de alcance. De esta manera, tras la identificación de la pregunta de investigación, en este caso, los objetivos específicos, las siguientes dos etapas se desarrollaron como se explica a continuación:

- *Identificación de estudios relevantes.* Para garantizar una cobertura lo más amplia posible de la bibliografía sobre desempeño organizacional, se examinaron dos fuentes de información: las bases de datos electrónicas y las listas de referencias de artículos

MÉTODO

anteriores. En primer lugar, se exploraron cuatro importantes bases de datos electrónicas utilizadas habitualmente para la revisión de la investigación sobre el campo del deporte: SPORTDISCUS, SCOPUS, WEB OF SCIENCE y SCIENCE DIRECT. Además, se analizaron tres bases de datos de las principales revistas de gestión deportiva (Dowling et al., 2018): Sport Management Review, European Sport Management Quarterly, y Journal of Sport Management. Los términos utilizados para la búsqueda en las bases de datos electrónicas fueron "Sport" AND "Performance Measurement"; "Performance Management"; "Organizational Performance"; "Organizational Assessment"; "Organizational Effectiveness"; "Organizational Efficiency"; "Quality Management" (todos los campos). En segundo lugar, se buscaron manualmente todas las listas de referencias de artículos de otras revistas de gestión deportiva relevantes (por ejemplo, International Journal of Sports Management and Marketing; Sport, Business and Management: An International Journal; Managing Sport and Leisure, entre otras), así como de la lista de referencias de las tres revisiones anteriores identificadas (Barth et al., 2018; O'Boyle & Hassan, 2014; Winand et al., 2014), y las referencias de los artículos citados en ellas para generar un "efecto de bola de nieve". Tanto la búsqueda en bases de datos electrónicas como la búsqueda manual en revistas de gestión deportiva se realizaron en enero de 2023, y el proceso en su conjunto arrojó un total de 6.250 artículos científicos.

Todas las referencias extraídas del proceso de búsqueda se introdujeron en un archivo Excel para poder manipular los datos en toda su amplitud (por ejemplo, para la depuración de la base de datos, la selección de los artículos, la codificación, el tratamiento de los datos para la elaboración de estadísticos descriptivos, etc.). La búsqueda se refinó como se muestra en la Tabla 4:

Tabla 4. Criterios de inclusión de los artículos

a. Estado de la publicación y características de los estudios	a.1. Artículos de revistas académicas revisadas por pares, texto completo a.2. Estudios empíricos originales
b. Periodo de tiempo:	b.1. Publicado entre 1980 y 2022
c. Análisis dirigido a:	c.1. Desempeño organizacional <i>(Estudios que abordan la medición del DO desde una perspectiva holística que engloba numerosos conceptos de rendimiento como la eficacia, la eficiencia, la gestión de la calidad, la satisfacción de las partes interesadas, etc.)</i> c.2. Medición del DO en las federaciones deportivas <i>(El objetivo de esta contribución es trazar un mapa de cómo se ha llevado a cabo la medición del DO en el contexto de las federaciones deportivas)</i> c.3. Estudios centrados en más de una dimensión del DO <i>(Sólo se consideraron aquellos estudios que se realizaron utilizando un enfoque holístico, excluyendo aquellos que sólo analizaban una dimensión específica, por ejemplo, recursos humanos, finanzas, etc.)</i>
d. Idioma:	d.1. Inglés

* *En cursiva y entre paréntesis figura la justificación de los criterios de inclusión*

- *Selección de estudios.* El proceso de refinación, que nos permitiría obtener la muestra de estudio, se llevó a cabo de la siguiente manera: después de eliminar los registros duplicados, el primer autor del estudio publicado realizó una revisión del título y el resumen de todos los artículos resultantes, asegurándose de que cumplieran los criterios de elegibilidad. A continuación, tras reducir el volumen total de artículos que cumplieran los criterios de inclusión, ambos autores examinaron detenidamente 117 textos completos e identificaron términos exactos y similares que reflejaran el propósito de la investigación. De esta manera, se excluyeron los artículos que los dos revisores consideraron que no cumplieran los criterios. En los casos en que un artículo fuese identificado para su exclusión por un investigador y no por otro, se tomó una decisión colectiva mediante discusión. A través de este proceso, se seleccionó un total de 27 estudios que conformarían la muestra de estudio y se retuvieron para su posterior análisis.

MÉTODO

Para el análisis en profundidad de los 27 artículos que versarían sobre desempeño organizacional en las federaciones deportivas, se recurrió al análisis de contenido. De acuerdo con Hsieh & Shannon (2005), este se utiliza para interpretar el contenido de los datos de texto a través del proceso de clasificación sistemática de codificación e identificación de temas o patrones. De esta manera, mediante el análisis en profundidad de cada uno de los artículos, los investigadores procedieron a la clasificación del contenido según unas variables preestablecidas. La selección de las variables se basó en las preguntas de investigación iniciales (Levac et al., 2010) y en enfoques anteriores llevados a cabo en otras revisiones como la de Barth et al. (2018). Las variables objeto de análisis se pueden encontrar en la Tabla III, y en las Figuras 2 y 3 del artículo publicado (por ejemplo, año de publicación del artículo, diseño del estudio, técnica de recogida de datos, muestra, modelo de medición del desempeño implementado, dimensiones utilizadas, etc.) (ver página 91 del presente documento). Los investigadores extrajeron de forma independiente los datos de los primeros cinco estudios y luego discutieron los resultados para desarrollar una comprensión común y unificar los criterios de los datos que debían extraerse. Por último, una vez codificados todos los artículos, ambos autores revisaron la ficha de recogida de datos e hicieron modificaciones en algunos apartados para garantizar que se identificara la información adecuada de cada artículo.

Una vez codificado todo el contenido, se procedió a representar gráficamente los datos, recopilar, resumir y reportar los resultados. Fases que se explicarán en el siguiente apartado, sobre el análisis de los datos, del presente capítulo.

4.3.2. Estudios II i III

Tal y como expresa Heinemann (2008), el primer paso para convertir el marco teórico en una herramienta de estudio aplicable es el establecimiento de un catálogo de variables. De esta manera, basándose primero en los estudios previos sobre gobernanza de las organizaciones deportivas y la medición del desempeño organizacional, y después, por la opinión de quince expertos en la materia (profesionales y académicos del campo de estudio), los investigadores trabajaron en la operacionalización de la investigación que sería la base para los estudios dos y tres. El proceso reflexivo en la construcción de la propuesta concluiría con el catálogo de dimensiones, variables e indicadores objeto de estudio que se muestra en la Tabla 5:

Tabla 5. Dimensiones, variables e indicadores de la investigación

Dimensión	Variable	Descripción del indicador
Información general	Año de fundación de la organización	Año de fundación de la organización
	Localización de la organización	Población en la que se ubica la sede central
	Número de oficinas de la organización	Número de oficinas de la organización
	Número de miembros de la organización	Clubes, licencias masculinas, licencias femeninas
	Número de trabajadores	Hombres, mujeres
	Edad media de los trabajadores	Hombres, mujeres
Democracia y participación	Número y nombre de las modalidades deportivas que gestiona la organización	Número y nombre de las modalidades deportivas que gestiona la organización
	Situación de las instalaciones de las que dispone la organización	Propiedad, públicas, mix, alquiler, cesión
	Comités que tiene la organización deportiva	Ejecutivo, financiero, técnico, junta de miembros elegida, árbitros y jueces, deportivo, competición y disciplina, apelación, ética, supervisor de la junta
Ética e integridad	Celebración de la asamblea general	Si, no
	Estamentos representados en la asamblea general	Clubes, atletas, entrenadores, jueces, representantes de organismos públicos, otros.
Ética e integridad	Composición de la junta directiva	Total de miembros, número de hombres, número de mujeres, miembros independientes
	Rotación del presidente	Total de años en el cargo del presidente/a actual y anterior
Ética e integridad	Mandatos máximos y, duración máxima de los mandatos de un presidente.	Número de mandatos máximos, duración de los mandatos (años)

MÉTODO

	Número y tipo de documentos de los que se disponen y que dan cuenta de la responsabilidad de las acciones de la organización	Estatutos, plan estratégico, código de buen gobierno, actas y reuniones del consejo de administración, política de delegación, código ético, reglamento y proceso democrático, conflicto de intereses, informe deportivo anual, organigrama, presupuesto anual, cierre financiero del ejercicio, evaluación de riesgos, sistema de evaluación del rendimiento
Responsabilidad y transparencia	Distribución de los resultados financieros antes de la asamblea	Si, no
	Documentos que son públicos	Estatutos, plan estratégico, código de buen gobierno, actas y reuniones del consejo de administración, política de delegación, código ético, reglamento y proceso democrático, conflicto de intereses, informe deportivo anual, organigrama, presupuesto anual, cierre financiero del ejercicio, evaluación de riesgos, sistema de evaluación del rendimiento
Económico-financiera	Presupuesto de la organización	Año natural, por temporada, base anual, plan de empresa
	Frecuencia con la que se reúne el comité financiero	Nunca, una vez al año, cada 6 meses, cada 3 meses, mensualmente, bimensualmente, semanalmente, no aplicable
	Resultado financiero	2017, 2018, 2019, provisional 2020 (en euros)
	Balance de situación	Activos, activo corriente, activo no corriente, capital, deuda, deuda largo plazo, deuda corto plazo, reservas de la organización (en euros)

Disponiéndose de las variables e indicadores clave a considerar, los investigadores procedieron a la recogida de datos (ver el diagrama sobre el proceso de recogida de datos en el anexo 3). En primer lugar, se recopiló información sobre las federaciones deportivas catalanas a través de fuentes secundarias (informes y documentos públicos). Toda esta información se almacenaría en un documento Excel para el posterior tratamiento y análisis de los datos. Para la recogida de datos primarios, se procedió a la conversión de las variables e indicadores a un cuestionario *ad hoc* (ver anexo 1), el cual se ha explicado en la sección anterior, sobre los instrumentos. La validación del cuestionario se realizó a través del juicio de expertos. A partir de los comentarios de quince académicos y profesionales del campo acostumbrados a lidiar con temas referentes al desempeño organizacional y la gobernanza deportiva, el cuestionario se refinó para realizar una prueba piloto con 10 organizaciones

deportivas que no participarían en el estudio, con el fin de comprobar su extensión y comprensibilidad. Ambas etapas contribuyeron a afinar el cuestionario final que se iba a administrar.

Previamente a la realización del cuestionario, se informó a los participantes sobre el objetivo de la investigación, la voluntariedad, y el anonimato y confidencialidad en el análisis de los datos. En la fase informativa se involucró a instituciones como la Secretaría General del Deporte de Cataluña, y se realizaron llamadas telefónicas y reuniones colectivas e individuales con las personas responsables de las organizaciones deportivas. El cuestionario *ad hoc*, se enviaría por correo electrónico a la persona interesada (presidentes y secretarios generales), proporcionándoles un enlace personalizado al cuestionario en línea. La primera hoja del cuestionario *ad hoc* correspondía al documento de consentimiento informado (ver anexo 2). En esta sección, los interesados serían informados nuevamente sobre el objetivo de la investigación, la voluntariedad, y el anonimato y confidencialidad en el análisis de los datos; se les ofrecería la posibilidad de hacer preguntas al equipo de investigación, programando reuniones online en caso de ser necesario y; se les informaría sobre su derecho de retirarse del proyecto en cualquier momento que lo desearan. Además, cabe destacar que para la recopilación de las respuestas se utilizó el programa SurveyMonkey®, el cual disponía de una política de protección de datos segura y rígida, y aseguraba que los datos eran de propiedad exclusiva del equipo de investigación.

Se escogió el cuestionario en línea principalmente porque este instrumento despliega una serie de ventajas como que las respuestas tienden a ser más meditadas, que el encuestado puede elegir libremente el momento en el que desea responder (el enlace personalizado les permitiría almacenar las respuestas y conectarse y desconectarse tantas veces como necesitaran), y que no existen limitaciones espaciales.

Los encuestados debían cumplimentar el cuestionario basándose en las prácticas de sus organizaciones y se les pedía que proporcionaran los datos en referencia al año 2019, el año anterior al que se administró el cuestionario por ser el último año doméstico completado. Asimismo, para contrarrestar algunas de las limitaciones que la recopilación de datos a través de un cuestionario electrónico pudiera tener, se realizó un documento de soporte para ayudar en el proceso de cumplimentación del cuestionario a las personas interesadas (ver anexo 3). Además, una vez recibido el cuestionario, en caso de ser necesario, se concertaron reuniones con los participantes para verificar que la información incluida en el cuestionario correspondía con lo que los encuestados realmente querían plasmar.

MÉTODO

Por lo que se refiere específicamente al estudio 3, la investigación aborda la evaluación de tres dimensiones consideradas clave para el buen gobierno de las organizaciones deportivas: democracia y participación, ética e integridad, y rendición de cuentas y transparencia (Geraert et al., 2014; Pielke et al., 2020). Para ello, el estudio propone un modelo de medición específico que se inspira metodológicamente en autores como Boateng et al., (2018), Nardo & Saisana (2009), y Richard et al. (2009) quienes propusieron las mejores prácticas para desarrollar y validar escalas e indicadores compuestos. Como resultado de sus contribuciones, los investigadores siguieron las siguientes fases y pasos para el desarrollo de la propuesta de indicadores de gestión de la gobernanza (ver el diagrama del proceso para el desarrollo del modelo de medición en el anexo 4):

a) Desarrollo de ítems:

- *Definición del modelo de medición que combina varias dimensiones conceptuales y objetivos.* El modelo aplicado para medir la gobernanza de las federaciones deportivas incluye indicadores cuantitativos que se considera que tienen el potencial de medir la consecución de prácticas de buen gobierno en cada una de las dimensiones conceptuales. Se compiló un conjunto de parámetros basados en una revisión de la literatura disponible sobre buena gobernanza y medición del desempeño organizacional (por ejemplo, Chappelet & Mrkonjic, 2019; Geeraert et al., 2014; Geeraert, 2018; Kolstad & Wiig, 2009; McLeod et al., 2020; McKeag et al., 2022, Post & Byron, 2015, Sport England, 2016; entre otros).
- *Construcción y validación de los indicadores.* La validación de estos indicadores se hizo a través del juicio de 15 expertos en la materia (profesionales y académicos).

b) Desarrollo de la escala:

- *Definición de procedimientos específicos para la normalización.* Debido a que los valores de los indicadores tienen diferentes unidades de medida, estos valores se normalizaron. Su rango se expresó como porcentaje para todos los indicadores y, a continuación, los valores obtenidos se redujeron a una escala de 0 a 10.
- *Determinación de la ponderación de los indicadores.* Se partió de la base de que el desempeño en cada dimensión podía calcularse mediante la media de las puntuaciones de sus indicadores. Sin embargo, cabe señalar que los indicadores propuestos pueden tener un peso diferente según la dimensión a la que pertenezcan, por lo que el peso relativo de los mismos se evaluó mediante un cuestionario enviado a 15 expertos

(presidentes/as y secretarios/as generales de las federaciones deportivas y expertos acostumbrados a trabajar con indicadores de rendimiento en el ámbito de la gestión deportiva). Los expertos evaluaron el peso relativo de cada indicador dentro de su dimensión utilizando una escala de 0 (nada importante) a 5 (máxima importancia). La puntuación media derivada de las evaluaciones de los expertos para cada uno de los indicadores fue la referencia para calcular el porcentaje de peso relativo dentro de su dimensión.

c) Evaluación de la escala:

- *Validación general de la consistencia del sistema de medición.* La consistencia del modelo de medición se comprobó mediante la prueba alfa de Cronbach.

La Tabla 1 del artículo publicado muestra la justificación de la inclusión de los indicadores en el modelo implementado para la medición de la gobernanza, así como el detalle de la escala de medición y el peso relativo de cada indicador y dimensión (ver página 135 del presente documento).

4.4. Análisis de datos

Los datos recopilados se analizaron con Microsoft Excel 2019 (17.0) y Statistical Package for the Social Sciences (SPSS), versión 23, ©IBM.

Para el primer estudio, una vez codificado todo el contenido de los 27 artículos científicos seleccionados en las fases anteriores de “*identificación y selección de los estudios relevantes*”, siguiendo la guía metodológica para llevar a cabo una revisión de alcance propuesta por Arksey & O'Malley (2005), se realizó un análisis de frecuencias y un análisis temático.

Para el análisis de frecuencias se realizó el recuento del número de artículos que se correspondían con las variables objeto de estudio y a la posterior extracción de los porcentajes relativos (p. ej. año de publicación del artículo, diseño del estudio, técnica de recogida de datos, muestra, modelo de medición del desempeño implementado, etc.). Para el análisis temático, se analizaron en profundidad determinados aspectos de los estudios con el objetivo de articular una narrativa en base a los hallazgos. Este análisis se centró en tres variables:

MÉTODO

- El modelo o modelos "clásicos" de medición del desempeño en los que el autor o autores centraron su investigación. Basando el análisis en los cinco modelos tradicionales propuestos por Cameron (1986): modelo de logro de objetivos (Etzioni, 1960), modelo de recursos del sistema (Yuchtman & Seashore, 1967), modelo de procesos internos (Steers, 1977), modelo de múltiples constituyentes (Connolly et al., 1980) y, el modelo de valores en competición (Quinn & Rohrbaugh, 1983).
- Las macro dimensiones utilizadas para llevar a cabo la medición del desempeño organizacional. Centrando el análisis en las macro dimensiones propuestas por Winand et al. (2014) en su investigación sobre un modelo unificado para la medición del desempeño organizacional en las organizaciones deportivas sin ánimo de lucro: (1) miembros, (2) voluntarios, (3) personal técnico, (4) adquisición de recursos financieros, (5) ambiente interno, (6) funcionamiento organizativo, (7) eficacia de los procesos, (8) comunicación y contactos externos, (9) independencia financiera, (10) gestión de recursos financieros, (11) programas deportivos de élite, (12) programas deportivos de masas, (13) éxito del deporte de élite, (14) participación masiva en el deporte, (15) servicios a los deportistas de élite, (16) servicios a la sociedad, (17) servicios a los afiliados, (18) servicios prestados, (19) retroalimentación externa: imagen, (20) retroalimentación interna: satisfacción, (21) percepción de los stakeholders (junta directiva, entrenadores, personal, atletas de élite, etc.).
- Las principales categorías del modelo de visión sistémica desarrollado por Chelladurai et al. (1987): Inputs, Outputs, Throughputs, Feedback, Stakeholders.

Además, con el objetivo ayudar a la interpretación de los datos, se realizó un análisis descriptivo de correspondencias, técnica de reducción de dimensiones que permite el análisis exploratorio de variables categóricas para visualizar una nube de puntos multidimensional en dos dimensiones, lo que proporciona una aproximación de la relación entre las distintas variables que convergen en el análisis (es decir, los modelos, las macro dimensiones y las categorías).

Para el análisis de los datos del segundo y el tercer estudio, el primer paso consistió en depurar la base de datos recogidos. Es decir, comprobar si estaban completos, si había duplicaciones o anomalías y, en su caso, corregir los errores detectados. A continuación, se obtuvieron estadísticas descriptivas de todas las variables de estudio (promedios, valores mínimos y máximos, desviaciones estándar y porcentajes relativos).

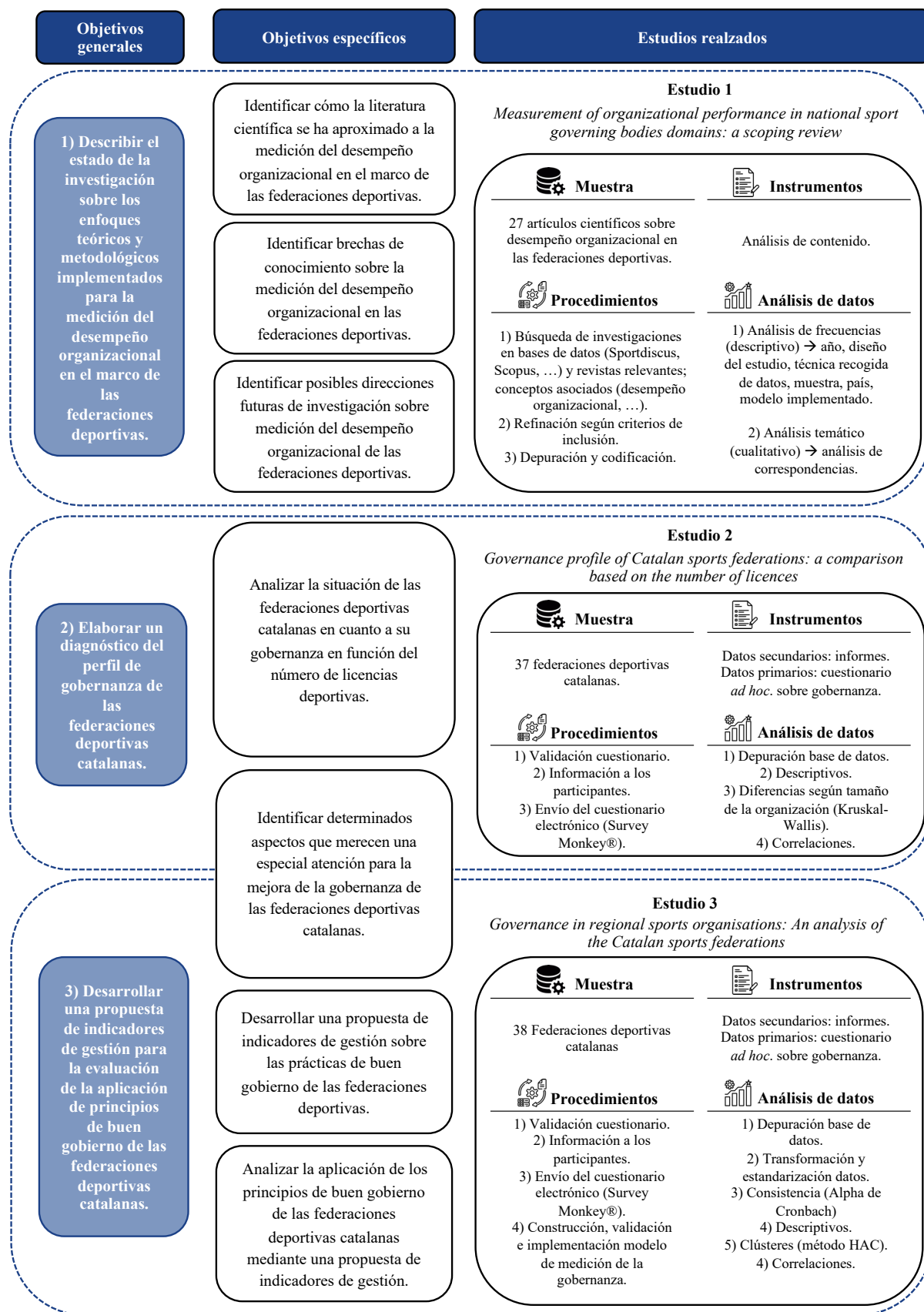
Con relación al segundo estudio, para explorar las diferencias entre federaciones en cuanto a su tamaño (tamaño grande, >14.000 licencias; tamaño medio, >4.000 a 14.000 licencias; tamaño pequeño, <4.000 licencias) y sus características de gobernanza, se utilizó el método no paramétrico de la prueba de Kruskal-Wallis. Además, se analizaron las correlaciones estadísticas entre las variables.

Para el tercer estudio, tal y como se deriva del apartado anterior (sobre los procedimientos), fue necesario trabajar sobre los datos recopilados para su transformación en indicadores cuantitativos. De esta manera, primeramente, los datos se transformaron en indicadores cuantitativos reducidos a una escala de 0 a 10 y, a continuación, se calcularon las puntuaciones de las dimensiones objeto de estudio en base al peso relativo de cada indicador que las compone (según las evaluaciones de los expertos).

La consistencia del modelo de medición se comprobó mediante la prueba alfa de Cronbach (véase la segunda columna de la Tabla 1 del artículo publicado; " α "), y las prácticas de buen gobierno se analizaron mediante pruebas de correlación entre las variables objeto de estudio y el método de agrupación de clasificación jerárquica ascendente (HAC, por sus siglas en inglés "Hierarchical Agglomerative Clustering") con el método de Ward (Ferguson et al., 2000; Marlin et al., 2007). El HAC es un método de agrupación que pone de relieve grupos homogéneos de casos en función de las variables por las que se evalúan. El primer paso consiste en agrupar, en un mismo clúster, varios casos que estén próximos entre sí; a continuación, el HAC agrupa los casos próximos de acuerdo con la distancia que se haya elegido. Para determinar esta distancia se utilizó la distancia de Ward, que minimiza la varianza intragrupo para obtener grupos contrastados. Cuando todos los casos se agrupan en un conglomerado, el proceso se detiene. A continuación, el análisis del dendrograma (diagrama de datos en forma de árbol) permite determinar los grupos de interés (los conglomerados que tienen sentido).

Por último, de acuerdo con la agrupación, se definieron umbrales para destacar las puntuaciones a partir de las cuales era posible suponer que una federación deportiva catalana había alcanzado un nivel estándar de un indicador.

Figura 3. Síntesis del diseño metodológico de la investigación



5.

Estudios realizados

5.1. Estudio I

Measurement of organizational performance in national sport governing bodies domains: a scoping review

Este estudio se ha publicado con la siguiente referencia:

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La versión original del artículo se encuentra en el anexo “6”

Abstract

This article examines the literature in Organizational Performance (OP) measurement in National Sport Governing Bodies (NSGBs). A scoping review was conducted involving a comprehensive search of all published literature between 1980 and 2022. The results showed a paucity of empirical studies published in scientific journals (N=27), with an increase in publications in recent years. Quantitative approaches were highlighted as the most applied; and was reported that 60% of the studies were carried out in four countries, with small samples. Furthermore, the thematic analysis revealed that most of the research designs applied a multi model approach, while the factorial analysis carried out help identifying how models and OP macro-dimensions had have relate to each other among the studies reviewed. In this way, the study provides the first attempt to extensively review the literature on OP in NSGBs as well as provides insights of future research directions in the field.

Introduction

The National Sport Governing Bodies Domain

Associations, clubs and federations are recognized as an important basis for the development of sport by both governments and academics (Balyi et al., 2018; Green 2005). Their prominent role in the organization, promotion and development of sport at all levels is widely known (Nordin et al., 2022; Zintz and Camy 2005), and in turn, they are a key part of the "social safety net" of nonprofit organizations (Paynter and Berner 2014) that governments and society increasingly rely on to fill service gaps.

In recent years, there has been a growing theoretical and empirical interest in sports non-profit organizations (NPSOs) as a fundamental part of the sports landscape (Doherty and Cousens 2013; Swierzy et al 2018). And in particular, due to the important role they play, the National Sport Governing Bodies (NSGBs) have been the focus of much attention (Chelladurai and Zintz 2015). It seems that, due to pressure from its main stakeholders, and due to the growing concern among those interested in sport to participate in decision-making, they have been forced to consider a greater orientation towards organizational performance (OP) (Winand et al 2010). However, due to its non-profit characteristics, the OP of NSGBs has been extremely difficult to define, measure and manage (Baruch and Ramalho 2006; Kaplan and Norton 2001).

Organizational Performance Measurement

In general terms, we can find that the OP has different meanings for different people, so there are conceptual ambiguities and difficulties in measuring it (Cameron 1986; Quinn and Rohrbaugh 1983). Various scholars have confirmed that the concept of OP generally arises from the combination of terms such as effectiveness, efficiency, quality or organizational capacity (Madella et al 2005; Winand et al 2010); for example, Neely et al (1995) stated that "a performance measure can be defined as a metric used to quantify the efficiency and/or effectiveness of an action". Likewise, within a sports management environment, Bayle & Madella (2002) pointed out how effectiveness is traditionally defined as the ability to achieve institutional goals; and efficiency generally establishes a relationship between the inputs of the system (resources used) and the outputs produced. Indeed, all these terms that are related to the OP, as well as the conceptual ambiguities, can be seen reflected in some of the different definitions that researchers in the field of sports management have proposed over the years:

"The ability to properly acquire and process human, financial, and physical resources to achieve organizational goals" (Madella et al 2005, p. 209)

"Quantify, either quantitatively or qualitatively, the input, output, or level of activity of an event or process" (Radnor and Barnes 2007, p. 393)

"The acquisition of the necessary resources and their efficient use through the organization's processes to achieve relevant and specific goals, as well as a high satisfaction of the organization's stakeholders" (Winand et al 2014, p. 124)

Table I: Main approaches for the measurement of the Organizational Performance of Organizations

Model	Definition (an organization is effective when...)	Effectiveness criteria	Relevance. Organizations to which the model can be applied	Limitations of the model due to the characteristics of Sports Organizations (NSO, RSO, NSGBs, etc.)	
Goal attainment	It accomplishes its stated goals	Productivity and efficiency	Goals are clear, measurable, and time constrained	Goals are often intangible, shifting, and unrealistic or sometimes even in conflict with each other.	Models in which the political nature of organizations is not considered*
System resource	It acquires the resources needed The organization's ability, in absolute or relative terms, to exploit its environment in the acquisition of scarce and valuable resources to ensure its viability	Resource acquisition, flexibility	There is a clear connection between inputs and outputs. (The greater the resources, the greater the organizational effectiveness)	Some resources come from the trusteeship and are annually renewable. For example: public money is guaranteed to guarantee stability.	
Internal process	It presents no internal strain, with smooth internal functioning. Offers a harmonious and efficient internal environment	Moral, cohesion, stability, and control	There is a clear connection between the organizational process and the main objective. There is a connection between internal logic and consistency between the organization's internal processes, and the desired results.	This connection is not as clear as for manufacturing organizations. One-sided view of effectiveness (since important aspects such as resources, results and customer or participant satisfaction are ignored), but also in identifying valuable internal processes and developing methods to evaluate them.	
Strategic constituencies approach (or Stakeholder-based models)	All strategic constituencies have a minimum degree of satisfaction	Stakeholders' satisfaction	Interest groups have a powerful influence on the organization, and it has to respond to their demands.	Difficult to implement in terms of feasibility and time due to the huge number of interest groups. Weak validity. The different perspectives should be combined with other types of indicators.	More holistic approaches
Competing values Approach (CVA)	The evaluation of the organization in four areas matches constituent preferences. Three dimensions: internal-external, stability-flexibility, means-ends	Changes in the above criteria over time and space	The organization does not have a clear vision of its own priorities or shows a rapid change in criteria over time.	Difficulty of realization. It does not evaluate in detail the ability to achieve objectives.	

Specifically, as examples of the different approaches applied in the sport management field, we can find that while several scholars have reported difficulties in separating the terms of effectiveness and efficiency, developing measurement frameworks that integrate both aspects of OP, thus seeing it as a broader term (Madella et al 2005; Nowy et al 2015; Winand et al 2010; among others), others implemented effectiveness models (e.g. Papadimitriou and Taylor 2000; Shilbury and Moore 2006), neglecting the efficiency component of OP. Furthermore, recently, as a result of mixing traditional models and multiple approaches implemented by theorists, several researchers concluded that OP should be considered as a multidimensional construct (Shilbury and Moore 2006; Winand et al 2014). In fact, years ago, Chelladurai and Haggerty (1991) anticipated that organizational effectiveness is the main dependent variable in many organizational contexts, and its multidimensionality is the cause of conceptual ambiguities and measurement difficulties. Therefore, it could be argued that, despite the efforts made by scholars, there is still no consensus either theoretically or empirically as to what constitutes organizational performance, as researchers may study OP in different ways (Sowa et al 2004).

Organizational Performance in NSGBs

Due to the lack of consensus on how OP can be measured, academics and practitioners have been called upon on several occasions to research, develop and implement OP management and measurement models in an NSGBs environment. However, Frisby (1986) anticipated that how NSGBs are managed has rarely been examined; and although it has been quite some time since Frisby (1986) posited this, this assertion can be supported by reviews of the literature on OP in sport organizations conducted in the last decade. For example, O'Boyle and Hassan (2014) based their efforts on examining the literature on the field of OP management and measurement within NPSOs to identify differences on research on both related topics, however as few as 10 studies on OP in NSGBs were reviewed in depth; Winand et al (2014), on the other hand, approached this literature in an attempt to unify in one model the different approaches that had been carried out on OP measurement, however they only collected 7 studies addressing the topic in NSGBs and; Barth et al (2018), who specifically focused on the literature on OP in NSGBs, found 20 academic articles. Variations that may arise from the different methodologies applied, as none of these reviews were conducted with a standardized methodology nor even applying a broad scope (with overly specific selection criteria), which makes us question the possibility that there is a certain hidden volume of

research dealing with measurement of OP in NSGBs, which may shed light on the state of the art. Thus, we were faced with the need to conduct a literature review that would provide academics and practitioners in the field with a document that summarize and synthesize the literature on OP in NSGBs. Therefore, given that to date there is no study that accounts for how OP measurement in NSGBs has been addressed, carried out extensively, that would allow us to identify gaps in the existing literature, and due to its methodological replicability, conducting a scoping review was considered an appropriate methodology to fulfill the purpose of this research.

The Purpose of the Present Review

To describe the state of the research on the theoretical and methodological approaches implemented for measuring OP in NSGBs. Specifically, this scoping review aims to: (a) identify how OP has been measured in a NSGBs framework, (b) identify knowledge gaps, (c) identify potential future directions of research.

Methods

Scoping studies are an ideal tool to determine the scope or coverage of a body of knowledge on a given topic and give clear indication of the volume of literature and studies available as well as an overview of its focus (Colquhoun et al 2014; Munn et al 2018). Scoping studies are associated with the following purposes: (a) to identify the types of available evidence in a given field, (b) to examine how research is conducted on a certain topic or field, (c) to identify and analyse knowledge gaps (d) as a precursor to a systematic review, (e) to clarify key concepts in the literature, (f) to identify key characteristics of factors related to a concept (Munn et al 2018). Thus, our attention was focused on the first four objectives.

Although there is no agreed upon protocol for conducting scoping reviews, we used Arksey and O'Malley (2005) framework as a specific methodological guideline. The following subsections describe the methods of this study based on five stages:

Stage 1: Identifying the Research Question

In line with our aim, the following research questions were derived: (a) What is known about OP within the empirical context of NSGBs? (b) how has OP been measured in NSGBs? (c) what are the emergent areas and future directions of research within the OP in NSGBs domains?

Stage 2: Identifying Relevant Studies

To ensure the widest coverage of the OP literature, two sources were examined: electronic databases and reference list of previous articles. First, we utilized four major electronic databases commonly used for the review of research on sport: SPORTDISCUS, SCOPUS, WEB OF SCIENCE and SCIENCE DIRECT. In addition to this, the three major sport management journals (Dowling et al 2018) databases were scanned (Sport Management Review; European Sport Management Quarterly; and Journal of Sport Management).

Second, we manually searched all journal articles reference lists from other relevant sport management journals (e.g. International Journal of Sports Management and Marketing; Sport, Business and Management: An International Journal; Managing Sport and Leisure) as well as from the reference list of the three earlier reviews identified and the reference list of the articles cited in them to generate a “snowball effect”. Both, the electronic database search, and manual searches of sport management journals took place in January 2023.

The electronic database search terms “Sport” AND “Performance Measurement”; “Performance Management”; “Organizational Performance”; “Organizational Assessment”; “Organizational Effectiveness”; “Organizational Efficiency”; “Quality Management” (All-Fields) yielded a total of 6,250 results (see the identification phase of Figure 1 for more accurate information). It is worthily to say that, although some of these terms might seem too generic (given the large volume of yielded articles), it was an objective of this review to start from a wide exploratory perspective that would allow mapping the broad of the scientific literature on the topic. The search was refined as it is shown in Table II:

Table II. Articles eligibility criteria

a. Publication status and study characteristics	<p>a.1. Full Text Academic Peer-reviewed journal articles</p> <p>a.2. Empirical original studies</p> <p><i>(Since the aim was to map the scientific literature on OP measurement, only articles from peer-reviewed academic journals that met the criteria of the double-blind system and, in addition, were original empirical studies were considered)</i></p>
b. Time period:	b.1. Published between 1980 - 2022
c. Analysis aimed at:	<p>c.1. Organizational performance</p> <p><i>(Studies that approach the measurement of OP from a holistic perspective encompassing numerous performance concepts such as</i></p>

effectiveness, efficiency, quality management, stakeholder satisfaction, etc.)

c.2. Measuring OP in NSGBs

(The aim of this contribution is to map how the measurement of the OP has been carried out in the context of NSGBs)

c.3. Not focused on a singular performance dimension

(Only those studies that were carried out using a holistic approach were considered, excluding those that only analyzed a specific dimension, e.g., human resources, finance, etc.)

d. Language:

d.1. English

Stage 3: Study selection

Firstly, the first author conducted a title and abstract review of all citations resulting in the 2nd stage of the process, ensuring that they met the eligibility criteria. Then, after narrowing the total volume of articles that met the criteria, both authors closely examined 117 full texts and identified exact and similar terms reflecting on the purpose of this research. Articles were excluded if the two reviewers identified them as not meeting the criteria. In the instances whereby an article was identified for exclusion by one researcher and not another, a collective decision was made through discussion.

Through this process, a total of 27 studies were selected and retained for further analysis.

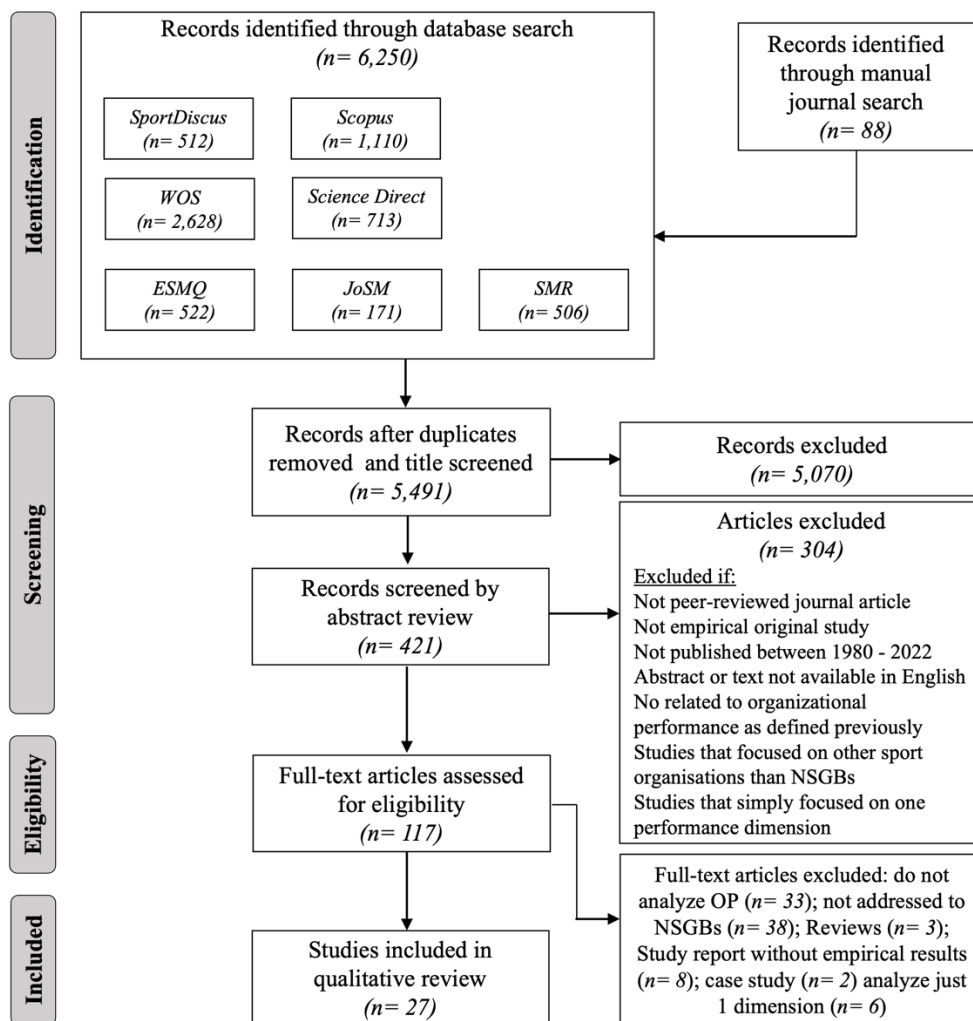


Fig. 1 Flowchart diagram of search process

Stage 4: Charting the data

We carried out the data extraction and chart process by entering the data onto an Excel file since it was of help for organizing and interpreting data into qualitative themes. The selection of the variables was based upon the initial research questions (Levac et al 2010) and previous approaches carried out in other reviews such as Barth et al (2018).

The authors independently extracted data from the first five studies and then discussed the results to develop a common understanding of what data should be extracted. Finally, after all articles were coded, both authors reviewed the data charting form and made modifications on some data to ensure that appropriate information was identified from each article.

Stage 5: Collating, summarizing, and reporting results

A frequency and thematic analysis were conducted. For purposes of this review, we performed a frequency analysis for the variables shown in Table III, and Figures 2 and 3. In addition, a thematic analysis was performed to present a narrative synthesis by classifying reviewed investigations into common categories based on certain aspects of the studies. This analysis involved both authors focusing on three variables: the “classical” model(s) in which the author(s) pivoted their research (Cameron 1986), the macro-dimensions used to carry out the OP measurement (Winand et al 2014)¹, and the main categories of the systems view model developed by Chelladurai et al (1987). We extracted all the dimensions and measurements suggested in each article exploring OP in NSGBs and then matched the author’s dimensions with models, categories and macro-dimensions proposed by the previous research cited.

¹ Following the same line as Winand et al (2014), when authors focused their research in analysing stakeholders’ perceptions in isolation, we considered this category as a single macro-dimension. The analysis then, was carried out considering 21 macro-dimensions.

Findings

Frequency analysis findings

Out of the 27 identified manuscripts, nine were published between 1986 and 2005, whereas 18 were published between 2006 and 2022 (see Figure 2).

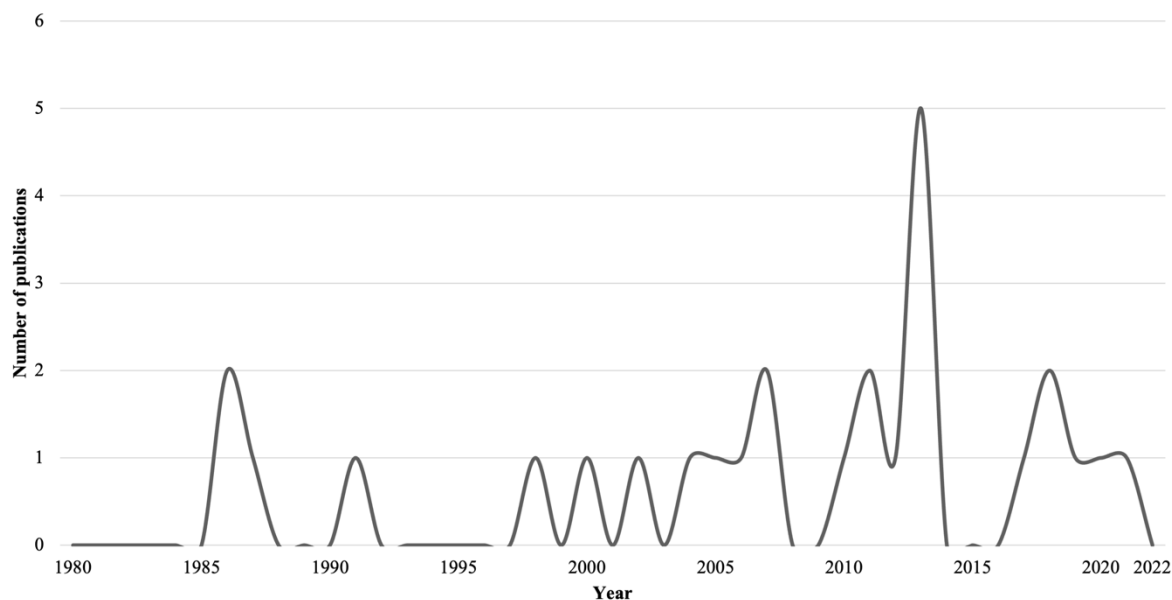


Fig. 2 Publication frequency of OP in NSGBs studies by year (1980–2022)

Most of the research descriptive characteristics are displayed as frequencies in Table III, and profoundly analysed in Appendix A.

Table III. Study Descriptive Characteristics (OP in NSGBs; n = 27)

Study characteristics	n	%	Reference Number ²
Study design	n	%	Reference Number
Quantitative	14	52%	1, 3, 4, 5, 6, 7, 9, 10, 11, 12, 15, 16, 17, 25
Quantitative / Qualitative	10	37%	2, 18, 18, 20, 21, 22, 23, 24, 26, 27
Qualitative	3	11%	8, 13, 14
Data collection technique	n	%	Reference Number
Survey	9	33%	1, 3, 4, 6, 7, 11, 12, 16, 17
Documentary analysis, Interviews	5	19%	2, 18, 22, 23, 26

² Reference Number are in accordance with the reference list of the appendix A.

ESTUDIO I

Interviews, Survey	3	11%	10, 20, 21
Documentary analysis	2	7%	5, 10
Documentary analysis, Survey, Interviews	3	11%	9, 15, 27
Focus group, Interviews	3	11%	13, 14, 25
Documentary analysis, Survey	1	4%	24
Interviews	1	4%	8
Sample size (number of organizations)	n	%	Reference Number
16-20	7	26%	5, 12, 18, 19, 20, 26, 27
1-5 (3), 6-10 (3), 26-30 (3)	(3) 9	(11%) 33%	6, 7, 9, 10, 11, 15, 17, 21, 24
11-15 (2), 46-50 (2), >50 (2), n.d. (2)	(2) 8	(7%) 30%	2, 3, 4, 8, 13, 16, 22, 23
21-25 (1), 36-40 (1)	(1) 2	(4%) 7%	1, 14
31-35 (1), 41-45 (0)	1	4%	25
Individual vs Group measurement	n	%	Reference Number
Group measurement	12	44%	3, 4, 6, 7, 11, 12, 14, 16, 17, 19, 20, 21
Individual measurement	10	38%	1, 8, 9, 13, 22, 23, 24, 25, 26, 27
n.d.	5	18%	2, 5, 10, 15, 18
Country	n	%	Reference Number
Canada	5	19%	3, 4, 9, 10, 17
Greece	4	15%	12, 18, 19, 20
Belgium (4), Iran (3)	(3) 6	(11%) 22%	6, 8, 16, 23, 24, 26, 27
France (2), International (>1 country) (2)	(2) 4	(7%) 15%	1, 2, 7, 15
Australia (1), Singapore (1), Iraq (1), Russia (1), Botswana (1), Scotland (1), Spain (1)	(1) 7	(4%) 26%	5, 11, 13, 14, 21, 22, 25
Location	n	%	Reference Number
Europe	13	48%	1, 2, 5, 12, 15, 18, 19, 20, 23, 24, 25, 26, 27
Asia	7	26%	6, 7, 8, 11, 14, 16, 22
America	5	19%	3, 4, 9, 10, 17
Africa (1), Oceania (1)	(1) 2	(4%) 7%	13, 21
Model according to traditional approaches	n	%	Reference Number
Goal attainment, System resource, Internal process, Strategic constituencies	9	33%	2, 8, 15, 16, 22, 23, 24, 25, 26
Strategic constituencies	7	26%	1, 12, 13, 14, 19, 20, 27
Competing Values	4	15%	6, 7, 11, 21
Goal attainment, System resource	3	11%	4, 9, 10
Goal attainment, Internal process, Strategic constituencies	2	7%	3, 5
Internal process	1	4%	17
System resource, Strategic constituencies	1	4%	18

The 27 articles analysed have been published in different journals (n = 16). Specifically, we can see how *Managing Sport and Leisure* journal has published 18.5% (n = 5) of the total publications analysed.

As can be extracted from the analysis, most of the empirical studies analyzed (52%) were carried out under a quantitative approach, 37% used a mixed methods study design and only 11% implemented qualitative approaches. Besides, it was reported that the most used data collection technique among the literature was the survey, in isolation by 33% of the studies (n = 9), and jointly with other techniques by 26% (n = 7). At the same time, it was found that interviews and documentary analysis were techniques highly used although, mainly, in conjunction with other techniques.

In terms of the sample of sport organizations analyzed in each investigation, it was found that the 55% (n = 15) of the studies were carried out with samples between 1 and 20 organizations, and 33% (n= 9) analyzed samples of more than 21 NSGB (4, 21-30; and 5 studies, which analyzed more than 30 organizations). Likewise, only 2 studies focused their research on analyzing 1 sport, 11 of them did not report the sports analyzed, while the remaining 14 studies included heterogeneous samples of more than 6 sports. In this way, and with the aim of easily and practically identifying the most analyzed sports among OP literature, the use of the word cloud tool was considered (Figure 3). Therefore, the more the term being parsed appears, the larger the word appears in the image.

Europe is the continent in which more empirical studies have been carried out on OP in NSGBs (48%, n = 13), followed by Asia (26%, n = 7), America (19%, n = 5), Africa and Oceania (4%, n = 1 - on each continent). In addition, it is worthily to mention that 93% of the articles (n = 25) were carried out only in one country, being Madella et al (2005), 4 countries, and Eydi et al (2013), 2 countries, the only studies with international samples. Likewise, it was found that 60% of the studies (n = 16) were carried out in only 4 countries (Canada [n = 5], Greece [n = 4], Belgium [n = 4], Iran [n = 3]).



Fig. 3 Sports most analyzed. Word cloud

In relation to the models used (with respect to the classical models), we found that 55% of the studies used more than one model for measuring OP, and the remaining 45% used a single model (strategic constituencies [26%, n = 7], CVA [15%, n = 4], internal process [4%, n = 1]).

Thematic Analysis findings

It was found that most of the studies measuring OP in NSGBs pivoted their research in more than one “classical” model. The approach most used by authors (33%, n= 9) was the one which merged the next models: goal attainment, system resource, internal process, strategic constituencies. However, it is important to note that strategic constituencies and CVA models (in isolation), were the second and third models most used by researchers (41%, n= 11). Which indicates the great consideration that academics have shown for stakeholder perceptions in measuring organizational performance in NSGBs. Likewise, it is interesting to note that the following models were the most used (in isolation or merged with another one(s)): strategic constituencies (70%, n= 19); goal attainment (52%, n= 14); system resources (48%, n=13); internal process (44%, n= 12).

Figures 4 and 5 shows, in a graphic way, the dependency and independence relationship of the categorical variables analyzed (categories of the system view model developed by Chelladurai et al (1987), the “classical” models for measuring OP (see Table I), and the macro-dimensions of OP proposed by Winand et al (2014)).

This chart can help us to delve into the Thematic Analysis by providing a clear picture of what are the theoretical approaches most used and their relationship with the dimensions analyzed within the literature. Therefore, this categorization will help the reader to identify how OP has been measured in NSGB and what are possible future directions of research, being both aspects at the center of our research.

As a first analysis of the global panorama, 18 out of the 21 macro-dimensions were found as dimensions that researchers considered in their studies design. Just “size: volunteers”, “size: technical staff” and “internal feedback: satisfaction” were not considered within the literature reviewed.

Looking into the Figure 4 we can see how models A, D, G and F are the ones which are most corresponded with the measurement of outputs and throughputs. Models that aim to measure the OP mainly through goal attainment, system resource and internal processes

approaches, and in which the information derived from outputs and throughputs may be relevant, since in general these could be considered as reactive and proactive indicators of the organization's activity.

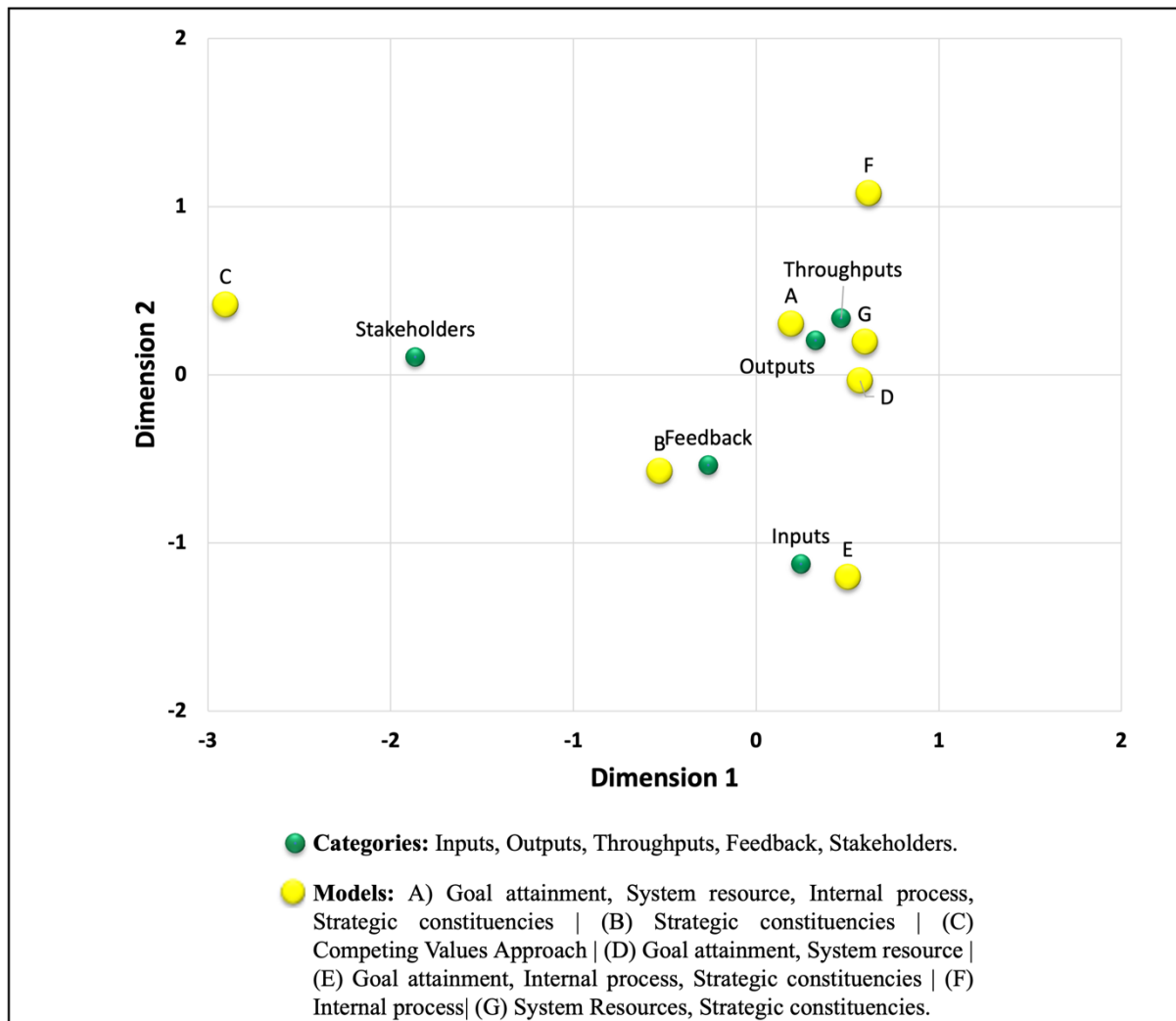


Fig. 4 Correspondence analysis (Model–Categories)

Of course, outputs are considered by the CVA and strategic constituencies models, but in minor quantity in comparison with the rest of the models. This might be as these models aim to measure the perception of the stakeholders rather than the “objective” outputs of the NSGBs. That is why it can be seen in Figure 4 that stakeholder’s category is “gravitating” between the models B and C. Likewise, we can clearly identify how the rest of the models are not so attracted by stakeholders since they do not focus their approach in measuring the perceptions of their groups of interest.

If we analyze the dimensions most considered in relation to the model implemented (Figure 5), it can be noticed that there are some differences between the approaches carried out within the literature analyzed.

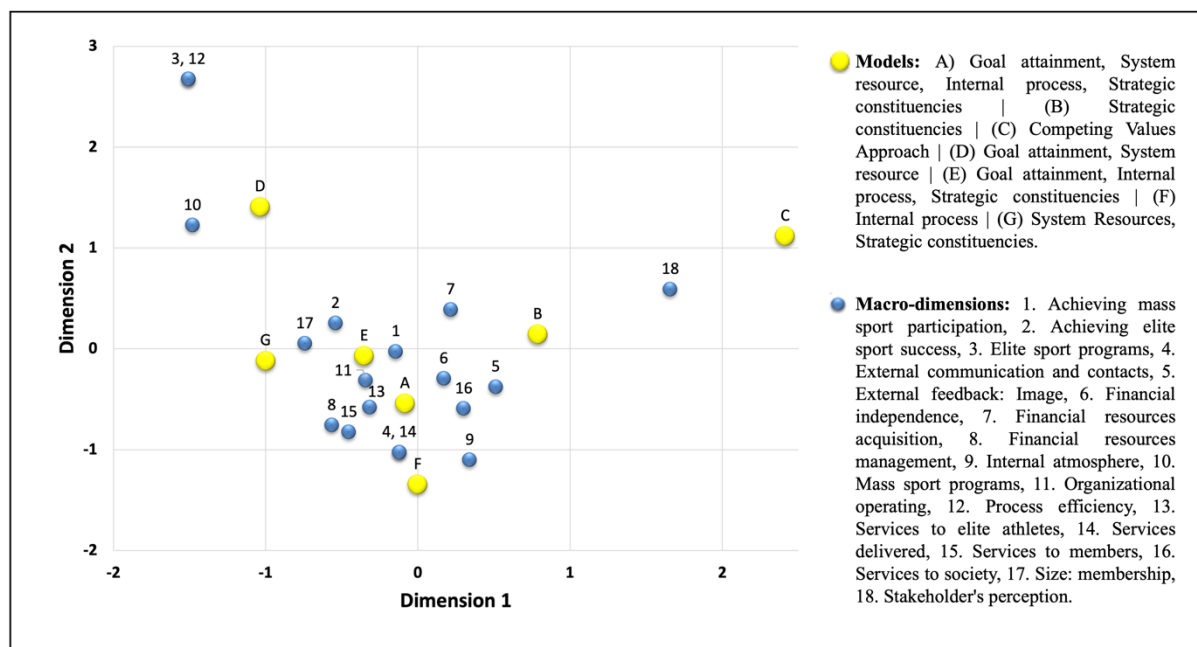


Fig. 5 Correspondence analysis (Model-Macro-dimensions)

According to our analysis, it was possible to verify how the perception of the stakeholders (number 18 in Figure 5) was one of the macro-dimensions most considered by two model's "B" and "C". In fact, we could say that the CVA (C) is the most attracted to this macro-dimension since researchers have approached the problem mainly in this way.

It was also found that "(2) Achieving elite sport successes" and "(11) Organizational operating" are two of the macro-dimensions that, in some way, have been considered by most models. Likewise, "(7) Financial resources acquisition" and "(17) Size: membership" were the macro-dimensions (inputs) that were relatively considered the most within the models implemented for the analysis of OP in NSGBS.

In addition to the perspective presented through the Thematic Analysis on how researchers have approached the measurement of OP in NSGBs, the most salient findings from the 27 articles analyzed in this scoping review are briefly and generally presented below.

As is evident from the results, researchers in the field have designed and empirically applied different performance measurement models, reflecting the wide variety of ways in which NSGBs performance can be measured. In general, the developed models, but also the

traditional models identified by Cameron (1986), are based on various considerations such as the interest of the sport organizations (their objectives), the determinants of the outcome, the interests, or perceptions of their stakeholders, as well as the assessment of the different environments in which the organizations operate (Kasale et al 2018).

NSGBs are non-profit organizations that operate as administrators of their sport in each territory (e.g. National or Regional). However, due to, among other things, the public interest of such entities and their idiosyncrasies, NSGBs are organizations that are accountable to a wide range of stakeholders, such as government, athletes, workers, volunteers, referees, coaches, or sponsors (Winand et al 2014). It is difficult for all stakeholders to display their interests in an aligned manner, indeed, at times it could be understood that these are even opposed, leading NSGBs to operate under different strategic imperatives. It is therefore not surprising that empirical research on performance measurement has identified that NSGBs face a myriad of different performance dimensions (O'Boyle and Hassan 2014; Shilbury and Moore 2006; Winand et al 2014), that is to say, OP measurement should be considered under a multidimensional construct.

The breadth of dimensions to be considered in the measurement of OP in NSGBs is, in turn, what has promoted in recent years the proliferation and development of different specific models for the measurement of organizational performance in sport organizations. However, while the models differ from each other, several authors in the field have claimed that their empirically implemented models are effective in measuring the performance of NSGBs. For example, the applied instruments that were based on the analysis of values in competition (e.g., Eydi et al 2013; Shilbury and Moore 2006), those that focused on the analysis of the interests of their strategic groups (e.g., Karteroliotis and Papadimitriou 2004; Kasale et al 2019), as well as models that account for the globality of organizational performance by approaching its measurement through the analysis of different indicators and dimensions (e.g., Madella et al 2005; Winand et al 2011; Winand et al 2021).

Winand et al (2010, 2011) pointed to the transversality of the general or strategic objectives of the different NSGBs: the development of elite sport, the mass participation of sport, as well as the dissemination of values and the growth of sport. This could lead to the erroneous feeling that this is the only important thing to be measured. However, as the Thematic Analysis of this scoping review shows, and as recommended by the authors, the multidimensionality of the OP concept should lead to the analysis of other dimensions such as

the financial dimension, organizational communication, organizational processes, etc. (Winand et al 2014). This broad myriad would not only allow researchers and practitioners to evaluate the performance of sport organizations, but also to analyze the possible determinants of results, identify areas for improvement, as well as to extend the analysis in terms of efficiency (De Carlos et al 2017).

The open system view of organizational performance developed by Chelladurai et al (1987) has been considered the most appropriate to represent the multidimensionality of sport organizations' performance (Winand et al 2014; Winand et al 2021). Thus, thanks to the Thematic Analysis carried out, it was possible to identify that there is a certain consensus in the literature that the main input dimensions to be considered when measuring the performance of sports organizations are human resources and available financial resources (as resources necessary for organizations to function) (Bayle & Robinson 2007; Winand et al 2014). Also, as anticipated above, the main output dimensions (strategic objectives) considered by many research studies are elite sport, sport for all and services offered to members (Winand et al 2014). However, in contrast, the models analyzed differ to a greater extent in the other dimensions analyzed (considered as throughputs) that have been identified as determinants of effectiveness. The approach in Figure 5 may help the reader to understand how different traditional models tend to consider one or the other dimensions. For example, while the dimensions of elite sport and organizational operating have been considered by most research, they have not been of equal consideration for those approaches that have measured OP through the traditional CVA or strategic constituencies models.

Another important point to highlight from the results of our analysis is that the identification of the indicators, that are considered to have the potential to measure the achievement of each of the dimensions, is a key concept when applying performance measurement models (Nardo and Saisana 2008). Hence, it should be noted that if there is no consensus in the literature on the dimensions to be measured, there is even less consensus on the indicators that should make up each of these dimensions (Appendix A). For example, some concepts can be found that are difficult to measure or quantify (e.g. health benefits, sport values, leadership, internal environment, etc.), which has led to the fact that, in general, they have not been particularly considered by the models applied to date. Or even concepts that can be measured through different parameters and levels of depth, suggesting that there are also different "levels of objectivity" in the indicators used. Therefore, the scoring of each indicator

or dimension is not a completely objective exercise, as it depends on the pre-established assessment criteria for each of them (e.g. the assessment of an organization's level of transparency can be measured solely through the publication of its financial accounts and annual sports report, or consider a wider range of documents and information). Furthermore, differences in the distribution of indicators across dimensions (i.e. some dimensions are measured by more indicators than others), as well as indicators of different caliber (e.g. dichotomous or more complex indicators), sometimes lead to disadvantages in comparing the results obtained by particular NSGBs and, consequently, limit the identification of possible dimensions and indicators determining organizational performance. This, in turn, leads us to reflect and point that sometimes a good indicator score does not mean that the organization is performing well on the dimension analyzed, but rather that the entity is doing a good job on the metric (Pielke et al 2020).

Despite some of the differences and limitations of the applied models that can be pointed out, the empirical application of the different OP measurement models reveals some relationships between the analyzed dimensions that are interesting to note. For example, some dimensions identified by researchers as determinants of effectiveness could be: productivity, resources, stability, flexibility (Eydi et al 2013), organizational interaction (Papadimitriou 2007), innovation, workforce (Winand et al 2010), training (Millar and Stevens 2012), planning (Shilbury and Moore 2006), communication, athlete management, commitment (Koh-Tan 2011), institutional pressures (Frisby 1986; Winand et al 2021), financial autonomy, or knowledge (Zeimers et al 2020), among others. Nevertheless, despite the conclusions and correlations indicated by the studies, it is important to note that these are relatively sensitive to the type and number of sport organizations analyzed (Winand et al 2010). That is, while Papadimitriou and Taylor (2000) identified athletes and coaches as the least satisfied groups in terms of performance in the respective NSGBs analyzed, this could only be generalized to the context in which the research is conducted. Similarly, if Winand et al (2010) identified significantly positive correlations between the dimensions of sport for all and financial resource management, this can only be generalized to the Belgian NSGBs analyzed in their contribution. Therefore, despite the efforts of scholars, and although they have led to a better understanding and development of knowledge on the concept of OP measurement, gaps in the literature can be identified that leave the door open for further research in this area. These gaps and possible areas of research are discussed in the following section.

Future directions and emergent areas of research

There are several observations that can be drawn from the findings of our scoping review.

First, despite the differences in the approaches implemented by scholars, it seems evident that measuring OP in NSGBs can be a useful way to monitor the achievement of institutional goals, their internal processes, as well as the satisfaction of their stakeholders. By measuring their performance, NSGBs can gain valuable information that will lead them to make better strategic decisions (Chelladurai and Zintz 2015; Hamann 2017; Winand et al 2011), which in turn, would contribute to improving their effectiveness and efficiency (Bititci et al 1997). The reality is, however, that this field of study still has much to explore.

The result of the frequency analyses showed a paucity of empirical studies published in scientific journals, indicating a lack of interest in the topic. Only 27 studies among the large number of screened articles fit the inclusion criteria of this review. Therefore, these results are in line with what O'Boyle and Hassan (2014) and Barth et al (2018) anticipated in their analysis, concluding that the existing literature in this field is extremely limited and more studies are urgently needed to investigate OP in greater depth, in NPSOs in general, but in NSGBs.

Similarly, it was found that empirical studies have been published in a varied type of journals. And, if we look closely at the scientific journals that have published these papers, we find that many of the journals are not even the main ones in the field of sport management. This could be partly explained by the ambiguities problems in the definition of OP, which could have hindered the empirical operationalization of the concept (Cameron 1986). Likewise, this could also be explained by methodological problems related to access to data that, since the organizations under study are not sufficiently performance oriented (Bayle and Madella 2002), it can be difficult to collect data that they do not even know about. Or even, given recent cases of management failures (e.g. Chappelet 2017; Puga-González et al 2020), it is not surprising that these organizations are not willing to discuss (at least publicly) their internal management practices (Barth et al 2018).

On the other hand, if we look at the methodological designs of the research conducted to date, we find that most of them have been developed under a quantitative approach. An aspect that authors such as Winand et al (2010), recognized as a limitation of their study design

and suggested that future research should focus on "qualitative judgments... to assess organizational performance" (p.305). Although recent contributions have shown a tendency to use different data collection techniques, such as documentary analysis, interviews and surveys (e.g. Solntsev and Osokin 2018; Winand et al 2013), it is imperative that future studies on OP in NSGB employ a mixed-method approach (which is relatively new in the sport management literature (Creswell and Plano 2007)) thus contributing to address fundamental questions of OP on aspects that can hardly be assessed from a purely quantitative point of view.

Another point to note from our frequency analysis is that the few studies that have been conducted in this field have focused on European countries, with a proliferation in recent years of studies conducted in West Asian countries. It will be essential, therefore, that more research be conducted in other geographic locations to examine issues related to the dimensions of performance within similar organizations in different social, cultural, political, or economic contexts. In fact, only two studies out of 27 addressed the issue of making international comparisons. This could be explained because international comparative research is complicated by the fact that sport is intertwined with commercial, political, social and cultural factors (De Bosscher, 2018), therefore, there are many unrelated and uncontrollable factors that make it difficult to compare sport management policies, systems and practices. De Bosscher et al. (2006) summarized some key points to consider in international comparative research that partly explain why there is a lack of standardization of methods used for comparative research and, as such, there are no universal or perfect methods in cross-country studies that address all these problems (Henry et al 2005). However, in recent years we can find projects such as Sports Policy Factors Leading to International Sporting Success (SPLISS) that have contributed greatly to practice and research, and that leave the door open for other projects of the same nature to be applied in a context of OP of NSGBs.

Furthermore, the perspective of what characterizes a "successful" organization also seems to be changing depending on the sport organization under study, consequently, this also becomes a limitation for comparability and thus for the broad understanding of OP measurement in these types of organizations. Therefore, it is not surprising that different models for measuring OP have been developed in the sport management literature. However, our thematic analysis, considering the macro-dimensions proposed by Winand et al (2014) and the systemic view of Chelladurai et al (1987) reveals that the models operationalized in the different research are limited to the analysis of some dimensions, environments (external,

internal) and key factors that may affect the measurement of the OP of NSGBs. Therefore, we believe that the studies conducted to date on the measurement of OP can serve as a starting point to lead to the creation of models and designs with comprehensive approaches that, on the one hand, fully recognize the breadth, value, and usefulness of the OP concept, as well as adequately reflect the complexity and structure of NSGBs and their environments. In this sense, we can point out that, although we find some attempts, due to the current trend, in the application of multilevel frameworks, research designs that have conglomerated all the parameters identified by authors such as Winand et al (2014) or Kasale et al (2018) have not yet been empirically implemented. With this objective in mind, and based on the results obtained from our review, we will now present some considerations that theorists in the field could consider when developing their methodological designs to investigate the measurement of OP in NSGBs.

In general, we can observe that, despite the fact that the theories are somehow derived from the implemented models, we find the need for academics to theorize and base their performance measurement models by placing a greater emphasis on the different organizational theories, such as contingency , stakeholders , resource dependency or institutional theories (Hamann 2017; Kasale et al 2018; Winand et al 2021); and from these to establish the link between them and the different operating environments of NSGBs such as those described by Kasale et al (2018), Nagel et al (2015) or Nordin et al (2022), as well as with all stakeholders who may also have a voice in the performance of the organization (e.g. national sport agencies, sponsors, media, community, operational and volunteer staff, etc.). Consequently, this should lead to research that pays more attention and reflection on the huge number of dimensions, variables and indicators that exist for the measurement of OP in NSGBs, shedding light empirically on what is important to assess in terms of the models implemented, the environments, as well as other parameters. We believe then that the approach shown in our thematic analysis (see Figures 4 and 5) and the information provided in the Appendix A can help researchers to develop new and creative research designs that address the measurement of the OP of NSGBs in a more holistic and multilevel manner. For being able to establish correlations between different dimensions, settings and levels would significantly advance our understanding of both the theory and practice of managing and measuring OP in NPSOs (O'Boyle and Hassan 2014; Willems et al 2014).

It is therefore a matter of reflecting on how to establish the link between the various factors, study the interrelationships, and theorize about multilevel models that attempt to address some of the limitations of the models implemented to date. For example, while it is true that, according to O'Boyle and Hassan (2014) findings, although one of the most widely used models for OP analysis is the strategic constituency model, these are frameworks that can hardly take into account all stakeholders (their multiple interests) and should be combined with other types of indicators (Bayle and Madella 2002; Winand et al 2014).

In line with Perck et al (2016) it has been found that few studies conducted to date have considered external pressures such as PESTEL (political, economic, social, technological, ecological and legal) in their methodological designs. Therefore, and as anticipated paragraphs above, this requires further studies to investigate how performance measurement may depend on the environment of the organizations. Since, a correct treatment of these aspects could help in the creation of frameworks that would allow comparability between NSGBs, the exchange of best practices, as well as testing how organizations adapt to their environments based on their own characteristics.

Another aspect that could be considered is that NSGBs have clubs, teams, and individual members affiliated to them. These members require NSGBs to facilitate them with quality mass participation and elite sport programs, as well as the opportunity to influence the goals set by the NSGBs (Papadimitriou and Taylor 2000). Thus, considering the high influence of external and internal stakeholders of NSGBs, further research could establish how performance measurement should be tailored based on the goals, needs, and expectations of their stakeholders (e.g. Winand et al 2021). Perhaps, it might be of interest for OP measurement to start from the strategic intentions of NSGBs, as these should capture the conflicting needs and expectations of their various stakeholders and the need to reconcile them (Shilbury and Moore 2006). For example, multilevel measurement frameworks could be developed that consider stakeholders' priorities, for example, by incorporating necessary weightings, on their objectives and priorities, into the analysis of the different dimensions, variables, and indicators. This type of research would contribute to understanding the OP in terms of what is considered a successful organization, thus developing fairer overall measurement frameworks for the different NSGBs, and again opening the door to benchmarking.

Likewise, when considering the application of a holistic model, we believe that it would be very useful to understand OP in its full breadth, also from an internal perspective of the

NSGBs. In this sense, considering the importance of organizational processes such as leadership (Fletcher and Arnold 2011), communication (Ferreira and Otley 2009), organizational culture (Bayle and Robinson 2007), and the competencies and performance of internal organizational members (volunteers and paid staff) (Hoye and Doherty 2011), could be a great contribution to the knowledge on performance measurement of NSGBs, considering both organizations and individuals units of interest (Willems et al 2014).

Thus, after all that has been said so far, we believe that carrying out a greater number of empirical comparative studies between different NSGBs, which solve some of the limitations identified, could contribute to the structured and systematic exchange of good practices, as well as promote intersectoral cooperation and establish dialogue between sports organizations, helping to have healthier and more sustainable sporting bodies over time. Also, due to the times we are in, we believe it could be interesting to open a field of study applying Open/Big Data models for NSGBs in particular, with the aim that all those interested in sport can benefit from recent knowledge on Big Data and analytics (Watanabe et al 2021), and that, in turn, can provide inspiration to use a wider range of methodological tools within our proverbial toolkit (Hoeber and Shaw 2017). The fruit of these collaborations, as well as the study of OP in different contexts, could contribute to greater knowledge about OP measurement.

In line with O'Boyle and Hassan (2014), it was found that the vast majority of studies have focused on measuring OP rather than on identifying the conditions that influence high levels of OP, looking for insights of where management failures occur or how these failures can be resolved. Therefore, it is imperative that future research also focus on the performance management practices of NSGBs, as well as the applicability of tools such as The Balanced Scorecard (Kaplan and Norton 1996), The Performance Prism (Neely et al 2002), or any derivatives of such tools that have already been implemented in other sectors. In fact, recently it has become a focal point of research (Andersson et al 2016), since, it is contrasted that this type of research would help to identify and address potential risks in the management of organizations (Longenecker and Fink 2001), thus generating, in this way, theoretical models, but also very useful in practice.

To conclude this section, we believe that another area that future research could consider is to understand how NSGBs use the information from their performance measurement processes and how they fit into the environment, strategy, and performance

measurement system. Since it is believed that a change in the environment stimulates a change in strategy and a change in strategy should stimulate a change in the performance measurement system (Melnyk et al 2014).

Finally, after the broad approach carried out on the literature review, and due to the few studies identified on OP in NSGBs, the question should be raised whether a review should be extended to include other NPSOs, which could shed light on the field of study of OP measurement in NSGBs by the possible transfer of knowledge.

Limitations

Of course, the current study is not free of limitations. On the one hand, scoping studies do not claim to be completely comprehensive or to assess the quality of the research designs used in the reviewed studies (Arksey and O'Malley 2005). Consequently, we suggest that there is a need for systematic reviews to understand the full scope and quality of the research that has been conducted in this field. Therefore, our discussions of the study of OP in NSGB in the scientific literature should be considered tentative. On the other hand, although we searched several sources to identify relevant studies, it is possible that this review has missed some key research, especially those published in non-English sources. Also, it should be emphasized that, despite the authors' proposed goal of attempting a broad search, the generic terms used to search for articles made the refinement process slow and arduous, as many of the articles identified in the early stages had nothing to do with sport management. In addition, another limitation of this study that should be highlighted is the fact that the evaluation of the studies was performed by only two people (the authors). Finally, it is worth considering that while this study contributes to the sport management literature and has practical utilities, it is important to note the limitation that it was developed solely from a literature review exercise. As such, there is a need for holistic models of OP measurement in NSGB to be developed and improved through further research and empirical testing.

Conclusions

The study provides the following contributions to the sport management literature:

First, our review extends existing reviews that attempted to organize and synthesize the literature on OP measurement in NSGBs, presenting a set of conclusions through a scoping review approach. However, contrary to our initial suspicions, we found that few empirical studies exist that confront the measurement of OP in NSGBs.

Secondly, it was found that multidimensional frameworks for the analysis of NSGB OP are the most commonly used by researchers in the field, a trend also identified by Winand et al (2014) in their study. However, as explained in the previous section of this article, the repetitive methodologies used, along with other limitations of the different studies considered in this review, leave clear gaps to be explored in future research.

As a third contribution, by implementing a correspondence analysis, a technique used for the exploratory analysis of categorical variables, this review provides the first attempt to illustrate the different dimensions that scholars considered in their studies as the most relevant to measure the OP of NSGBs according to the models implemented. We believe that this mapping can provide a useful framework for identifying future areas of research, some of which have been described in the future directions section of this article. All of this provides a rich breeding ground for future research on this topic that is theoretically timely and highly relevant to practice, but of which much remains to be explored.

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Conflict of interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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5.2. Estudio II

Governance profile of Catalan sports federations: a comparison based on the number of licenses

Abstract

Recent failures in the administration of sports federations have led individuals, institutions, and researchers in the field of sport to become increasingly concerned with questions of appropriate forms of governance. This paper provides a snapshot of the characteristics of the governance of Catalan sports federations by analysing key issues such as the composition of governing and executive bodies, the conservatism of presidents, participation and democratization in decision-making processes, and accountability orientation. The results point to some particularities, differences, and correlations between the size of federations and their governance profile. Empirical evidence is presented on the lack of stakeholder participation in decision-making processes, and of mechanisms for management control and monitoring. Results identified a lack of accountability orientation and levels of transparency. Few organizations reported having created documents such as a governance code, or risk management manuals, and a low percentage of organizations were concerned to make them publicly available. The results support recent calls for good governance in sport by highlighting key areas for improvement. Authors believe that this contribution can serve as a framework for scholars to investigate other contexts.

Introduction

Public and private sector collaboration is one fundamental pillar of many Western sport systems (Girginov, 2017). In Spain, the public sector distributes its functions in terms of territory (national, regional, and local), while in the private sector a distinction needs to be made between the commercial (for-profit) and the associative (non-profit) sectors (Scheerder et al., 2017). The latter sector is largely made up of sports federations, entities that play a prominent role in the organisation, promotion, and development of sport at all levels (Zintz and Camy, 2005), being the “federative organisational model” is the most widespread in different cultures and countries (Cabello et al., 2011). To this effect, Guevara et al. (2021) pointed out that in many continental European countries, most National Sport Governing Bodies (NSGBs) are federations administered as public services delegated by the state. In the case of Spain, they are entities controlled by the government through the Ministry of Sport (e.g., see the rules of tutelage and control that the State Administration can exercise over the Federations in Chapter III of Title III of Law 10/1990, of 15 October, on Sport). Sport Federations are associations of a legal-private nature, to which the exercise of public functions of an administrative nature is explicitly attributed, dedicated to the promotion, management and coordination of specific sports recognised within Spanish territory (Royal Decree 1835/1991). This pretext is also extended to the whole of the national territory, adjusting its organisation to that of the State in Autonomous Communities (see, for example, Legislative Decree 1/2000 of 31 July on the Law on Sport in Catalonia).

In Spain there are 66 national federations, each with their corresponding sporting modalities; however, regarding autonomous community organisation not all of them have territorial representation in the 17 autonomous communities of the Spanish territory (CSD licences and clubs, 2021). In this study, specifically, we focused on the 66 sport national federations that have territorial representation in Catalonia; an autonomous community which, with 7,763,362 inhabitants, is the second most populated region in Spain (National Institute of Statistics, 2021), and the first autonomous community in the Spanish ranking in terms of the number of licences and clubs (CSD licences and clubs, 2021). Likewise, this high participation in federated sports has eventually translated into elite sporting results: to give a recent example, Catalan athletes accounted for more than a quarter (26.8%) of the 328 athletes who competed on behalf of Spain in the 2020 Tokyo Olympics (CSD Tokyo Olympics, 2020). As scholars such as Puig, Martínez and García (2010) noted, Catalonia has traditionally been one of the regions of Spain that has contributed most to the development of sport and its institutional organisation over the years,

partly due to its federative system. Something that can also be illustrated anecdotally by the large volume of international sporting events that have been organised in Catalonia in recent decades, such as the 1992 Olympic Games in Barcelona, the Davis Cup final in 2000, the World Swimming Championships in 2003 and 2013, or the Roller Games in 2019, among others (Solanelles and Camps, 2017); and the rankings of the most sporting cities in which the capital of Catalonia (Barcelona) has appeared in recent years as one of the 10 most sporting cities in the world (e.g., Tse Consulting Group, 2016). However, despite the outstanding contribution of sport federations in the organisation and development of sport for all and elite sport (Winand et al., 2014), failures in their management to comply with viability plans (Puga-Gonzalez et al., 2020), or recent corruption scandals within the international, national or regional context (e.g., Pielke, 2016, Chappelet 2017; Phat et al., 2016), have led to a growing concern about the governance issues of this type of sport entities to which, as mentioned above, public functions are attributed.

According to Dowling, Leopkey and Smith (2018), the application of governance in the sport context should raise awareness of how sport organisations and systems are directed and controlled. Hoye & Cuskelly (2007) defined sport governance as "the structure and process an organisation uses to develop its objectives and strategic direction, monitor its performance against these objectives and ensure that its board acts in the best interests of the members" (p.9). While it could be argued that there are issues surrounding the definition of the concept (see Dowling, Leopkey and Smith, 2018), there is some consensus that it is a critical component of the management of sport organisations as its application is fundamental to their sustainability in an increasingly complex sporting world (Ferkins, Shilbury and McDonald, 2005; Hoye & Cuskelly, 2007; Yeh and Taylor, 2008). In recent years various international and national bodies have published different checklists as useful indicators of good governance (e.g., Australian Sport Commission, 2012; Geeraert, 2018, Sport England, 2011). All these checklists aim to help sport organisations identify and understand the key factors and principles involved in good governance such as accountability, efficiency, effectiveness, predictability, sound financial management, anti-corruption and, transparency (Geeraert, Groll and Alm, 2013). In addition, they also include participation and democratisation, which are considered key background variables for good governance (Santiso, 2001), as governing organisations includes giving certain people the power to do something they would not have done otherwise (Yeh and Taylor, 2008). In this regard, Mallin et al. (2004) noted that the most common structure found in NSGBs in Western countries is the unitary board of directors. Characterised

by a single board who is responsible for all aspects of the organisation's activities and who must act in the best interests of the sport organisations and its members (Hoye and Cuskelly, 2007).

Indeed, in the Catalan context, the Catalan Sport Law establishes that the governing bodies of Catalan Sport Federations (CSFs) are the board of directors and the general assembly (Article 22). The general assembly, as the supreme governing body, elects the board of directors under democratic principles, thus acting as a control structure for the board's activity (Forster and Pope, 2004). However, due to aspects such as the voluntary nature of sport federations (Thiel and Mayer, 2009), their non-profit character (Shilbury, Kathleen and Moore, 2006), and the problems of complex governance structures (Ferkins, McDonald and Shilbury, 2010; Hoye and Cuskelly, 2007), efforts to transition from a traditionally amateur to a more professionalised, participatory, and democratised structure have in recent decades been a recurrent, though sometimes contradictory, feature in the evolution of sport federations (Bayle and Camy, 2003). Under this pretext, in this study authors address some aspects that the literature defines as particularly problematic with respect to the governance of NSGBs. To this end, empirical evidence is presented to define the situation of Catalan sports federations, with the specific aim of investigating the issues of participation and democratisation (e.g., Thibault, Kihl and Babiak, 2010), the conservatism of boards of directors (e.g., Henry and Lee, 2004), and the accountability orientation (e.g., Pielke, 2013). In doing so, our contribution helps identify certain aspects that deserve special attention for the improvement of the governance and structuring of sport federations in the Catalan territory.

This paper is structured as follows: after the introduction, the methods are explained. The third section presents and discusses the results and, finally, the fourth section presents the conclusions and limitations of the study, as well as possible lines of future research.

Methods

Data Collection and Sample

Two sources of information to collect data were used:

- Secondary data: reports that the CSFs submitted to the General Secretary of Sport of Catalonia in 2019 were analysed, as well as information that CSFs had publicly available in their websites.
- Primary data: a specific questionnaire to the research purpose was developed. An early version of the questionnaire was validated by seven experts in the field and, based on their comments, it was modified for pilot testing with 10 sport organisations that did not

participate in the study, to ascertain length of completion and comprehensibility. Both stages helped to refine the final questionnaire to be administrated.

Thanks to the support of the General Secretary of Sport of Catalonia the questionnaire was sent to the 66 CSFs. Through the invitation emails, organisations' president and general secretary were informed about the aim of research project. In addition, online meetings were scheduled to discuss the project in more detail, as well as to resolve possible doubts about the questionnaire. Respondents were required to complete the questionnaire based on their organisations' practices and were asked to provide data with reference to the year 2019, the year before the questionnaire was administered because it was the latest household year completed. Once the survey was received, meetings were conducted with participants from the organisations to verify that the information included in the questionnaire corresponded to what respondents actually wanted to capture. A total of 37 CSFs (56% of the total population) participated in the study.

Data Analysis

The first step was to clean the database in order to standardise the data collected. Then, descriptive statistics for all the variables in the study were obtained. In addition, to explore the differences between federations in terms of their size (big size, >14K licences; medium size, >4K to 14K licences; small size, <4K licences) and their governance characteristics, nonparametric method of Kruskal-Wallis test was used. Furthermore, statistical correlations between the variables were analysed.

The collected data was analysed with Microsoft Excel 2019 (17.0) and Statistical Package for the Social Sciences (SPSS), Version 23, ©IBM.

Results and discussion

The results and discussion are presented based on the differences and similarities identified between the organisations according to their size. First, from Table 1, general information on the year of their foundation, participation (clubs, licenses, and sport modalities managed), as well as some key aspects of the profit and loss accounts and budget (total income, and grants) are shown and discussed, with the aim of providing a snapshot of the sport federations that operate in the Catalan territory. Next, aspects of the characteristics of their governance structures (board of directors, committees, representatives, and paid staff) are presented and contrasted with the federations' orientation to-wards participation, democratisation, and accountability (Tables 2 and 3). Furthermore, to deepen the analyses, all the results are

discussed in turn with the correlations observed between the variables under study, presented in Table A1 on Appendix A.

Contextualisation of the Catalan Sport Federations

Table 1. Age, participation, and public funding of CSFs.

	Big Size (>14K licences; N=11)				Medium Size (>4K licences; N= 12)				Small Size (<4K licences; N= 14)				Kruskal-Wallis Test
	X	Min	Max	SD	X	Min	Max	SD	X	Min	Max	SD	
1 Year of foundation	1,935.5	1,900.0	2,004.0	31.7	1,953.6	1,896.0	2,006.0	33.1	1,967.1	1,922.0	1,999.0	28.4	$\chi^2(2) = 6.31^*$
2 Clubs	580.2	55.0	4,069.0	1,166.0	168.2	29.0	613.0	156.0	41.1	3.0	123.0	33.8	$\chi^2(2) = 20.31^{***}$
3 Male licences	30,157.3	4,666.0	164,455.0	46,180.8	5,847.6	1,029.0	9,357.0	3,060.1	1,116.3	119.0	2,812.0	1,080.9	$\chi^2(2) = 26.23^{***}$
4 Female licences	9,887.5	1,498.0	25,150.0	6,397.3	2,799.7	195.0	7,467.0	2,326.2	372.9	7.0	1,196.0	388.4	$\chi^2(2) = 25.71^{***}$
5 Total licences	40,044.7	14,602.0	177,423.0	48,460.8	8,647.3	4,777.0	12,720.0	2,817.1	1,489.1	226.0	3,931.0	1,386.7	$\chi^2(2) = 30.96^{***}$
6 % Women licences	36.0%	5.3%	73.7%	19.7%	32.1%	3.9%	87.9%	26.9%	27.2%	1.0%	48.5%	14.2%	$\chi^2(2) = 1.48$
7 N° sport modalities	4.2	1.0	14.0	4.4	6.1	1.0	13.0	3.6	6.4	1.0	16.0	4.8	$\chi^2(2) = 2.44$
8 Operating budget	5,6M	1,4M	26,3M	7,3M	1,2M	379K	2,7M	808K	922K	87K	3,7M	1,2M	$\chi^2(2) = 14.23^{***}$
9 Total grants	694K	63K	4M	1.1M	148K	61K	474K	144K	328K	26K	1.3M	425K	$\chi^2(2) = 5.46^*$
10 Grants per member	17.5 €	2.9 €	43.7 €	13.6 €	18.6 €	5.1 €	55.8 €	16.8 €	319.2 €	13€	1320€	358€	$\chi^2(2) = 17.94^{***}$
11 Grants_%	12.9%	4.5%	36.6%	8.8%	12.5%	5.3%	22.7%	5.6%	35.4%	9.2%	59.9%	14.1%	$\chi^2(2) = 15.23^{***}$

The results indicate significant differences at the $*p < .05$, $**p < .01$, $***p < .001$ levels.

A first observation that emerges from Table 1 is that the smallest Catalan sports federations (<4K licences) appear to be the most recently creation ones. However, it should be noted that there are also large and medium-sized federations that were created very recently. This is an interesting point to note, as the large volume of licences held by these federations is due to the large increase in a short period of time of participation in the sports that these federations manage within the Catalan territory; an increase that has not manifested in the same manner in other autonomous communities in Spain (CSD licences and clubs, 2021).

Secondly, although due to the approach implemented for the analysis (comparative of the federations according to their size), it is to be expected to find high significant differences ($p < .001$) in terms of the number of licences and clubs that the federations have registered, it should be noted that no significant differences were found in terms of the number of sports modalities that the federations manage, nor from the perspective of gender equity in the number of licences. On average, the CSFs reported having 30% of female sports licences, however, there were cases of both large (volleyball, 74%) and medium-sized organisations that reported having a higher-than-average percentage of female licences. On the contrary, there are cases with extremely low percentages: e.g., large size (hiking, 5%), medium size (motorcycling, 4%), or small size (billiards, 1%).

Third, regarding the financial aspects, as expected, high differences ($p < .001$), and high significant correlations ($r = .938$, $p < .01$) were found between the total budget of the federations and the aspects that determine their size (licences and clubs). However, it should be noted that some small CSFs also have very high operating budgets ($>3M$); e.g., disabled people's federation, and sailing federation. Likewise, a significant correlation ($r = .83$, $p < .01$) was found between total subsidies received and the number of licences, which might indicate a relationship between the level of development of the sport and the obtaining of public financial aid. In fact, this aspect could be contrasted within the Catalan territory with the CSD's public calls for proposals for national sports federations, which establish that the level of development of sport is one of the main criteria for obtaining financial aid (Seguí et al., 2022). However, it should be noted that in the case of Catalonia, it was found that some small federations obtain public financial resources even above the average of the federations considered as large. Therefore, although the administrations' policies of distribution of financial aid are diffuse and not publicly available, in addition to the level of development of the sport, it is arguable that exists other elements that the General Secretary of Catalonia considers when distributing public resources to the CSFs. These elements might be sporting results (Winand et al., 2014), and the responsibility towards society of certain sport federations (Zeimers et al., 2020). In fact, three of the 14 sports federations considered as small (and which could be considered to have a remarkable social responsibility character), showed high subsidy ratios per member [e.g., Catalan federations of sports for people with intellectual disabilities (€343/member), cerebral palsy (€637/member), and people with physical disabilities (€1,320/member)]. Nevertheless, in this regard, it is important to note that the CSFs that receive more subsidies per member (most of the smallest ones) are the ones that show a greater dependence on public resources ($r = .70$, $p < .01$); (e.g., for federations such as the federations of the physically disabled and rowing, income from the administration represents $>50\%$ of their total expenses). This aspect underlines the accentuated dependence of small federations on public subsidies to develop their activity (Guevara, Martín and Arcas 2021), and puts the spotlight on sustainable management and the questionable capacity for development that they may have (Schulenkorf, 2017) without the subsidiary help of the administration. Thus, once the general picture of the CSFs has been presented, the following subsection presents and discusses the results of the analysis of the aspects referring to the characteristics of their governance structures.

Governance profile of the Catalan Sport Federations

Table 2. Governance structure of CSFs: governing and executive bodies.

	Big Size (>14K licenses; N=11)				Medium Size (>4K licenses; N= 12)				Small Size (<4K licenses; N= 14)				Kruskall-Wallis Test
	X	Min	Max	SD	X	Min	Max	SD	X	Min	Max	SD	
1 Size Board of directors (Bd)	19.8	10.0	32.0	6.0	14.8	8.0	23.0	3.9	11.6	3.0	25.0	6.4	$\chi^2(2) = 9.2^{**}$
2 Bd number of males	15.9	9.0	31.0	6.2	12.2	6.0	17.0	3.5	8.8	3.0	20.0	5.3	$\chi^2(2) = 9.2^{**}$
3 Bd number of women	3.9	1.0	7.0	2.0	2.9	0.0	8.0	2.4	3.1	0.0	8.0	1.8	$\chi^2(2) = 2.28$
4 Bd equality	20.7%	3.1%	35.7%	10.1%	17.0%	0.0%	57.1%	15.7%	25.2%	0.0%	50.0%	14.9%	$\chi^2(2) = 3.37$
5 N° employees	49.3	7.0	165.0	56.8	6.8	0.0	18.0	5.7	10.1	1.0	60.0	15.2	$\chi^2(2) = 12.82^{**}$
6 Workforce Equality	39.6%	25.0%	50.0%	8.8%	45.5%	0.0%	100.0%	28.8%	40.3%	0.0%	100.0%	35.6%	$\chi^2(2) = 1.45$
7 President turnover (years)	8.6	4.0	14.0	3.5	9.9	4.5	32.0	8.0	8.3	1.5	16.5	3.9	$\chi^2(2) = 0.41$
8 N° committees	6.9	5.0	8.0	1.0	5.0	1.0	9.0	2.3	4.1	1.0	8.0	2.2	$\chi^2(2) = 10.33^{**}$
9 General assembly representatives	2.4	1.0	4.0	1.6	2.7	1.0	4.0	1.5	3.0	1.0	4.0	1.1	$\chi^2(2) = 0.89$
10 Advisory board meetings	14.5	0.0	30.0	8.3	2.4	0.0	7.0	2.5	5.7	0.0	24.0	6.7	$\chi^2(2) = 4.39$
11 Meetings of all committees	15.5	0.0	30.0	12.4	2.2	0.0	11.0	4.0	5.4	0.0	30.0	7.9	$\chi^2(2) = 7.62^*$

The results indicate significant differences at the *p < .05, **p < .01, ***p < .001 levels.

CSFs composition of boards of directors and workforce

While some results might seem obvious, such as that larger CSFs tend to have larger boards of directors ($r = .56$, $p < 0.01$), and larger human resources staffs ($r = 0.80$, $p < 0.01$), other findings deserve special attention. On the one hand, as can be seen from Table 2, it could be noted that in general the CSFs have large boards of directors (on average 15.1 members) as they exceed by far the minimum established by the Generalitat of Catalonia of the three mandatory positions to form a board of directors: president, secretary and treasurer (minimum that can be increased by the statutes of each federation). In fact, only the Lifesaving and Rescue federation out of the 37 CSFs analysed is the only case where its board of directors was found to be composed of only three members. On the other hand, as can also be deduced from Table 2, there are many CSFs that have more board members than employees. These findings might suggest that the board of the CSFs remains a central governing body for the organisations, despite some fears years ago that professionals (staff) would replace volunteer boards (Kikulis, Slack and Hinings, 1992; Thibault, Kihl and Babiak, 2010). However, while this has also traditionally been the structure of most European federations (Mallin et al., 2004), it could be argued that having a structure made up mostly of voluntary forces could point to a lack of professionalisation in the human resources structures of SGBs (Ruoranen, et al., 2016). In fact, the voluntary organisation in the governing bodies of sports federations is now more than ever in question, due, among other things, to the need to move from volunteer-driven to a more professionalised organisation. The tasks involved in the management of today's sports federations require a great deal of involvement and specific knowledge on the part of their leaders. Something that is increasingly difficult to find in people who decide to volunteer their time to these organisations (Ruoranen et al., 2016).

When analysing equity issues in governing and executive bodies, no significant differences were found with respect to the size of the federations. However, in line with other research such as Henry and Lee (2004), or Geeraert, Groll and Alm (2013), it was found that in general there is overwhelming overrepresentation of male members within the boards of the CSFs (on average, only 21% of the members are women). Thus, it can be argued that, despite the involvement of public bodies in advocating for greater diversity within the governing bodies of sports federations (e.g., Council of Europe, 2013; 2019; Consell d'Associacions de Barcelona, 2019), CSFs are still far from achieving 50% gender equity ratios on their boards. This is particularly important considering that low representation of key groups, such as women, in governance and executive positions leads to situations where the interests of all stakeholders are not considered (Vega et al., 2019). In fact, this is something that can be highlighted from our findings, as curiously, it seems that those CSFs that have higher relative percentages of female licenses, and manage more sport modalities, tend to have better percentages of gender equity in their boards ($r = 0.44$, $p < 0.01$); ($r = 0.35$, $p < 0.05$) and executive bodies ($r = 0.39$, $p < 0.05$). Therefore, as authors such as Geeraert, Groll and Alm (2013) point out, it is important for female representatives to be placed in decision-making positions so that they can bring their experiences and views to organisations and even become role models for other women who want to get involved in sports organisations.

CSFs conservatism

According to Geeraert, Groll and Alm (2013), the monopolisation of power in a sports organisation can be seen, for example, in the average number of years that presidents are in office. In their research on international sports federations, they found that, on average, presidents are at the head of the organisations for 14 consecutive years. Although in the case in question it was possible to contrast that this average is reduced to 9 years (with some atypical cases in which the same president has been at the head of the organisation for more than 16 years), it is relevant to highlight the implications that regulations of term limits, as a system of control, can have. These ensure that elections are real contests on issues, provide new ideas to solve problems and prevent the concentration of power (Cohen and Spitzer, 1992). In this regard, it was found that a high percentage of CSFs (76%) reported having a maximum of 4-year term of office regulation. However, 69% of federations reported that there is no limitation to the number of terms allowed in office. Thus, it is arguable that the medium turnover of CSF chair-persons is not so much due to the limitations imposed by the statutes of the organisations themselves, but rather due to the democratic process of electing chairpersons. Hence, it seems

that the established maximum term of length of mandates (4 years) acts for the vast majority of the CSFs as a catalyst for the turnover of their governing bodies. This could presumably be a problem for the sustainability and continuity of strong and coherent leadership to ensure good governance practices, as it can be argued that effective governance cannot happen on its own but must be driven by human actors.

CSFs democratisation and participation in decision-making

As anticipated in the introduction, the CSFs have a single board structure, which is responsible for all aspects of the organisation's activities, and which must act in the best interests of the sports organisations and their members (Hoye & Cuskelly, 2007). However, as the Catalan Law of Sport in its article 22 postulates, the general assembly, as the supreme governing body and acting as a control of the activity of the board of directors (Hoye & Cuskelly, 2007; Forster & Pope, 2004), elects the board of directors under democratic principles. In other words, it has the function of acting as a system of checks and balances to prevent the concentration of power in SGBs and to ensure that decision-making is robust, independent, and free from undue influence (Arnaut, 2006), giving decision-making power to the different collectives represented in the assembly through their statutory powers. However, although the Catalan Law on Sport establishes that sports federations should basically be constituted by associations or clubs, and, where appropriate, by athletes, coaches, referees, or other representatives of natural persons, at no point does it state the representativeness of these key actors in the general assemblies of the federations (so, presumably, federations can do as they see fit in terms of structure, as there are no guidelines or consequences for poor representation of their constituencies). Even so, it would be expected that, it will be necessary to maintain a balance in the interests of the stakeholders (Geeraert, Groll and Alm, 2013), as different constituencies (e.g., clubs, athletes, or coaches) may inevitably have different (even opposite) interests and should therefore be equally represented within the SGBs governing sports (Colucci and Geeraert, 2012).

As a first point to highlight from the analysis of the different groups represented in the general assemblies of the CSFs, it was found that there are no significant differences according to the size of the organisations. Furthermore, it could be identified that while all federations reported that clubs are one of the main stakeholders represented in the general assemblies (in fact, for some CSFs clubs are the only stakeholders represented), this was not the case for athletes (only represented in 64% of the federations analysed), referees (59%), and coaches (48%). Moreover, another interesting aspect to highlight is that public organisations, which

play a fundamental role in the financing of these entities, are not represented in any of the general assemblies of the CSFs under study. Thus, as can be extracted from these results, and in line with the findings of authors such as Geeraert, Groll and Alm (2013), the representativeness of the different groups for participation in decision-making is an area for improvement for sport federations. Although it would be possible to argue that representation does not necessarily mean participation, and that it should be further explored whether participation contributes to better governance (Kihl and Schull, 2020), to ensure that programmes and initiatives are internally coherent, ensure equal opportunities and are inclusive of all groups, "the participation of the governed in their governance is the cornerstone of democracy" (Arnstein, 1969; 261). For instance, while athletes have traditionally been kept out of the political processes that are decisive for the rules governing their activities (Geeraert, Groll and Alm, 2013), if these stakeholders were included in the decisive processes, they would most likely experience a sense of 'ownership'. This means that they would come to see the decisions of the SGB as their own decisions, which, in turn, would lead to more effective policy implementation (World Bank, 2003). It also might avoid potential conflicts of a hierarchical governance model, in which those who are excluded from the decision-making process show intent to question the rules and decisions of the federation (García, 2007).

Contrary to what was found regarding the stakeholders represented in the CSFs' assemblies, the number and type of committees that federations have was found to be related to their size (licences; $r = 0.36$, $p < 0.05$; and board members; $r = 0.53$, $p < 0.01$), pointing out that the larger the CSFs are, the more committees they have in their executive structure. Some aspects to note, for example, are that all CSFs big size reported having referee, competition and discipline committees, and the appeal committee, and many of them (>70%) also had technical committees. The committees that the largest number of Small Sizes federations (>50%) reported having, were the technical, executive, referee and competition, and discipline committees. However, most notably, is that the CSFs reported a general lack of monitoring and control mechanisms for their management such as financial and ethics committees, or external members of the board of directors. These results are in line with the findings of authors such as Forster and Pope (2004), who considered that sports organisations seem to have been more concerned with dealing with malpractice on the field than with the quality of their own internal functioning. This is an aspect that will be further explored in the following subsection, where authors will try to delve into the analysis of the accountability orientation of the CSFs.

CSFs accountability orientation

Several authors (e.g., Forster and Pope, 2004; Pielke, 2013) have pointed out that the governance of NSGBs is characterised by accountability deficits. This, as presented in this subsection, also appears to be a clear area of improvement for the CSFs analysed in this research.

As anticipated above, only 5 of the large size CSFs reported having a finance committee, 4 in the case of medium size, and only 2 of the small size. While it is arguable that the finance committee, provided it is sufficiently independent from the governing and executive bodies of the organisation (Hart, 1995), can act as a monitoring mechanism to ensure that agents use resources in accordance with the interests of stakeholders (OECD, 2004), it seems that the only financial control mechanism that the vast majority of CSFs implement are external audits. However, it is worth noting that the submission of these audits is not entirely voluntary but is imposed by the Catalan Law on Sport in Article 24, which states that "Catalan sports federations are subject to the system of their own budget and assets and must submit their accounts and financial statements to an annual audit" (12), preventing them from "approving loss-making budgets without the express authorisation of the Government Administration" (12). Also, in line with these findings, it appears that the CSFs generally lack ethics committees to act as a control mechanism, not only for the governing bodies, but also for the staff working in the different boards and departments of the organisation (Pieth 2011). Only four of the CSFs reported having an ethics committee, but none of them indicated that it was independent from the executive body of the organisation. This can not only be a breeding ground for corruption, concentration of power, and lack of democracy and effectiveness (Aucoin and Heintzman, 2000; Mulgan, 2003; Bovens 2007), but also impede the momentum for change towards good governance (Geeraert, Groll and Alm, 2013), since, if such committee exists, it should have the power to initiate proceedings *ex officio* without referral from the executive body or the president. Furthermore, according to Chappelet (2017), external board members can be useful in connecting with multiple stakeholders, which would help leaders to act in the interest of all stakeholders and, in turn, benefit from improved organisational performance. In other words, they could emerge as contributing stakeholders as management control mechanisms for governing bodies. However, in line with previous findings, it was noted that only 2 CSFs reported having external board members.

Thus, one could reflect on the possibility that the existence of governmental regulations, or coercive pressures (DiMaggio, 1983) (such as the obligation to undergo an external audit, or the control of the General Secretariat of Sport) may be a reason why CSFs do not strive to

create their own control mechanisms, such as financial or ethics committees, or the provision of external board members. For instance, those federations lacking resources or expertise would not endeavour to develop other actions that, although necessary, would not be mandatory for them. Or, contrary to this reflection, one could even discuss the need to extend the binding nature (mandatory by the government) of some other aspects in order to force sport federations for a better orientation towards accountability for their actions (for example, see the case of the Irish sport federations where the government, through its National Sport Policy 2018-2027, sets out a series of obligations for the country's sport federations, which Sport Ireland will review from time to time and which will have consequences on the financial support to NGBs (Government of Ireland, 2018)). Although this is something that needs to be explored in greater depth, it is clear that this is an area for improvement by the community of Catalan sport federations, because in addition to the positive implications that the existence of these own control mechanisms have on decision-making for the governing bodies of sport, they are also instruments that play a crucial role in improving the accountability of the executive and governing bodies of sport federations (Forster and Pope, 2004; Pieth, 2011).

As Bovens (2007) states in their conceptual framework for analysing and assessing accountability, it can be treated as "a relationship between an actor and a forum, in which the actor has an obligation to explain and justify his or her conduct, the forum can raise questions and make judgements, and the actor can face consequences" (p. 450). It will therefore be important that the governing and executive bodies of SGBs meet frequently, so that their opinion is heard and those who govern SGBs are obliged to defend their governance on a regular basis (Geeraert, Groll and Alm, 2013). Along these lines, most of the CSFs reported organising at least one general assembly per year to give the congress the possibility to examine the annually produced accounts and the general policy of the past year. Yet, our research indicated that the board of directors and the committees responsible for the different areas did not organise regular meetings with high frequency. On average, big size CSFs showed a tendency to organise meetings more frequently, probably due to the complexity associated with coordinating and implementing good governance principles in a larger organisational landscape, as in the case of small size, which have fewer people to involve in the coordination exercise, this may not be as necessary (Pielke, 2013). Moreover, in addition to the regular meetings, general assemblies, and control mechanisms discussed above for better accountability to their members, it is important that federations work on creating documents that account for their management accountability, such as codes of good governance, minutes

of meetings, codes of delegation policies, or code of ethics, among others (Pielke et al., 2020). While all these documents can contribute significantly to improving learning capacity and management effectiveness (Aucoin and Heintzman 2000; Bovens, 2007), it will also be important that these manuals and documents are made available to stakeholders to make them aware of the policies being carried out within the organisation, and in turn give them the possibility to scrutinise, criticise and demand changes (Mulgan, 2003). Table 3 shows a summary of the percentage of CSFs, according to their size, that reported having some documents that show a greater orientation towards accountability, strategic management, and transparency.

Table 3. Accountability, strategic management, and transparency documents.

	Big Size (N=11)		Medium Size (N= 12)		Small Size (N= 14)	
	Documents created	Publicly available	Documents created	Publicly available	Documents created	Publicly available
1 Statutes	100%	100%	100%	83%	100%	100%
2 Strategic plan	64%	45%	41%	25%	42%	14%
3 Good governance code	45%	36%	16%	16%	28%	14%
4 Minutes of the meetings of Bd	81%	18%	100%	8%	100%	7%
5 Delegation policy	100%	18%	66%	63%	28%	14%
6 Manual / code of ethics	63%	36%	50%	16%	42%	36%
7 Regulations & democratic process	100%	36%	58%	8%	78%	35%
8 Conflict of interests	45%	18%	33%	0%	36%	14%
9 Annual sports report	100%	90%	91%	66%	92%	78%
10 Organisational chart	100%	81%	100%	83%	92%	72%
11 Annual budget	100%	91%	100%	66%	100%	37%
12 Financial closing of the year	100%	90%	100%	66%	100%	33%
13 Risk assessment	54%	27%	25%	8%	31%	0%
14 Performance evaluation system	18%	1%	33%	0%	25%	0%

While significant differences were found between the different sizes of CSFs and the availability of documents they were asked about ($p < 0.5$), this was not the case for the level of transparency (public documents). It was found that, in general, big size federations tend to have more documents created (licences; $r = 0.41$, $p < 0.05$; board members; $r = 0.37$, $p < 0.05$, and total number of employees; $r = 0.45$, $p < 0.01$). As can be seen from Table 3, on average they reported having 77% of the 14 documents they were asked about, somewhat less for medium size (65%) and small size (63%).

An expected finding, after understanding that article 24 of the Catalan Law on Sport establishes the obligation of federations to account for their economic and financial statements, is that 100% of the federations reported having the budget and the annual financial closure. On the contrary, the documents that the highest number of CSFs lack are a performance evaluation system (21.6%), codes of good governance (29.7%), risk assessment (35.1%), and conflict of

interest (37.8%). Also, when assessing the strategic orientation of the federations, it was found that only 18 of the 37 CSFs analysed reported having a developed strategic plan. Areas for improvement for the CSFs since, as can be understood, the provision of these documents as well as the reflective process necessary for their elaboration would show a particular sensitivity towards the application of good governance practices of sport organisations. However, although these documents may represent a first step forward, it can be argued that the provision of documents is not the only purpose and something that justifies the implementation of good practices per se, since, for instance, as the research indicated, 19 CSFs (51%) have a code of ethics, however, as we have seen in previous sections, only 4 (10%) have an ethics committee that monitors compliance with this code, and none of them is an independent body. Thus, as authors such as Geeraert, Groll and Alm (2013) indicate, even if some CSFs have a code of ethics, the committee cannot be expected to adequately judge the behaviour of the members of the governing and executive bodies.

Finally, from the perspective of transparency, Table 3 shows that the CSFs, whatever their size, show ample room for improvement. However, one aspect to consider is that levels of transparency were positively associated (see Table A1) with total grants received ($r = 0.41$, $p < 0.05$), board size ($r = 0.37$, $p < 0.05$), and total number of employees ($r = 0.42$, $p < 0.01$), suggesting that those CSFs that have a broader structure of governing and executive bodies, e.g., are somewhat more complex, show greater commitment with respect to transparency of their actions.

Conclusions, limitations, and future lines of research

The aim of this research was to address some aspects that have been identified as problematic in the literature on the governance of NSGBs. Thus, although the picture provided in this paper is far from comprehensive, resulting from the specific issues addressed on the structural governance characteristics of Catalan sport federations, the paper contributes valuable empirical insights to the growing body of literature on the governance of sport organisations.

First, this paper presents empirical evidence of the importance that boards of directors still have as the central governance body for Catalan sport federations. In line with other research (e.g., Henry and Lee, 2004; or Geeraert, Groll and Alm, 2013), it was found an overrepresentation of male members within the governing bodies (on average, only 21% of the members are women). In addition, although it was reported that on average the turnover of

chairpersons is effective every 9 years, the general lack of term limits could pose threats with regard to the concentration and continuity of power, and the delirious effects of its' enactment, in some of the CSFs.

Secondly, the research results show that the CSFs have generally not institutionalised the participation of different stakeholders in decision-making processes. As could be seen, groups such as athletes, coaches, referees, or even governmental organisations are under-represented in the general assemblies of the Catalan federations. This indicates that the CSFs should strive to improve aspects of democratisation and participation in decision-making processes. But also, do so in ways that are sensitive to the issues of representation and participation, and the need to genuinely provide meaningful spaces for alternative voices to come to the fore.

Thirdly, some accountability deficits were found to exist. It was found that CSFs generally lack management monitoring and control mechanisms such as financial and ethics committees, or external board members. In line with research such as that of Geeraert, Groll and Alm (2013), it could be said that the most current problem is the total lack of independent ethics committees, as there is no control system that has the capacity to carry out ex officio investigations. In addition, in general, CSFs reported establishing monitoring and control meetings with low frequency and, they need to work on manuals and documents that would provide more accountability orientation towards their stakeholders and society at large and would also enable them to improve their learning capacity and management effectiveness. Documents such as performance evaluation, codes of good governance, risk assessment, or conflict of interest are developed by only one third of the sports organisations analysed. Likewise, it was found that CSFs should work towards improving transparency in all areas of their management. In this regard, it is perhaps worth noting that there is little oversight or guidance on ethical control by the governmental organisations, in this case the General Secretariat of Sports, or the national federations to which the CSFs are attached.

The empirical evidence presented clearly supports recent calls for good governance in sport and finds that sport federations should strive to increase the effectiveness of their operations through good governance mechanisms and codes (Scheerder, Claes and Willem, 2017). The authors believe that such studies can contribute in practice to the preservation, reinforcement, and promotion of the sport model of the territory, as well as to the continued advancement and survival of sport organisations and sport for all and elite sport. However, this document does not pretend to draw a complete picture of the governance problems of sport

federations related to the characteristics of their organisational structures. Indeed, there are still many aspects to be discovered and avenues of research to be explored. For instance, as Pielke et al. (2020) anticipated, good governance involves intangibles such as culture, leadership and behaviour that are difficult or even impossible to capture quantitatively, so qualitative approaches are necessary to understand some aspects that at first sight might go unnoticed. For example, while the professionalisation of the CSFs in terms of their governance and executive structures has been discussed, more research is needed on the relationships between them, and the possible benefits or problems of the different structures in the different types of federations in the territory. Future research could also focus on what is the real influence that stakeholders can exert on decision-making processes, such as, for example, exploring how governments influence the organisational capacity of sport federations. That is, investigating how governance structures respond to internal or external environmental influences. Finally, although this is self-evident, it is essential to emphasise that the results shown cannot be extrapolated to any other territory than the one analysed here, and further research is needed to address aspects that might be similar or different in other contexts, or even, why not, to address national or international comparison, even, through longitudinal studies.

Appendix A

Table A1. Correlations relationship of the analysed variables.

	1	2	3	4	5	6	7	8	9	10	11	12	13
1 Total licences	--												
2 % Women licences	-0.12	--											
3 N° sport modalities	-0.13	0.00	--										
4 Total grants	0.83**	-0.11	0.08	--									
5 Grants_%	-0.26	0.09	0.07	0.06	--								
6 Grants per member	-0.21	-0.02	0.37*	0.08	0.70**	--							
7 Size Board of directors (Bd)	0.56**	0.01	0.14	0.61**	-0.35*	-0.29	--						
8 Bd equality	-0.21	0.44**	0.35*	-0.10	0.23	0.18	-0.12	--					
9 N° committees	0.36*	0.18	0.20	0.37*	-0.27	-0.24	0.53**	0.21	--				
10 N° employees	0.80**	0.00	0.01	0.78**	-0.15	-0.09	0.62**	-0.01	0.46**	--			
11 Workforce Equality	-0.05	0.12	0.39*	-0.04	0.09	0.27	0.03	0.10	-0.06	-0.07	--		
12 Documents created	0.41*	0.11	0.06	0.47**	-0.16	0.03	0.37*	-0.14	0.40*	0.45**	-0.12	--	
13 Docs publicly available	0.41*	0.06	-0.05	0.41*	-0.10	-0.09	0.37*	-0.10	0.33*	0.44**	-0.17	0.33*	--

The results indicate significant differences at the *p < .05, **p < .01 levels.

5.3. Estudio III

Governance in regional sports organisations: An analysis of the Catalan sports federations

Este estudio ha sido aceptado para su publicación con la siguiente referencia:

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La versión original del artículo se encuentra en el anexo “7”

Abstract

In recent decades there has been an increasing concern among stakeholders surrounding sport organisations regarding the implementation of governance principles and processes. It is believed that these can help them to overcome sustainability problems and to promote organisational success. This research aims to analyse the governance of Catalan sports federations (CSFs), an area that has not been analysed to date. The study, based on previous approaches in the sport management literature, proposes a model to measure three dimensions considered key to good governance in sport organisations: democracy and participation, ethics and integrity, and accountability and transparency, which are measured by quantitative performance indicators. 38 CSFs were assessed, and the results showed considerable room for improvement with respect to metrics in divergent areas of organisational governance. Six clusters were determined using the Hierarchical Ascending Classification, and statistical correlations were also found between the dimensions analysed and the size of the organisations. In addition to the interest for stakeholders in the context of Catalonia, the authors believe that this research supports recent calls for good governance in sport and can serve as a foothold for scholars to investigate other contexts.

Introduction

Interest in governance in sport has not only increased substantially in recent years in academia (Dowling, Leopkey & Smith, 2018), but there has also been growing concern from the political spheres of international and national bodies (e.g., Scheerder et al., 2017). Recent trends pushing towards a broader domain of sport management: increasing commercialisation, professionalism, growing government involvement, and funding, among others (Shilbury & Ferkins, 2011), call for more formalised governance structures, processes, and principles (McLeod, Shilbury & Zeimers, 2020). For, the consequences of their omission could affect the sustainability of the current sport system (Ferkins, Shilbury & McDonald, 2005), and of sport organisations themselves, by directly affecting their resilience, capacity building or ability to continue to provide the services demanded by a changing society.

In an increasingly complex sporting world, national (and territorial at different levels) responsibility for the key functions of promotion, management and coordination of sport remains with sport federations (Cabello et al., 2011). Nonetheless, despite the outstanding contribution over the years to the development of sport at all levels (Winand et al., 2014), recent corruption scandals (Chappelet, 2018; Phat et al., 2016), and/or failures in their management to comply with viability plans (Puga et al., 2020), have made the governance problems of these entities a major focus of concern. According to Dowling, Leopkey & Smith (2018), the implementation of the structures and processes of governance in the sport context should raise awareness of how sport organisations and systems are run and controlled. Indeed, as pointed out by authors such as Geeraert, Alm & Groll (2014), the implementation of good governance principles can help organisations to overcome corruption problems and, in general, promote organisational success.

While there is a general consensus on what constitutes good governance in sport governing bodies (Chappelet, 2018; Geeraert, Alm & Groll 2014), in recent decades, a wealth of analysis and research has emerged on assessing the implementation of 'good governance' in sport organisations (e.g., Australian Sport Commission, 2012; Council of Europe, 2013; Chappelet, 2018; Geeraert, 2018; Muñoz & Solanellas, 2023; Parent & Hoye, 2018, Pielke et al., 2020). All these checklists have the dual purpose of identifying good governance criteria that can be applied to the evaluation of sport organisations, and of helping entities to identify and understand the key factors and principles involved in good governance. In particular, various scholars such as (Henry & Lee, 2004; Chappelet & Mrkonjic, 2019; McLeod, Shilbury

& Zeimers, 2020) have stressed that transparency, democracy, accountability and social responsibility are considered important principles of sport governance that should be upheld.

To date, research has predominantly focused on sport organisations such as international and national federations, clubs, leagues, or organisations operating at multiple levels, however, territorial contexts have been analysed to a lesser extent (Dowling, Leopkey & Smith, 2018; Muñoz & Solanellas, 2023). The aim of this research is to expand the literature on sport governance by assessing Catalan sport federations (CSFs) on the implementation of good governance practices. A topical issue due to the society's growing concern for better governed organisations. Specifically, the analysis focuses on aspects such as democracy and participation in sport governing bodies (SGBs), ethical and integrity aspects, as well as accountability and transparency. The importance of this paper is to generate new knowledge on the subject by examining the previously unexplored context of Catalonia. In doing so, it seeks to expand knowledge on governance in sport, as well as to provide a new approach to the analysis and discussion of aspects that deserve special attention for the improvement of the governance and structuring of Catalan sports federations, such as democratisation and participation in decision-making processes. We firmly believe that the exploration of the Catalan federative context, due to the great contribution it has on national sport at all levels, can be of great interest and act as a catalyst for future research in territorial contexts.

Literature review

Over the past decades, revelations of questionable governance practices in sport organisations have raised serious questions about the way in which they are governed (Stenling et al., 2022). Cases of corruption scandals in governing bodies (McLeod, Adams & Sang, 2020), the need to fully understand the surrounding landscape of sport organisations (Dowling, Leopkey & Smith, 2018), as well as a greater strategic and organisational performance orientation (Hoye & Cuskelly, 2007), have brought sport governance to the forefront of public debate. As a result of this critical and reflexive process, sport organisations, and in particular federations, are under great pressure to adopt good governance practices that mitigate dishonest practices and promote sporting success (Chappelet, 2018). Principles that have been widely discussed in the literature, such as accountability, efficiency, effectiveness, sound financial management, anti-corruption, and transparency, among others (Geeraert, Groll & Alm, 2013).

The concept of governance has been described as vague and ambiguous. In their scoping review of governance in sport, Dowling, Leopkey & Smith (2018) identified as many

as seven different definitions of governance in sport used by researchers and which differ from each other in some respects. This could lead one to think that the term has too many meanings to be useful (Rhodes, 1996). According to Geeraert, Alm & Groll (2014), definitions of governance depend on the research of the scholars or the phenomenon under study. For the categorisation of the different studies that were analysed in their work, Dowling, Leopkey & Smith (2018) adopted the three general approaches or types of governance that Henry & Lee (2004) anticipated: organisational, systemic, and political. According to the authors, “organisational governance” refers to ethically based norms of managerial behaviour, or accepted norms, values, and processes in relation to the management and governance practices of sport organisations. “Systematic governance” focuses on competition, cooperation, and mutual adjustment between organisations within a given organisational system, in this case, sport. Finally, “political governance” is concerned with how governments, or any governing body in sport, “direct” or “indirect” influence the behaviour of organisations. Thus, the study of governance can be seen to consider both the structuring and manner in which organisations operate, as well as the role they play in a wider network of interconnected stakeholders subject to influence by the sport systems in which they are housed (McKeag et al., 2022; Renfree & Kohe, 2019). The present study is positioned within the domain of organisational governance. Aligning with Hoye & Cuskelly (2007), understanding how sport organisations (in this case the Catalan federations) adopt the known standards of good sport governance is crucial for their continuous development, improvement, and sustainability.

As mentioned earlier, although there are some guidance documents at international and national level that serve to provide some form of training and knowledge base structures, to date, there is no universal code of good governance used by most of the actors that make up the sport sector (McLeod, Shilbury & Zeimers, 2020). However, across all the codes and assessment checklists developed by researchers and practitioners, a certain consistency can be identified in terms of the general principles that are promoted. It should be noted, however, that while these principles are widely used, the details of what they imply for each of the different codes developed may vary (Parent & Hoye, 2018). For example, as McLeod, Shilbury & Zeimers (2020) points out, a code may consider transparency in a limited way, such as the publication of annual reports, or it may entail a broader range of requirements, including the publication of minutes of board meetings. Similarly, Parent & Hoye (2018), Parent, Naraine & Hoye (2018) reported differences in the implementation requirements of governance codes. Depending on the demarcation of sport organisations, adherence to a governance code may be

a legislative requirement, a voluntary option, or a prerequisite for receiving public funding. The authors pointed to these inconsistencies as an obstacle for researchers in the field to gain a deeper understanding of which guidelines improve governance performance. Despite these difficulties, authors such as McLeod, Shilbury & Zeimers (2020) noted that, in practice, there is a sufficient degree of congruence between governance codes to claim that there is a general understanding of what good governance looks like in sport federations. In particular, according to Chappelet & Mrkonjic (2019) the principles of transparency, accountability and democracy feature prominently in virtually all guides. Principles and guidelines that aim to ensure efficient and ethically sound governance of sports organisations (Stenling et al., 2022).

Geeraert (2018), on the other hand, in his work on indicators and instructions for assessing good governance in national federations, indicated that, in general, there are four basic principles of good governance, which, in addition, according to authors such as Brown & Caylor (2009) lead to positive organisational results and economic growth. Evidence suggests that transparency, democratic processes, internal accountability and control, and social responsibility are pervasive principles of good governance (Geeraert, 2018). Specifically, one could point to transparency as an effective mechanism for mitigating corruption (Kolstad & Wiig, 2009), as well as for democratisation, as it can support stakeholders in challenging management (Mulgan, 2003). There is also a body of research that highlights the benefits of sport organisations having a broad orientation towards democratic and participatory processes leading to the development of policies that address stakeholder interests (Kohe & Purdy, 2016; McKeag et al., 2022; Renfree & Kohe, 2019). For example, by considering the representation of different constituencies in general assemblies (Geeraert, Alm & Groll, 2014), or in leadership positions, such as women (Nielsen & Huse, 2010; Post & Byron, 2015) or independent board members (Sport England, 2016). In terms of accountability and internal controls, a high implementation of measures related to this principle would lead to the promotion of democratic measures to monitor and control the conduct of governance, to avoid the development of concentrations of power, as well as to enhance the learning capacity and effectiveness of management (Aucoin & Heintzman, 2000; Bovens, 2007). Indeed, the authors themselves identified accountability as a cornerstone of governance, as it is the principle that informs the processes by which those who have, and exercise authority are held accountable (Aucoin & Heintzman 2000). Finally, there is broad consensus that sport organisations should promote social accountability (Chappelet & Mrkonjic, 2019; Renfree & Kohe, 2019).

The evidence presented highlights the potential value of implementing the principles of good governance, which further strengthens the justification for this study. The aim of this study is to shed light on the situation of Catalan sports federations in terms of the implementation of good governance principles such as democracy and participation, ethical and integrity aspects, as well as accountability and transparency. The following section presents the measurement model implemented for the evaluation of these governance principles and practices.

Methods

When investigating good governance in sport one is confronted with the lack of a set of core and homogeneous principles (Geraert, Alm & Groll, 2014). The research addresses the assessment of three dimensions considered key to good governance of sport organisations: democracy and participation, ethics and integrity, and accountability and transparency (Geraert, Alm & Groll, 2014; Pielke et al., 2020). To this end, the research proposes a specific measurement model that is methodologically inspired by Boateng et al., (2018), Nardo & Saisana (2009), and Richard et al. (2009) who developed best practices for developing and validating scales and composite indicators. As a result of their contributions, we followed the next phases and steps:

a) Items development:

- Defining the measurement model that combines several conceptual dimensions and objectives. The model applied to measure the governance of sport federations includes quantitative indicators that are considered to have the potential to measure the achievement of good governance practices in each of the conceptual dimensions. An exploratory set of parameters was compiled based on a review of the available literature on good governance (e.g., Chappelet & Mrkonjic, 2019; Geeraert, Alm & Groll, 2014; Geeraert, 2018; Kolstad & Wiig, 2009; McLeod, Shilbury & Zeimers, 2020; McKeag et al., 2022, Post & Byron, 2015, Sport England, 2016; among others).

- Construction and validation of indicators. Validity of these indicators was reviewed by 15 experts in the field (practitioners and academics).

b) Scale development:

- Definition of specific procedures for normalisation. Due to indicators' values have different measurement units, these values were normalized. Their rank was expressed as a percentage for all CSFs and then values obtained were reduced to a scale of 0 to 10.

- Determination of the weighting of the indicators. It was assumed that the performance of each dimension could be calculated through the average of the performance scores of its indicators. However, it is worth noting that the proposed indicators may have a different weight for the dimension it belongs, so the relative weight of them was assessed through a questionnaire sent to 15 experts (general secretaries of the CSFs and experts who are used to work with performance indicators in the sport management field). Experts assessed the relative weight of each indicator within its dimension, using a scale from 0 (not important at all) to 5 (highest importance). The average score derived from the experts' evaluations for each of the indicators was the reference for calculating the relative weight percentage within its dimension.

c) Scale evaluation:

- General validation of the consistency of the measurement system. Consistency of the measurement model was tested through the Cronbach alpha test.

Table 1 shows the rationale for the inclusion of the indicators in the model implemented for the measurement of governance, as well as the details of the measurement scale and the relative weight of each indicator and dimension. Furthermore, to deepen the analysis of the relationships between the variables under study and the size of the sports federations analysed, variables that account for the size of the organisations (such as number of members, income, and total employees) were also included.

Table 1. Model implemented for measuring the governance of sport governing bodies

Dimension	α	Objectives	Performance Indicator	Justification of the indicator	Measurement Scale
Democracy and participation (**30%)	0.586	To improve the levels of democracy and participation.	Committees that the sport organization have. (*28%)	The different committees of the organisation should enhance the participatory and democratic character, as they would help to consider the different actors concerned in the decision-making processes. (<i>Committees: executive, financial, technical, elected board of members, referees and judges, sport, competition and discipline, appeals, ethics, supervisor of the board</i>)	Numerical discrete. Number of committees/Max. number of committees asked (10)
			Holding of the general assembly. (*40%)	The organisation of the general assembly becomes an obligation in terms of democracy and participation, as it is where the governing bodies are accountable for their annual management to the members of the federations.	Dichotomic. (Yes=10, No=0)
			Have equal representatives in the general assembly. (*32%)	The more collectives are represented in the general assembly, the better the democracy and participation of the organisation (<i>Representatives: clubs, athletes, coaches, referees, public organisation</i>)	Numerical discrete. Number of representatives/Max. number of representatives (5)
Ethics and Integrity (**41%)	0.722	To improve the implementation of ethical and integrity principles at the organizational level.	Gender equality on the board of directors. (*24%)	Organisations need women in positions of responsibility.	Numerical discrete. Women/Total members. (+20% internal range). (0% = 0; 1-10% = 2; 11 - 20 = 4; 21 - 30 = 6; 31 - 40 = 8; 41 - 50 = 10)
			Independent members on the board of directors. (*21%)	Having members who are independent of the organisation will improve the integrity of decision-making.	Numerical discrete - Relative. Number of members. (0 = 0; 1 = 8; > 1 = 10)
			President turnover. (*26%)	It is important to consider years of board turnover to avoid both uncertainty and monopoly (concentration of power).	Numerical discrete - Relative. Average between the number of years. (0-3 = 0; 4-8 = 10; 9-12 = 5; >12 = 0)

		Max. mandates and max. length of the mandates for a president. (*29%)	The existence of term limits and term lengths are indicators of healthy governance in sports organisations, as elections to the presidency can provide an opportunity for fair and open internal debates that bring new ideas to the management of the organisation and, at the same time, avoid problems of concentration of power.	Numerical discrete. Term limit and length. (+20% internal range). (< 8 = 10; 8 - 12 = 8; 12 - 16 = 6; 16 - 20 = 4; >20 = 2; no = 0)	
		To be responsible for its own actions and provide sound reasoning.	Number and type of documents that account for the responsibility of its actions. (*30%)	Having written documents such as "Code of Governance", "Code of Ethics", "Conflict of Interest", etc. would make organisations accountable to their stakeholders. These documents would also contribute to improving the learning capacity and effectiveness of organisations by providing a system of rules and procedures to ensure that governing and executive bodies comply with internal rules and standards.	Numerical discrete. Number of documents they have/Max. number of documents asked (14)
Accountability and transparency (**28%)	α 0.692		Financial results distribution before the assembly. (*39%)	Publicly disclosing documents about the organisation's activities in a timely manner indicates a responsibility to be transparent about its actions. This would allow stakeholders the opportunity to understand, monitor, and challenge management. (<i>Documents: statutes, strategic plan, good governance code, minutes and meetings of the Bd, delegation policy, code of ethics, regulations & democratic process, conflict of interest, annual sports report, organisational chart, annual budget, financial closing of the year, risk assessment, performance evaluation system</i>)	Dichotomic. (Yes=10, No=0)
		To carry out activities in an open and clear manner.	Publicly disclose documents on the activities of the organization. (*30%)		Numerical discrete. Number of documents published/Max. number of documents asked (14)

(*) Relative weight of indicators in their dimension, according to experts; (**) Dimension relative weight; according to experts

Research context

The Spanish sports system is structured as follows. The Ministry of Culture and Sport is responsible for proposing and implementing government policy on sport. The Consejo Superior de Deportes de España (CSD), an autonomous body attached to the Ministry of Culture and Sport, as the operational arm of the latter, directly exercises the powers of the General State Administration in the field of sport. Law 10/1990 of 15 October 1990 on Sport regulates the Spanish Sports Federations as associations of a legal-private nature, to which the exercise of public administrative functions is expressly attributed, dedicated to the promotion, management and coordination of certain sports recognised in Spanish territory (Royal Decree 1835/1991). Essentially, entities which, under the tutelage of the CSD, contribute to the development of sport at all levels (Guevara, Martín & Arcas, 2021). This pretext also extends to the entire national territory, adapting the organisation of the federations to that of the State in Autonomous Communities. In other words, the Spanish sports federations are made up of sports federations at the autonomous community level, which represent them and exercise public functions delegated by the respective autonomous community (see, for example, Legislative Decree 1/2000, of 31 July, on the Law on Sport in Catalonia, which establishes the General Secretariat of Sport of the Generalitat de Catalunya as the body responsible for the management, planning and execution of the sports administration in Catalonia). In Spain there are 66 national federations, each with its corresponding sport modalities; however, in terms of regional organisation, not all of them have territorial representation in the 17 autonomous communities of the Spanish territory (CSD licences and clubs, 2021). In this study, we have focused on the 66 national sports federations that have territorial representation in Catalonia; an autonomous community that, with 7,763,362 inhabitants, is the second most populated region in Spain (National Institute of Statistics, 2021), and the first autonomous community in the Spanish ranking by number of licences and clubs (CSD licences and clubs, 2021).

Finally, it should be noted that both the Spanish national and regional federations take the form of voluntary associations, with a board of directors elected by the general assembly. The board of directors is the highest decision-making body and must act in the interest of its members (Hoye & Cuskelly, 2007). For although the general assembly, as the supreme governing body, elects the board of directors, and since it is very rare that the board's proposals are rejected, the assembly is limited to an essential control function in terms of who gets access to formal positions of power in the sport (Stenling et al., 2022).

Data collection

Two sources of information to collect data were used:

- Secondary data: reports that the CSFs had submitted to the General Secretary of Sport of Catalonia in 2019 were analysed, as well as information that CSFs had publicly available on their websites.

- Primary data: a questionnaire was carried out. The preliminary questionnaire was evaluated and validated by 15 experts in the field, and based on their feedback, it was then modified for the pilot test. The resulting questionnaire was piloted among 10 sport organisations that did not participate in the study to ascertain length of completion and comprehensibility. Both stages helped to refine the final questionnaire to be administrated.

Sample

Thanks to the support of the General Secretary of Sport of Catalonia, the questionnaire was sent to the 66 CSFs. The response rate was 57.5%, which means that the final sample of the study is composed of 38 CSFs. It is also important to mention that all the CSFs participating in the study accounted for 85.76% of the total number of federation licences in Catalonia.

Through the invitation emails, organisations' president and general secretary were informed about the research project aim. In addition, online meetings were scheduled to discuss the project in more detail, as well as to resolve possible doubts about the questionnaire. The emails contained a personalised link to the online questionnaire that allowed respondents to log in and log out while completing the data. Respondents were required to complete the questionnaire based on the practices of their organisations and were asked to provide data in reference to the year 2019, the year before the questionnaire was administered because it was the latest household year completed.

Data analysis

The first step was to clean the database to standardise the data collected (i.e., check for completeness, duplications, anomalies, etc.) and to correct any errors detected. The consistency of the measurement model was checked using Cronbach's alpha test (see second column of table 1; " α ").

The good governance practices were analysed using correlational relationship and the Hierarchical Ascendant Classification (HAC) with the Ward method (Ferguson, Deephouse &

Ferguson, 2000; Marlin, Ketchen & Lamont 2007). The HAC is a clustering method which highlight homogeneous groups of cases according to the variables by which they are assessed. The first step is to group, in the same cluster, several cases that are close to each other, then the HAC groups close cases, in accordance with the distance were chosen. To determine this distance, the Ward distance, which minimizes the intra-group variance was used to obtain contrasted groups. When every case is grouped in one cluster, the process stops. Then, the analysis of the dendrogram enables the determination of the groups of interest (the clusters that make sense).

In accordance with the clustering, thresholds were defined to highlight scores from which it was possible to assume that a CSFs has achieved a standard level of an indicator. Table 2 and figure 1, respectively, present the scores obtained for each indicator and dimensions of the 38 CSFs and the clusters obtained.

The collected data was analysed with Microsoft Excel 2019 (17.0) and Statistical Package for the Social Sciences (SPSS), Version 23, ©IBM. The following section presents the results of the study, which are presented in line with the research objective.

Findings

Table 2 presents the scores obtained by the 38 CSFs on each indicator assessed, and the results of the grouping are also presented. In addition, for the reader's ease of interpretation, Figure 1 shows the mean scores separately for the different groups in each of the dimensions (or principles of good governance) analysed, and for the 38 CSFs (mean).

The mean score for the 38 CSFs was 6.19 (median = 6.38; SD = 0.94) out of 10, with a maximum of 8.35 (Collective 13) and a minimum of 4.10 (Individual 14).

While the scores could be discussed individually, it was possible to identify some areas where the CSFs could focus their attention if they intend to improve management practices towards good governance. Among the three dimensions of analysis, in general, the CSFs performed better on aspects of democracy and participation in decision-making processes. On the other hand, the indicators that fall under the dimension of ethics and integrity showed very low scores (where it could be highlighted that only 2 of the 38 CSFs have independent board members). Furthermore, although the average score for the accountability and transparency dimension was around 6.10, overall, the CSFs showed great room for improvement in terms of transparency (with an average score of 3.52 for the corresponding indicator).

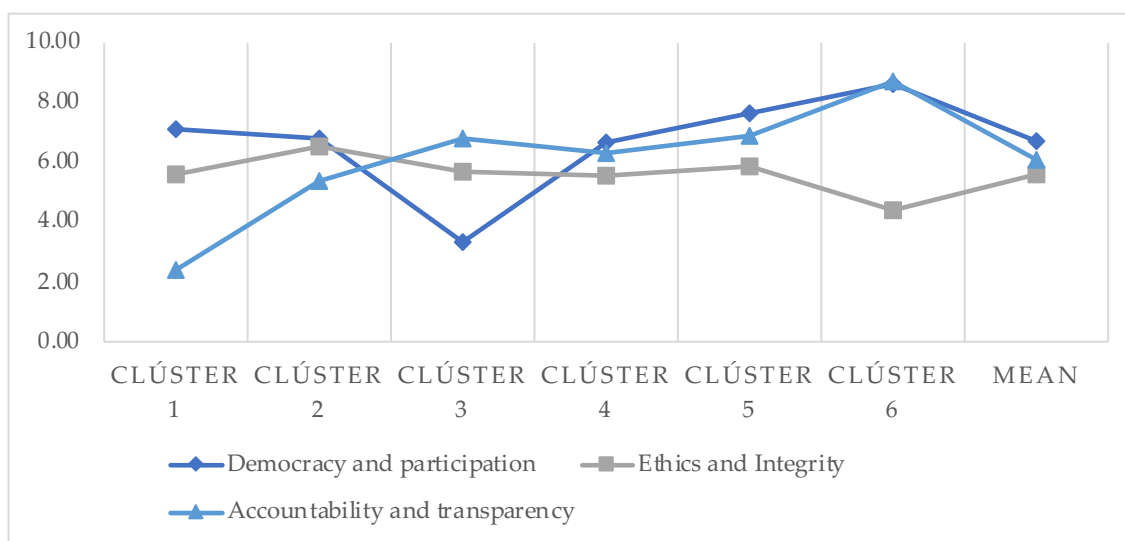
Six groups of CSFs were determined using HAC clustering, according to their performance in good governance practices.

Table 2. Performance score of the 38 CSFs across the three governance dimensions analysed

Organisation Indicator	Democracy and participation			Ethics and Integrity				Accountability and transparency			Score (Out of 10)
	Committees	General assembly	Equal representatives	Gender equality	Independent members	President turnover	Max. mandates and length	Number of documents	Financial results distribution	Publicly disclosed documents	
Mean (38 CSFs)	5.21	7.89	4.78	5.05	0.47	7.36	8.84	6.49	9.47	3.52	6.19
SD	2.21	4.13	2.27	2.70	2.05	3.58	2.74	1.50	2.26	1.90	0.94
Cluster 1 (Mean)	3.50	10.00	6.67	3.00	0.00	7.50	10.00	5.24	0.00	2.15	5.13
1 Individual 1	1.00	10.00	6.67	4.00	0.00	5.00	10.00	6.19	0.00	2.86	4.89
2 Collective 1	6.00	10.00	6.67	2.00	0.00	10.00	10.00	4.29	0.00	1.43	5.38
Cluster 2 (Mean)	4.50	10.00	4.84	6.60	0.00	7.78	10.00	5.43	10.00	1.90	6.43
1 Collective 2	7.00	10.00	6.67	8.00	0.00	10.00	10.00	6.19	10.00	2.86	7.44
2 Collective 3	5.00	10.00	6.67	6.00	0.00	10.00	10.00	5.24	10.00	1.90	6.91
3 Individual 2	4.00	10.00	6.67	8.00	0.00	10.00	10.00	5.24	10.00	3.33	7.14
4 Individual 3	7.00	10.00	1.67	4.00	0.00	10.00	10.00	6.67	10.00	0.95	6.44
5 Individual 4	4.00	10.00	5.00	6.00	0.00	10.00	10.00	6.19	10.00	1.90	6.74
6 Individual 5	4.00	10.00	5.00	4.00	0.00	5.00	10.00	2.86	10.00	0.48	5.59
7 Individual 6	1.00	10.00	6.67	6.00	0.00	10.00	10.00	2.38	10.00	1.90	6.32
8 Individual 7	3.00	10.00	1.67	10.00	0.00	Md	10.00	8.10	10.00	1.43	5.74
9 Individual 8	7.00	10.00	6.67	10.00	0.00	5.00	10.00	5.71	10.00	1.43	6.92
10 Individual 9	3.00	10.00	1.67	4.00	0.00	0.00	10.00	5.71	10.00	2.86	5.08
Cluster 3 (Mean)	4.60	3.00	4.00	3.80	0.00	7.00	10.00	6.62	10.00	4.48	5.55
1 Collective 4	4.00	0.00	1.67	2.00	0.00	10.00	10.00	7.14	10.00	4.76	5.13
2 Collective 5	5.00	0.00	1.67	6.00	0.00	10.00	10.00	7.62	10.00	4.29	5.61
3 Collective 6	7.00	10.00	1.67	6.00	0.00	0.00	10.00	6.67	10.00	5.71	5.94
4 Individual 10	4.00	0.00	1.67	4.00	0.00	5.00	10.00	8.10	10.00	5.24	4.90
5 Individual 11	7.00	0.00	6.67	6.00	0.00	5.00	10.00	5.24	10.00	4.76	5.55
6 Individual 12	5.00	10.00	5.00	4.00	0.00	10.00	10.00	6.19	10.00	6.19	7.00
7 Individual 13	2.00	0.00	6.67	0.00	0.00	10.00	10.00	6.19	10.00	2.38	4.97

8	Individual 14	1.00	0.00	6.67	2.00	0.00	0.00	10.00	6.67	10.00	3.33	4.10
9	Collective 7	7.00	10.00	1.67	2.00	0.00	10.00	10.00	7.14	10.00	4.76	6.61
10	Individual 15	4.00	0.00	6.67	6.00	0.00	10.00	10.00	5.24	10.00	3.33	5.72
Cluster 4 (Mean)		5.43	10.00	3.57	3.14	0.00	10.00	7.43	7.01	10.00	2.92	6.13
1	Collective 8	4.00	10.00	6.67	4.00	0.00	10.00	2.00	9.05	10.00	1.90	5.98
2	Collective 9	7.00	10.00	1.67	2.00	0.00	10.00	10.00	7.62	10.00	3.81	6.57
3	Collective 10	7.00	10.00	1.67	6.00	0.00	10.00	8.00	7.14	10.00	3.81	6.67
4	Individual 16	5.00	10.00	1.67	4.00	0.00	Md	2.00	5.24	10.00	2.86	4.23
5	Individual 17	3.00	10.00	3.33	2.00	0.00	10.00	10.00	5.24	10.00	2.38	6.06
6	Collective 11	7.00	10.00	3.33	4.00	0.00	10.00	10.00	8.57	10.00	2.38	6.88
7	Individual 18	5.00	10.00	6.67	0.00	0.00	10.00	10.00	6.19	10.00	3.33	6.52
Cluster 5 (Mean)		6.57	10.00	5.72	7.14	2.57	4.29	8.57	7.01	10.00	4.42	6.84
1	Individual 19	7.00	10.00	3.33	10.00	0.00	5.00	10.00	6.19	10.00	4.29	6.88
2	Individual 20	7.00	10.00	6.67	4.00	0.00	5.00	10.00	6.19	10.00	6.19	6.78
3	Individual 21	8.00	10.00	5.00	8.00	0.00	0.00	2.00	7.62	10.00	3.33	5.45
4	Individual 22	2.00	10.00	5.00	10.00	8.00	5.00	10.00	7.14	10.00	2.38	7.22
5	Individual 23	8.00	10.00	6.67	6.00	0.00	0.00	8.00	7.14	10.00	4.29	6.19
6	Collective 12	5.00	10.00	6.67	6.00	0.00	5.00	10.00	8.10	10.00	7.14	7.05
7	Collective 13	9.00	10.00	6.67	6.00	10.00	10.00	10.00	6.67	10.00	3.33	8.35
Cluster 6 (Mean)		8.00	10.00	7.50	5.00	0.00	10.00	2.00	8.81	10.00	7.62	6.96
1	Individual 24	8.00	10.00	8.33	8.00	0.00	10.00	2.00	8.10	10.00	8.10	7.32
2	Collective 14	8.00	10.00	6.67	2.00	0.00	10.00	2.00	9.52	10.00	7.14	6.61

* In blue = performance score greater than the mean: highest achievement; Md = Missing data. For reasons of confidentiality of the CSFs analysed, the results are presented by distinguishing between federations that are mainly active in collective or individual sports.

Figure 1. Average score of the clusters in the dimensions analysed

Cluster 1 includes those CSFs that showed score levels close to the average on the first two dimensions. It could be argued that, although they could improve on the number of committees they have (e.g., the CSFs individual 1 scored low), they seem to demonstrate a high awareness of democracy and participation in decision-making processes by having several groups represented in the general assembly. On the other hand, regarding the dimension of ethics and integrity, it should be noted that they need to demonstrate a greater concern for the representation of women in the governing bodies, as well as that they do not have independent board members. However, the scores obtained in other indicators suggest that they have control systems in place to avoid the concentration of power, as the rotation of chairpersons seems to be adequate. Finally, regarding aspects related to accountability and transparency, this seems to be the group of federations with the greatest room for improvement.

Cluster 2, although some key areas for improvement can be identified, it could be argued that, in general, they show high levels of the governance variables analysed (when compared to the average of the CSFs). However, this is the group of federations that scored the lowest on the transparency indicator (publicly available documents).

Cluster 3 includes CSFs that indicated major shortcomings in aspects of democracy and participation in their governing bodies. In particular, it is important to note that these are CSFs, many of which did not organise a general assembly for the 2018-2019 financial year. They also generally showed below-average scores on ethical and integrity aspects such as having low

levels of gender equity on boards or the provision of independent members. On the contrary, they seem to be quite open to sharing the information they have, as they showed an above-average level of performance on transparency.

As can be seen from Figure 1, Cluster 4 is a group of CSFs that, although they show room for improvement in the different indicators analysed, they generally scored around average in the three dimensions studied. Finally, Clusters 5 and 6 are the two groups of federations that showed the best levels of performance in the good governance practices analysed (despite cluster 6 showing low levels of scores in the practices related to the ethics and integrity dimension).

Correlations analysis

With the aim of obtaining a broad perspective, the correlation analysis was carried out considering all the indicators that make up the measurement model implemented and some variables that account for the size of the organisations (Table 3). Correlation coefficients were interpreted according to the criteria of Safrit & Wood (1995): no correlation (score of 0-0.19), low correlation (0.20-0.39), moderate correlation (0.40-0.59), moderately high correlation (0.60-0.79), and high correlation (≥ 0.80). This section is presented highlighting some interesting findings.

In general, no correlations were found between the indicators analysed. This could indicate that, despite some trends (both positive and negative), overall, the CSFs show room for improvement in divergent areas. In other words, the results show that having good scores in, for example, the dimension of democracy and participation, is not correlated with showing the same in the dimension of, for example, ethics and integrity. Perhaps most strikingly, low, and moderate positive correlations (Pearson correlation: r) were found between the size of the organisations (members, total income, total grants, and total employees) and participation in their executive bodies (committees they have). While this might seem an expected finding, it appears that larger CSFs (more members), which also have more committees, tend to show better scores on accountability orientation and transparency ($r = 0.402$, $p < 0.05$; $r = 0.426$, $p < 0.01$). This could be related to the need for large sport organisations to address problems that are embedded in their own structural idiosyncrasies, such as the need to report to key stakeholders because of the legitimacy, impact, or pressures they may exert. This will be discussed in more depth in the next section.

Table 3. Correlational relationship between the variables analysed in the Catalan sports federations.

	Democracy & participation			Ethics & Integrity				Accountability & transparency			General information					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1. Committees	--															
2. General assembly	0.228	--														
3. Equal representatives	-0.018	0.142	--													
4. Gender equality	0.17	0.204	0.083	--												
5. Independent members	0.239	0.176	0.167	0.432**	--											
6. President turnover	0.04	0.164	0.043	-0.236	0.026	--										
7. Max. mandates and Length	-0.29	-0.221	-0.144	-0.035	-0.12	0.015	--									
8. Financial results distribution	0.185	-0.122	-0.199	0.182	0.08	-	0.009	-0.101	--							
9. Publicly disclose documents	0.381*	-0.194	0.099	-0.08	0.204	-	0.099	-0.249	0.173	--						
10. Number of documents	0.327*	-0.041	-0.189	0.015	0.122	-	0.005	-0.391*	0.2	0.420**	--					
11. Total members	0.361*	0.012	-0.01	-0.137	-	0.063	0.027	-0.407*	0.058	0.426**	0.402*	--				
12. Total income (€)	0.404*	0.011	-0.003	-0.134	-	0.096	0.029	-	0.068	0.427**	0.440**	0.961**	--			
13. Total grants	0.371*	0.062	0.073	-0.077	-	0.095	0.036	-	0.113	0.367*	0.479**	0.839**	0.924**	--		
14. Grants/member	-0.246	-0.055	-0.008	0.133	0.022	0.029	0.087	0.115	-0.141	0.039	-0.201	-0.105	0.09	--		
15. Total employees	0.461**	-0.044	0.039	0.017	-	0.064	-	-	0.118	0.429**	0.423**	0.807**	0.881**	0.778**	-0.08	--

*Correlation is significant at the *p<0.05, **p<0.01 levels

Discussion

Following the lines proposed by authors such as Geeraert, Alm & Groll (2014) or Pielke et al. (2020), based on the selection of indicators, this research shows the picture of Catalan sports federations in terms of key aspects of organisational governance such as democracy and participation, ethics, and integrity, as well as accountability and transparency. As can be seen from the results section, the metrics show some areas of improvement on which the governing bodies of the CSFs could focus their efforts to improve the governance of their organisations.

According to Mulgan (2003) the democratic perspective is very important as "citizens", in the case of SGBs the members and stakeholders, must be able to control those in public (or power) positions. It will therefore be paramount that governance mechanisms are put in place to ensure that those who govern act in a way that is consistent with the interests of their stakeholders (Geeraert, Alm & Groll, 2014). According to Geeraert, Alm & Groll (2014), the main way in which member organisations can hold their SGB accountable is through their statutory powers, i.e., members should be able to elect their chairperson and board of directors on the basis of voting rights. In this sense, it is well known that in SGBs, it is the general assembly that should be able to control the activity of the board (Hoye & Cuskelly, 2007) and, through at least one annual meeting, be able to criticise the government. Thus, having a general assembly that considers the different stakeholders will be an essential aspect of improving the democratic and participatory processes of SGBs' governing bodies (Geeraert, Groll & Alm, 2013). These aspects are noteworthy in our findings, as in general, the representativeness of the collectives in the general assemblies of the CSFs is questionable. In line with other findings (i.e., Houlihan 2005, Geeraert, Alm & Groll 2014), it seems that the main stakeholders of the CSFs, athletes, coaches, referees, public administration, and sometimes clubs, are kept out of the political processes that are decisive for the rules governing their activities. Something which, according to Geeraert, Alm & Groll (2014) could be considered undemocratic as those at the bottom of the pyramid, i.e., clubs and athletes, are automatically subject to the rules and regulations of the governing bodies. For example, it was found that the ten CSFs in cluster 3 (26.3% of the sample) showed a low orientation towards democracy and participation in their governing bodies. Many of them did not even organise a general assembly in the 2018-2019 financial year and reported a low level of representation of the different groups. Thus, it is not unreasonable to say that there is still much room for improvement in terms of stakeholder representation in the CSFs. Generally, federations would be expected to maintain a balance of

stakeholder representation (Geeraert, Groll & Alm, 2013), to ensure that programmes and initiatives are internally consistent, ensure equal opportunities and include the interest of all groups. In this regard, it should be noted that, although the Catalan Law on Sport establishes that sports federations must be made up of associations or clubs and, where appropriate, athletes, coaches, referees, or other representatives of natural persons, at no point does it establish the minimum representativeness of these key actors in the general assemblies of the federations. Thus, in line with what authors such as Parent & Hoye (2018) anticipated, and in the specific case of the Catalan context, it could be corroborated that adherence to a code of governance (in terms of democracy and participation in the governing bodies of sports federations) tends to be more a voluntary option (implementation of good practice) than a legislative requirement or prerequisite for public funding (as there are no guidelines or consequences for a low representation of the different groups). However, it is important to note that this is an aspect that deserves further exploration, as while improving the representativeness of different collectives could be the first step towards a greater orientation towards democracy and participation, it could sometimes be argued that representation may not necessarily mean participation (Kihl & Schull, 2020).

According to authors such as McLeod, Star & Shilbury (2021), one of the key aspects of board composition is board diversity. In fact, Adriaanse & Schofield (2014), pointed out that it is an important driver of organisational and board performance. Moreover, not only for reasons of effectiveness and efficiency this diversity is notably important, but there is also a growing appreciation of the ethical need for greater diversity for reasons of social justice (Elling, Hovden & Knoppers, 2018). The literature contains a few studies that have raised issues of equity in terms of leadership positions within SGBs, particularly with respect to gender (Henry & Lee 2004). Furthermore, various public bodies have called for greater diversity within governing bodies (e.g., Council of Europe, 2013; 2019; Consell d'Associacions de Barcelona, 2019), as it has been found that the inclusion of women on boards leads to better governance as they bring a different voice to discussions and decision-making (Zelechowski & Bilimoria 2004). The results of the present research indicate that, in general, there is an over-representation of male members within the governing bodies of CSFs. It is therefore important that they place female representatives in decision-making positions so that they can contribute their experiences and views. Furthermore, this gender myriad could contribute to women establishing themselves as role models for other women who would like to participate in the management of Catalan sports organisations (Geeraert, Groll and Alm, 2013). Also, in terms

of board diversity, and in line with these findings, it would be advisable for CSFs to consider the possibility of incorporating independent board members. As authors such as Chappelet (2018) point out, these can be useful to connect with multiple stakeholders, and as a management control mechanism for governance bodies, to avoid concentration of power and ensure that decision-making is sound, independent, and free from undue influence (Arnaut 2006). However, it is noteworthy that it appears that concentration of power by chairpersons is not a major problem in the vast majority of the CSFs analysed. In general, the CSFs scored acceptably on the indicators of chairperson rotation and the provision of rules regulating a maximum number of years and terms of office as a preventive measure (Schenk, 2011). While overall acceptable levels of chair rotation were found, which stands out as a symptom of good governance (Geeraert, Alm & Groll, 2014), the outliers are the federations that make up cluster 5, which scored below average on this particular indicator. It is important to consider that, while it was decided in the indicator what are acceptable levels of turnover (based on previous literature, e.g., McLeod, Star & Shilbury, 2021, Schenk, 2011), one might think that term limits could work against talent retention and expertise. However, there is a contrasting argument in the literature that term limits allow voters to selectively elect higher quality agents for a second term (Smart & Sturm 2004). Thus, while CSFs show some weaknesses in terms of democracy and participation, as well as in their ethical and integrity aspects of organisational governance, it could be argued that, in general, the renewal of the core of the organisations occurs on a continuous basis.

Since SGBs are charged with caring for a public good (sport), and since they also rely heavily on the support of this sector (mainly at the financial level) (Guevara, Martín & Arcas, 2021), it is to be expected that SGBs demonstrate a high degree of accountability to the community (Henry & Lee 2004). However, Forsters & Pope (2004) and Pielke (2013) pointed out that the governance of international federations is characterised by accountability deficits. Findings that can be collated in the present research on CSFs. As can be seen in table 2, Catalan sports federations could strive to improve mechanisms that lead to better accountability, as few CSFs have documents such as a strategic plan, code of good governance, conflict of interest, ethics manuals or a document detailing regulations and democratic processes. It is remarkable how important the creation of these documents, together with the reflective process that accompanies them, can be for organisations. For, in addition to helping them become more accountable to their stakeholders and society at large, they could also serve as a mechanism for requiring managers to reflect on governance failures resulting from past behaviour (Bovens,

2007). In other words, it would allow working from the perspective of internal governance learning. Furthermore, in general, the CSFs scored even lower on transparency, something that according to authors such as Aucoin & Heintzman (2000), Mulgan (2003), and Bovens (2007) could provide a breeding ground for issues related to corruption, concentration of power and lack of democracy and effectiveness. Therefore, and although this is something that needs to be further explored, one could reflect again on the possibility that the existence of governmental regulations, or coercive pressures (DiMaggio, 1983), for CSFs to develop these documents and make them proactively available to their stakeholders, could contribute to the improvement of the governance of Catalan regional sport federations.

Finally, a note that could be highlighted from the correlation results is that, while one might expect larger organisations, with greater capacity to respond to challenges and address good governance (Pielke et al., 2020), to show higher scores on the implemented model, this was only the case for the dimension of accountability and transparency. This indicates that not only "small", but also larger CSFs should be concerned about some aspects surrounding their governance.

Limitations and future lines of research

As anticipated by Dowling, Leopkey & Smith (2018), organisational governance can be a useful perspective for examining traditional sport organisations (in this case, regional sport federations). However, since this research applies a specific model for the measurement of good governance practices, and while basing it on previous literature and the opinion of experts in the field, this methodology does not escape limitations of previous implemented approaches. Nardo & Saisana (2009) pointed out that these methodologies can summarise complex problems in order to support decision-making. However, they can lead to simplistic conclusions. Therefore, some limitations are outlined below to allow readers to make a fairer interpretation of the data presented.

First, it is worth noting that this is a model that comes from a purely quantitative measurement approach that attempts to quantify some aspects that it would be advisable to examine in greater depth. For example, the scoring of each indicator is not a completely objective exercise, as it depends on the evaluation criteria pre-established for each indicator. Moreover, it should be noted that the balance between indicators and dimensions could not be ensured, as the weighting decided by the experts would also have been an exercise in subjectivity. Also, note that the model applies indicators of different calibre. On the one hand,

we would find dichotomous indicators that lead to scores of 0 or 10, and on the other hand, indicators that are more complex and in which it is difficult for organisations to achieve excellence (as in the case of the transparency indicator). It can therefore be argued that quantitative measurement of governance should encourage researchers in the field to contribute significant improvements.

Secondly, while these externally applied tools can help raise awareness of good governance in relation to certain measures (Pielke et al., 2020), they may have little bearing on governance practice or how these relate to each other (e.g., providing details on organisational behaviours). That is, a good score on the indicators does not mean that the organisation is necessarily well governed. It simply means that it is doing a good job in relation to the metrics. Thus, from the approach of the present research, it is assumed that each factor could not be analysed in depth and there is scope for further studies to focus on different elements of these findings. In line with authors such as Dowling, Leopkey & Smith (2018), we believe that there remains an explicit need to examine several additional specific areas, particularly within the field of organisational governance. We encourage researchers in the field to track information and other governance data, perhaps through qualitative approaches, to understand how factors relate to governance practices. To give some examples, it would be interesting if research could delve deeper into the decision-making power of different constituencies represented in assemblies, the range of meanings of board representation (possible implications of different viewpoints as in (Stenling et al., 2022)), or the depth of development of documents that account for greater accountability and how organisations make use of this knowledge. In fact, given that the present research is the first to shed light on a hitherto unexplored context (the governance of Catalan regional sports federations), we believe that it would be of interest to continue with this line of research, and even, for example, to open the range to comparisons between different regional federations that would allow researchers to identify differences according to the territories or the roles of the different regional federations in a broader context.

Finally, given the size of the research sample, it provides a snapshot at a given point in time and could be the first step for a longitudinal comparison in the future that would surely lead to a better understanding of the evolution of the governance of Catalan sports federations.

Conclusions

This research presents new insights into some aspects that have emerged as important about the governance of SGBs.

By addressing governance measurement through a specific model, this research can contribute to the body of knowledge on organisational governance in the continuous improvement of measurement systems that focus on the normative ethical principles and practices in which sport organisations should operate. Furthermore, to date, no other study has explored the context of Catalan sports federations. In doing so, this research can contribute to creating a basis on which to have a more informed debate on how the CSFs are governed. A regional context, with an important relevance in terms of the development of sport at all levels in the national territory of Spain as a whole.

While not intended to paint a complete picture of the governance problems of CSFs, our application of the proposed framework reveals a wide range of scores across organisations and considerable room for improvement with respect to the metrics. As the results indicated, the sports federations analysed should pay special attention to aspects related to the representativeness and participation of different groups in decision-making processes, gender equity in their governing bodies, as well as transparency and accountability towards their stakeholders. Of course, for some observers it is not necessary to quantify governance to understand that there are opportunities for improvement, however, this research can contribute practically by providing an external perspective to stakeholders in the Catalonia context. To know how CSFs adopt the known standards of good sport governance is crucial for their continuous development, improvement, and sustainability. Indeed, we hope that the mere exercise of having carried out the data collection with the presidents and general secretaries of the CSFs has contributed to raising awareness of how their sports organisations are managed and controlled, as well as helping them to identify the key factors and principles involved in good governance. In particular, the results will be relevant for stakeholders seeking to challenge management and decide on policies related to the governance of regional sport federations. The authors, however, are aware that even from the measurement of good governance principles, the governance of the CSFs will only improve with the engagement of stakeholders to develop a consensus on what constitutes good governance of sport governing bodies in the territory. Therefore, as noted in the previous section on future lines of research, we encourage the research community to carry out further research on sport governance in specific territories, so that knowledge can be extended elsewhere and contribute to the exchange of best practice within the sport sector.

6.

Informe de resultados

A continuación, se exponen los resultados de cada uno de los estudios realizados en el marco de la presente tesis doctoral.

6.1. Resultados del Estudio I

Los resultados del estudio se exponen de acuerdo con los temas principales que se establecen en el análisis de los datos. En primer lugar, se describen las características de los estudios que han abordado la medición del desempeño organizacional en federaciones deportivas a partir del análisis de frecuencias realizado. A continuación, se exponen los resultados obtenidos del análisis temático respecto a los modelos, categorías y macro dimensiones que se han utilizado para medir el DO en contextos de SGBs y, finalmente, se presentan algunos elementos identificados que merecen especial atención.

6.1.1. Características de los estudios que han abordado empíricamente la medición del DO en contextos de SGBs

El análisis de frecuencias reveló que los estudios que han explorado la medición del desempeño organizacional empíricamente en contextos de federaciones han sido publicados en diferentes revistas ($n = 16$). En concreto, se pudo observar que la revista “Managing Sport and Leisure” ha publicado el 18,5% ($n = 5$) del total de artículos analizados. Asimismo, se pudo identificar que la mayoría de los estudios empíricos (52%) han sido llevados a cabo bajo un enfoque cuantitativo, el 37% han utilizado un diseño de estudio de métodos mixtos y sólo en el 11% de ellos se han implementado enfoques cualitativos. Además, se reportó que la técnica de recolección de datos más utilizada entre la literatura ha sido la encuesta, de forma aislada por el 33% de los estudios ($n = 9$), y juntamente con otras técnicas por el 26% ($n = 7$). Al mismo tiempo, se constató que las entrevistas y el análisis documental han sido técnicas muy utilizadas, aunque, principalmente, en conjunto con otras técnicas.

En cuanto a la muestra de organizaciones deportivas analizadas en cada investigación, se encontró que el 55% ($n = 15$) de los estudios se han realizado con muestras entre 1 y 20 organizaciones, mientras que el 33% ($n = 9$) de los estudios han explorado muestras de más de 21 federaciones (4, entre 21-30; y 5 estudios, que analizaron más de 30 organizaciones). Asimismo, cabe destacar que sólo 2 estudios centraron su investigación en el análisis de un

único deporte, 11 de ellos no informaron de los deportes analizados, mientras que los 14 estudios restantes incluyeron muestras heterogéneas de más de 6 deportes.

Europa es el continente en el que se han realizado más estudios empíricos sobre medición del DO en federaciones (48%, n = 13), seguido de Asia (26%, n = 7), América (19%, n = 5), África y Oceanía (4%, n = 1 - en cada continente). Además, cabe destacar que el 93% de los artículos (n = 25) se han realizado en un solo país, siendo los estudios de Madella et al. (2005), 4 países, y Eydi et al. (2013), 2 países, los únicos estudios con muestras internacionales.

En relación con los modelos utilizados (respecto a los modelos clásicos), se observó que el 55% de los estudios han implementado más de un modelo para medir el desempeño organizacional, mientras que el 45% restante han utilizado un único modelo (Múltiples Constituyentes [26%, n = 7], CVA [15%, n = 4], Procesos Internos [4%, n = 1]).

Los resultados muestran que los investigadores en este campo han diseñado y aplicado empíricamente diferentes modelos de medición del desempeño, lo que refleja la amplia variedad de formas en que este puede medirse en contextos de las federaciones. En general, los modelos desarrollados, pero también los modelos tradicionales identificados por Cameron (1986), se basan en diversas consideraciones, como el interés de las organizaciones deportivas (sus objetivos), los determinantes del resultado, los intereses o las percepciones de sus stakeholders, así como la evaluación de los diferentes entornos en los que operan las organizaciones.

6.1.2. Modelos, categorías y macro dimensiones utilizados para medir el DO en contextos de SGBs

Los resultados indican que el enfoque de medición del desempeño organizacional en entornos de federaciones deportivas más utilizado por los investigadores (33%, n= 9) es el que une los siguientes modelos: Consecución de Objetivos, Recurso del Sistema, Procesos Internos, y Múltiples Constituyentes. Sin embargo, es importante señalar que los modelos de Múltiples Constituyentes y Valores en Competición (de forma aislada), son el segundo y tercer modelo más utilizados por los investigadores (41%, n= 11). Esto podría indicar la gran consideración que los académicos han mostrado por las percepciones de los grupos de interés de las organizaciones deportivas a la hora de medir el desempeño organizativo en las federaciones. Asimismo, es interesante destacar que los siguientes modelos han sido los más utilizados (de

forma aislada o en conjunción con otro(s)): Múltiples Constituyentes (70%, n= 19); Consecución de Objetivos (52%, n= 14); Recursos del Sistema (48%, n=13); Procesos Internos (44%, n= 12).

Las Figuras 4 y 5 del artículo publicado (ver páginas 95 y 96 del presente documento) muestran de forma gráfica la relación de dependencia e independencia de las variables categóricas analizadas (categorías del modelo de visión sistémica desarrollado por Chelladurai et al. (1987), los modelos "clásicos" de medición del DO (Cameron, 1986), y las macro dimensiones propuestas por Winand et al. (2014) en su modelo unificado para la medición del DO). Ambas figuras permitieron proporcionar una perspectiva novedosa sobre los enfoques teóricos utilizados en la investigación empírica y su relación con las dimensiones analizadas. Este enfoque contribuye a la comprensión de cómo los diferentes modelos tradicionales tienden a considerar unas u otras dimensiones objeto de análisis.

Asimismo, además de la perspectiva presentada a través del análisis temático sobre el modo en que los investigadores han abordado la medición del DO en las federaciones, los resultados permitieron arrojar luz sobre algunos aspectos de los modelos implementados en la literatura que son importantes destacar:

La investigación empírica sobre la medición del desempeño señala que las federaciones se enfrentan a una miríada de dimensiones de desempeño diferentes, en consecuencia, se identificó la tendencia de los investigadores en la creación de modelos de medición bajo constructos multidimensionales.

La amplitud de las dimensiones a considerar en la medición del DO en las federaciones es, a su vez, lo que ha promovido en los últimos años la proliferación y el desarrollo de diferentes modelos específicos para la medición del desempeño organizativo en las organizaciones deportivas. Esta amplia mirada no solo permite a investigadores y profesionales evaluar el desempeño de las organizaciones deportivas, sino también analizar los posibles determinantes de los resultados, identificar áreas de mejora, así como ampliar el análisis en términos de eficiencia.

Gracias al análisis temático realizado, se ha podido identificar que existe un cierto consenso en la literatura en que las principales dimensiones de "input" a considerar a la hora de medir el desempeño de las federaciones deportivas son los recursos humanos y los recursos financieros disponibles (como recursos necesarios para el funcionamiento de las organizaciones). Asimismo, las principales dimensiones de salida o "outputs" (relacionadas

con sus objetivos estratégicos) consideradas por muchos estudios de investigación son el deporte de élite, el deporte para todos y los servicios ofrecidos a los miembros. Sin embargo, en contraste, los modelos analizados difieren en mayor medida en las otras dimensiones analizadas, consideradas como rendimientos intermedios o “throughputs”, que han sido identificadas como determinantes de la eficacia.

Otro punto importante para destacar de los resultados del análisis es que la identificación de los indicadores, que se consideran con potencial para medir la consecución de cada una de las dimensiones, es un concepto clave a la hora de aplicar modelos de medición del rendimiento (Nardo & Saisana, 2008). Así, cabe destacar que, si bien no se encuentra un consenso en la literatura sobre las dimensiones a medir, menos aún sobre los indicadores que deberían componer cada una de estas dimensiones (ver anexo A del artículo publicado, página 275 del presente documento). Por ejemplo, se pueden encontrar algunos conceptos difíciles de medir o cuantificar (como los beneficios para la salud, los valores del deporte, el liderazgo, el ambiente interno, etc.), lo que ha llevado a que, en general, no hayan sido especialmente considerados por los modelos aplicados hasta la fecha. O incluso conceptos que pueden ser medidos a través de diferentes parámetros y niveles de profundidad, lo que sugiere que también existen diferentes "niveles de objetividad" en los indicadores utilizados. Además, las diferencias en la distribución de los indicadores entre las distintas dimensiones (es decir, algunas dimensiones se miden con más indicadores que otras), así como los indicadores de distinto calibre (por ejemplo, indicadores dicotómicos o más complejos), a veces provocan desventajas a la hora de comparar los resultados obtenidos por determinadas federaciones y, en consecuencia, limitan la identificación de las posibles dimensiones e indicadores que determinan el desempeño de la organización. Esto, a su vez, lleva a la reflexión de que en ocasiones una buena puntuación del indicador no significa que la organización esté teniendo un buen desempeño en la dimensión analizada, sino más bien que la entidad está haciendo un buen trabajo en la métrica destacada.

No obstante, a pesar de algunas de las diferencias y limitaciones que se pueden señalar sobre los modelos implementados, la aplicación empírica de los diferentes modelos de medición del DO revela algunas relaciones entre las dimensiones analizadas que son interesantes de destacar. Por ejemplo, algunas dimensiones que han sido identificadas por los investigadores como determinantes de la eficacia son: productividad, recursos, estabilidad, flexibilidad (Eydi et al., 2013), interacción organizativa (Papadimitriou, 2007), innovación,

recursos humanos (Winand et al., 2010), formación (Millar & Stevens, 2012), planificación (Shilbury & Moore, 2006), comunicación, gestión de deportistas, compromiso (Koh-Tan, 2011), presiones institucionales (Frisby, 1986; Winand et al., 2021), autonomía financiera, o conocimiento (Zeimers et al., 2021), entre otras. No obstante, a pesar de las correlaciones y conclusiones señaladas por los autores, es importante destacar que éstas son relativamente sensibles al tipo y número de organizaciones deportivas analizadas (Winand et al., 2010). Es decir, si, por ejemplo, Papadimitriou & Taylor (2000) identificaron a los atletas y entrenadores como los grupos menos satisfechos en términos de desempeño en las federaciones analizadas, esto sólo podría generalizarse al contexto en el que se realiza la investigación. Del mismo modo, si Winand et al. (2010) identificaron correlaciones significativamente positivas entre las dimensiones del deporte para todos y la gestión de los recursos financieros, esto sólo puede generalizarse a las federaciones belgas analizadas en su contribución. Por lo tanto, a pesar de los esfuerzos de los académicos, y aunque hayan contribuido a una mejor comprensión y desarrollo del conocimiento sobre el concepto de medición del DO, se pueden identificar lagunas en la literatura que dejan la puerta abierta a futuras investigaciones en este ámbito.

6.2 Resultados del Estudio II

Los resultados del segundo estudio se exponen en relación con los objetivos específicos correspondientes. Se presenta la situación de las federaciones deportivas catalanas en cuanto a su gobernanza, y se destacan las principales diferencias identificadas en función del número de licencias deportivas.

6.2.1. Perfil de la gobernanza de las federaciones deportivas catalanas

Sobre la contextualización de las federaciones deportivas catalanas, los resultados indican que las federaciones más pequeñas (<4 mil licencias) parecen ser las de creación más reciente. Sin embargo, cabe señalar que también se encontraron federaciones grandes y medianas de creación muy reciente. Esto es algo interesante a destacar, pues el gran volumen de licencias de estas federaciones se identifica como un gran incremento de la participación en un corto periodo de tiempo en los deportes que estas federaciones gestionan dentro del territorio catalán.

En cuanto a los aspectos financieros, se encontraron altas diferencias ($p < .001$), y altas correlaciones significativamente positivas ($r = .938$, $p < .01$) entre el presupuesto total de las federaciones y los aspectos que determinan su tamaño (licencias y clubes). Asimismo, se encontró una correlación significativamente positiva ($r = .83$, $p < .01$) entre el total de subvenciones recibidas y el número de licencias, y se identificó que aquellas federaciones deportivas catalanas que reciben más subvenciones por miembro (la mayoría de las más pequeñas) son las que muestran una mayor dependencia de los recursos públicos ($r = .70$, $p < .01$); (por ejemplo, para algunas federaciones los ingresos procedentes de la administración representan más del 50% de sus gastos totales). Este aspecto subraya la acentuada dependencia de las federaciones pequeñas de las subvenciones públicas para desarrollar su actividad, lo que, a su vez, podría poner en relevancia la necesidad de una mayor orientación hacia la gestión sostenible, así como la cuestionable capacidad de desarrollo que puedan tener estas federaciones sin la ayuda subsidiaria de la administración.

En cuanto a la organización interna de las federaciones deportivas catalanas, a pesar de que algunos resultados pueden parecer obvios, como que las federaciones más grandes tienden a tener juntas directivas más grandes ($r = 0,56$, $p < 0,01$), y plantillas de recursos humanos más grandes ($r = 0,80$, $p < 0,01$), otros resultados merecen especial atención:

Las federaciones deportivas catalanas disponen de juntas directivas amplias (una media de 15,1 miembros) superando con creces el mínimo establecido por la Generalitat de Cataluña de los tres cargos obligatorios para formar un consejo de administración: presidente, secretario y tesorero.

Al analizar las cuestiones de equidad en los órganos de gobierno, no se encontraron diferencias significativas respecto al tamaño de las federaciones. Sin embargo, se constató que, en general existe una abrumadora sobrerrepresentación de miembros masculinos en las juntas directivas de las federaciones analizadas (de media, sólo el 21% de los miembros son mujeres). Es destacable que aquellas federaciones que tienen mayores porcentajes relativos de licencias femeninas, y gestionan más modalidades deportivas, tienden a tener mejores porcentajes de equidad de género en sus juntas directivas ($r = 0,44$, $p < 0,01$); ($r = 0,35$, $p < 0,05$) y órganos ejecutivos ($r = 0,39$, $p < 0,05$).

Por otra parte, se constató que, por término medio, los presidentes están al frente de las organizaciones durante 9 años consecutivos. En este sentido, un alto porcentaje de las federaciones (76%) declararon tener una regulación de mandatos de 4 años como máximo. Por

contra, el 69% de las federaciones informaron de que no existe ninguna limitación al número de mandatos permitidos en el cargo.

Como punto a destacar del análisis de los diferentes grupos representados en las asambleas generales de las federaciones catalanas, se comprobó que no existen diferencias significativas en función del tamaño de las organizaciones. Asimismo, se pudo identificar que mientras que todas las federaciones informaron que los clubes son uno de los principales grupos de interés representados en las asambleas generales (de hecho, para algunas federaciones los clubes son los únicos grupos de interés representados), este no fue el caso de los atletas (sólo representados en el 64% de las federaciones analizadas), los árbitros (59%) y los entrenadores (48%). Además, es interesante destacar que los organismos públicos, los cuales desempeñan un papel fundamental en la financiación de estas entidades, no están representados en ninguna de las asambleas generales de las federaciones deportivas objeto de estudio.

Al contrario de lo que se constató en relación con las partes interesadas representadas en las asambleas de las federaciones, se observó que el número y el tipo de comités de los que disponen estas organizaciones es un factor que se encuentra relacionado con su tamaño (licencias; $r = 0,36$, $p < 0,05$; y miembros de la junta directiva; $r = 0,53$, $p < 0,01$), lo que indica que cuanto más grandes son las federaciones, más comités tienen en su estructura ejecutiva. No obstante, en esta línea, tan sólo cinco de las federaciones deportivas catalanas de gran tamaño declararon tener un comité de finanzas, cuatro en el caso de las de tamaño medio y sólo dos de las de tamaño pequeño. De esta manera, se podría destacar que parece ser que el único mecanismo de control financiero que implementa la gran mayoría de las federaciones analizadas son las auditorías externas. Asimismo, en consonancia con estos hallazgos, parece que estas organizaciones carecen en general de comités de ética, pues tan sólo cuatro de las federaciones declararon tener un comité de ética, aunque ninguna de ellas indicó que fuera independiente del órgano ejecutivo de la organización. Asimismo, se observó que sólo dos federaciones declararon disponer de miembros externos de la junta directiva.

Respecto a la orientación hacia la rendición de cuentas, la Tabla 3 del estudio (ver página 121 del presente documento) muestra un resumen del porcentaje de federaciones, en función de su tamaño, que declararon disponer de algunos documentos que muestran una mayor orientación hacia la rendición de cuentas, la gestión estratégica y la transparencia (documentos como un código de buen gobierno, la política de delegación, conflictos de intereses, o evaluación de riesgos, entre otros). Si bien se encontraron diferencias significativas entre los distintos tamaños de las federaciones y la disponibilidad de los documentos por los

que se les preguntó ($p < 0,5$), no ocurrió lo mismo con el nivel de transparencia (documentos públicos). Se constató que, en general, las federaciones de gran tamaño tienden a tener más documentos creados (licencias; $r = 0,41$, $p < 0,05$); por término medio, declararon disponer del 77% de los 14 documentos por los que se les preguntó, algo menos en el caso de las de tamaño medio (65%) y pequeño (63%). En este sentido, es destacable que los documentos de los que carecen el mayor número de federaciones analizadas son un sistema de evaluación del desempeño (21,6%), códigos de buen gobierno (29,7%), evaluación de riesgos (35,1%) y un documento que de cuentas sobre los aspectos relacionados con los posibles conflictos de intereses (37,8%). Además, al evaluar la orientación estratégica de las federaciones, se comprobó que sólo 18 de las 37 organizaciones analizadas declararon disponer de un plan estratégico desarrollado.

Por último, cabe destacar que se identificó una asociación significativamente positiva entre los niveles de transparencia y el total de subvenciones recibidas ($r = 0,41$, $p < 0,05$), el tamaño de la junta directiva ($r = 0,37$, $p < 0,05$) y el número total de empleados ($r = 0,42$, $p < 0,01$), lo que sugiere que aquellas federaciones que tienen una estructura más amplia de sus órganos de gobierno y ejecutivos muestran un mayor compromiso con respecto a la transparencia de sus acciones.

6.3 Resultados del Estudio III

Los resultados del tercer estudio se presentan según los diferentes conceptos analizados asociados a la buena gobernanza. En primer lugar, se presentan las puntuaciones promedio de las federaciones catalanas respecto al modelo de medición implementado. Seguidamente, se destacan determinados aspectos que merecen una especial atención para la mejora de la gobernanza de las organizaciones objeto de estudio y, finalmente, se exponen las diferentes tipologías de federaciones identificadas en cuanto a su gobernanza.

6.3.1. Evaluación de los indicadores de gobernanza de las federaciones deportivas catalanas

La aplicación del modelo de medición a través de la propuesta de indicadores de buenas prácticas de gobernanza dio como resultado las puntuaciones que se muestran en la Tabla 2 del tercer estudio de la tesis doctoral (ver página 140 del presente documento). La puntuación

media de las 38 federaciones analizadas fue de 6,19 (mediana = 6,38; DE = 0,94) sobre 10, con un máximo de 8,35 y un mínimo de 4,10.

El modelo implementado permitió identificar algunas áreas en las que las federaciones deportivas catalanas podrían centrar su atención si pretenden mejorar las prácticas de gestión hacia la buena gobernanza. Entre las tres dimensiones de análisis (democracia y participación, ética e integridad, responsabilidad y transparencia), en general, las federaciones catalanas obtuvieron mejores resultados en los aspectos relacionados con la democracia y la participación en los procesos de toma de decisiones. Por otro lado, los indicadores propuestos para la evaluación de la dimensión de ética e integridad mostraron puntuaciones muy bajas (donde podría destacarse que sólo dos de las 38 federaciones tienen miembros independientes en sus consejos de administración). Además, aunque la puntuación media de la dimensión de rendición de cuentas y transparencia se situó en torno a 6,10, en general, las federaciones analizadas mostraron un gran margen de mejora en términos de transparencia (con una puntuación media de 3,52 para el indicador correspondiente).

Se determinaron seis grupos de federaciones deportivas catalanas mediante la agrupación HAC, en función de los resultados obtenidos en materia de prácticas de buen gobierno según el modelo de medición implementado.

El clúster 1 incluyó aquellas federaciones que mostraron niveles de puntuación cercanos a la media en las dos primeras dimensiones. Se podría argumentar que, aunque podrían mejorar en cuanto al número de comités que tienen (por ejemplo, la federación deportiva “individuales 1” obtuvo una puntuación baja), parecen demostrar una alta conciencia en cuanto a la democracia y la participación en los procesos de toma de decisiones al disponer de varios grupos representados en la asamblea general. Por otro lado, en cuanto a la dimensión de ética e integridad, cabe señalar que deberían demostrar una mayor preocupación por la representación de las mujeres en los órganos de gobierno, así como incorporar miembros independientes las juntas directivas. Sin embargo, las puntuaciones obtenidas en otros indicadores sugieren que disponen de sistemas de control para evitar la concentración de poder, ya que la rotación de los presidentes parece asegurarse. Por último, en cuanto a los aspectos relacionados con la rendición de cuentas y la transparencia, este parece ser el grupo de federaciones con mayor margen de mejora.

Respecto al clúster 2, aunque pueden identificarse algunas áreas clave de mejora, en general, mostraron niveles altos en los indicadores de gobernanza analizados (en comparación

con las puntuaciones promedio de las federaciones objeto de estudio). Sin embargo, cabe destacar que este es el grupo de federaciones que obtuvo la puntuación más baja en el indicador de transparencia (documentos disponibles públicamente).

El clúster 3 incluye las federaciones que indicaron carencias importantes en aspectos de democracia y participación en sus órganos de gobierno. En particular, es importante señalar que se trata de federaciones, muchas de las cuales no organizaron una asamblea general para el ejercicio 2018-2019. También, mostraron puntuaciones por debajo de la media en aspectos éticos y de integridad (al reportar bajos niveles de equidad de género en las juntas directivas o la no disposición de miembros independientes). Por el contrario, parecen bastante abiertas a compartir la información de la que disponen, ya que mostraron un nivel de desempeño superior a la media respecto a la dimensión de transparencia.

El clúster 4 es un grupo de federaciones que, aunque mostraron margen de mejora en los diferentes indicadores analizados, en general obtuvieron puntuaciones en torno a la media en las tres dimensiones estudiadas. Por último, los clústeres 5 y 6 son los dos grupos de federaciones que mostraron los mejores niveles de desempeño en las prácticas de buen gobierno analizadas (a pesar de que el clúster 6 mostró bajos niveles de desarrollo en las prácticas relacionadas con la dimensión de ética e integridad).

Por último, cabe destacar que, en general, no se encontraron correlaciones entre los indicadores analizados. Esto podría indicar que, a pesar de algunas tendencias (tanto positivas como negativas), en general, las federaciones muestran margen de mejora en áreas divergentes. En otras palabras, los resultados mostraron que tener buenas puntuaciones en, por ejemplo, la dimensión de democracia y participación no está correlacionado con mostrar lo mismo en la dimensión de, por ejemplo, ética e integridad. Quizás lo más llamativo es que se encontraron correlaciones positivas bajas y moderadas (correlación de Pearson: r) entre el tamaño de las organizaciones (miembros, ingresos y empleados totales) y la participación en sus órganos ejecutivos (comités que tienen). Aunque podría parecer un hallazgo esperado, es destacable que parece que las federaciones deportivas catalanas de mayor tamaño (más miembros), las cuales disponen de más comités, tienden a mostrar mejores puntuaciones en cuanto a la orientación hacia la rendición de cuentas y la transparencia ($r = 0,402$, $p < 0,05$; $r = 0,426$, $p < 0,01$).

7. Discusión

Los objetivos de la tesis doctoral perseguían, por una parte, describir el estado de la investigación sobre los enfoques teóricos y metodológicos implementados para la medición del desempeño organizacional en el marco de las federaciones deportivas, y por otra, elaborar un diagnóstico del perfil de gobernanza de las federaciones deportivas catalanas, así como implementar una propuesta de indicadores de gestión para la evaluación de los principios de su gobernanza. A continuación, se realiza una discusión general según los resultados obtenidos de los diferentes estudios.

De los resultados de la investigación pueden extraerse varias observaciones. Es por ello por lo que la discusión se estructura en diferentes apartados. Primeramente, se discuten, de forma genérica, los resultados del primer estudio en contraste con la literatura en el campo sobre desempeño organizacional, poniendo en relevancia el importante papel que pueden jugar las herramientas de medición del DO para la mejora de la gobernanza de las organizaciones deportivas. Seguidamente, se presentan diferentes apartados que versan sobre las características de la gobernanza de las federaciones deportivas catalanas, vinculando la radiografía obtenida con las implicaciones teóricas y prácticas de los aspectos analizados en cuanto a sus estructuras de gobierno, la democracia y la participación en los procesos de toma de decisiones, y la orientación hacia la rendición de cuentas.

7.1. Medición del desempeño organizacional en contextos de SGBs

Los resultados obtenidos de la revisión de alcance llevada a cabo en la presente tesis doctoral, se encuentran en línea con lo que O'Boyle & Hassan (2014) y Barth et al. (2018) anticiparon en sus análisis, concluyendo que la literatura existente en este campo es extremadamente limitada y se necesitan urgentemente más estudios que investiguen empíricamente, y en mayor profundidad, la medición del desempeño organizacional en entornos de organizaciones deportivas sin ánimo de lucro, en general, pero en las federaciones deportivas en particular.

A pesar de las diferencias encontradas en los enfoques aplicados por los académicos del campo, parece evidente que la medición del DO, a partir de un constructo multidimensional (p. ej. Madella et al., 2005; Shilbury & Moore, 2006; Winand et al., 2014), puede ser una forma útil de supervisar la consecución de los objetivos institucionales de las organizaciones deportivas, sus procesos internos, así como la satisfacción de sus stakeholders. Al medir su desempeño, las federaciones deportivas pueden obtener información valiosa que pueden

utilizar para tomar mejores decisiones estratégicas (Chelladurai & Zintz 2015; Hamann, 2017; Winand et al., 2011), lo que, a su vez, contribuiría a mejorar su eficacia y eficiencia (Bititci et al., 1997) y, en consecuencia, conduciría a tener organizaciones mejor gobernadas (Pielke et al., 2020; Winand et al., 2014). Sin embargo, la realidad es que este campo de estudio aún tiene mucho por explorar. Así, se resalta la necesidad de más investigaciones empíricas que ayuden a comprender el fenómeno del desempeño organizacional y la gobernanza de las federaciones deportivas, pues los diferentes modelos que se han implementado hasta la fecha pueden servir como punto de partida para explorar diferentes contextos que arrojen luz sobre la situación de determinadas organizaciones deportivas y las áreas en las que deberían poner el foco para la mejora de su gobernanza.

De esta manera, siguiendo las líneas propuestas por autores como Geeraert et al. (2014) o Pielke et al. (2020), a partir de la selección de indicadores que se considera que tienen la capacidad de medir los principios de buen gobierno, esta investigación explora las características de las federaciones deportivas catalanas en cuanto a aspectos clave de la gobernanza organizativa identificados en la literatura, como son la democracia y la participación, la ética y la integridad, así como la rendición de cuentas y la transparencia.

A partir del análisis de la propuesta de indicadores de gestión, las métricas mostraron algunas áreas de mejora en las que los órganos de gobierno de las federaciones podrían centrar sus esfuerzos para mejorar la gobernanza de sus organizaciones. Seguidamente, se discuten estos resultados en mayor profundidad.

7.2. Sobre las juntas directivas

Los resultados sugieren que las juntas directivas de las federaciones deportivas catalanas siguen siendo el órgano central de gobierno de las organizaciones. Tal y como se pudo comprobar, muchas de las organizaciones deportivas analizadas, disponen de más miembros en sus juntas directivas que de empleados totales. Lo que podría indicar que no solo las tareas propias de la toma de decisiones, sino también incluso tareas de gestión y administración son asumidas por los propios integrantes de las juntas directivas. Si bien como apuntan autores como Mallin et al. (2004), esta también ha sido tradicionalmente la estructura de la mayoría de las federaciones europeas, podría argumentarse que tener una estructura formada mayoritariamente por fuerzas voluntarias podría apuntar a una falta de

profesionalización en las estructuras de recursos humanos de los SGBs (Ruoranen, et al., 2016). De hecho, la organización voluntaria en los órganos de gobierno de las federaciones deportivas está ahora más que nunca en entredicho, debido, entre otras cosas, a la necesidad de pasar de una organización basada en el voluntariado a otra más profesionalizada; pues las tareas que conlleva la gestión de las federaciones deportivas actuales requieren de una gran implicación y conocimientos específicos por parte de sus dirigentes (Nagel et al., 2015). Algo que cada vez es más difícil de encontrar en las personas que deciden dedicar su tiempo voluntariamente a estas organizaciones (Ruoranen et al., 2016).

Por otra parte, según señalan autores como McLeod et al. (2021), uno de los aspectos clave de la composición de las juntas directivas para la buena gobernanza de las entidades, es su diversidad. De hecho, años atrás, Adriaanse & Schofield (2014), señalaron que se trata de un importante impulsor del rendimiento de la organización y del consejo. Además, no solo por razones de eficacia y eficiencia esta diversidad es notablemente importante, sino que también se aprecia cada vez más la necesidad ética de una mayor diversidad por razones de justicia social (Elling et al., 2018). En la literatura se pueden encontrar algunos estudios que han planteado cuestiones de equidad en términos de posiciones de liderazgo dentro de los órganos de gobierno de las organizaciones deportivas, en particular con respecto al género (Henry & Lee 2004). Asimismo, en los últimos años, diversos organismos públicos han reclamado una mayor diversidad dentro de los órganos de gobierno (p. ej., Consejo de Europa, 2012; 2019; Consell d'Associacions de Barcelona, 2019), ya que, como autores como Zelechowski & Bilimoria (2004) señalan, la inclusión de diferentes actores en las juntas directivas, pero sobre todo mujeres (pues se trata de un colectivo que tradicionalmente ha estado subrepresentado) conduce a una mejor gobernanza, puesto que aportan una voz diferente a los debates y a la toma de decisiones. Los resultados de la presente investigación indicaron que, en general, existe una sobrerrepresentación de miembros masculinos en los órganos de gobierno de las federaciones deportivas catalanas, pues, estas se encuentran, todavía, lejos de alcanzar ratios de equidad de género del 50% en sus juntas directivas. Esto es especialmente importante si se tiene en cuenta que la baja representación de grupos clave en puestos de gobierno y ejecutivos conduce a situaciones en las que no se tienen en cuenta los intereses de todos los stakeholders (Vega et al., 2019). Por lo tanto, sería importante que las federaciones deportivas catalanas reflexionaran sobre la representatividad femenina en puestos de toma de decisiones para que puedan aportar sus experiencias y puntos de vista. Además, esta mirada hacia una mayor responsabilidad social (por cuestiones de ética e integridad respecto al género), podría

contribuir a que las mujeres se establecieran como modelos a seguir para otras mujeres que quisieran participar en la gestión de las organizaciones deportivas (Geeraert et al., 2013).

Asimismo, en términos de diversidad en las juntas directivas, y en línea con estos hallazgos, sería recomendable que las federaciones deportivas catalanas considerasen la posibilidad de incorporar miembros independientes a los consejos de administración (tan solo dos federaciones reportaron disponer de miembros externos a la junta directiva). Pues, como señalan autores como Chappelet (2018), estos pueden ser útiles para conectar con múltiples grupos de interés (lo que ayudaría a los dirigentes a actuar en interés de todos ellos), y como mecanismo de control de la gestión de los órganos de gobierno, para evitar la concentración de poder y garantizar que la toma de decisiones sea sólida, independiente y libre de influencias indebidas (Arnaut, 2006).

Respecto al conservadurismo en los puestos directivos, autores como Geeraert et al. (2014), McLeod et al. (2021), o Schenk (2011) señalan que una rotación “adecuada” de los presidentes puede ser un síntoma de buen gobierno, pues esta evitaría la concentración de poder en los órganos de gobierno, así como el desarrollo de posibles conflictos de intereses. Así, en esta línea, Smart & Sturm (2004) señalaban que los límites a los mandatos permiten a los votantes elegir selectivamente a agentes de mayor calidad para un segundo mandato, pues, los procesos de elección pueden verse como verdaderos concursos de temas, que aporten nuevas ideas para resolver problemas y desafíen la gestión de los directivos actuales (Cohen y Spitzer, 1992).

Los resultados de la presente investigación apuntan a que la concentración de poder por parte de los presidentes de las federaciones deportivas catalanas no se trata de un problema mayor para la pluralidad de las organizaciones analizadas. En general, las federaciones deportivas catalanas obtuvieron una puntuación “aceptable” en los indicadores de rotación de los presidentes y respecto a la disposición de normas que regulen un número máximo de años y mandatos como medida preventiva, tal y como apuntan autores como Schenk (2011). Así pues, aunque las federaciones mostraron algunos puntos débiles en términos de democracia y participación, podría afirmarse que, en general, la renovación del núcleo de las organizaciones se produce de forma continua. A este respecto, se constató que un alto porcentaje de federaciones deportivas catalanas (76%) declaró tener una regulación de mandatos de un máximo de 4 años. Sin embargo, el 69% de las federaciones informaron de que no existe ninguna limitación al número de mandatos permitidos en el cargo. Así pues, es discutible que

la rotación media de los presidentes no se deba tanto a las limitaciones impuestas por los estatutos de las propias organizaciones, sino más bien al propio proceso democrático de elección de los presidentes. Parece ser que el plazo máximo establecido para la duración de los mandatos (4 años) actuaría, para la gran mayoría de las federaciones analizadas, como catalizador de la rotación de sus órganos directivos. De esta manera, y pese a que se identificaron niveles de rotación de los puestos de gobierno “aceptables”, cabe destacar que este aspecto podría suponer un problema para la sostenibilidad y continuidad de un liderazgo fuerte y coherente que garantice las prácticas de buen gobierno, ya que una gobernanza eficaz no debería producirse por sí sola, sino que debería de ser impulsada por actores humanos (Kohe & Purdy, 2016).

7.3. Democratización y participación en los órganos de gobierno

En relación con los procesos democráticos y de participación en los órganos de gobierno, cabe señalar que las federaciones deportivas catalanas disponen de una estructura de junta directiva única, que es responsable de todos los aspectos de las actividades de la entidad y, la cual debería actuar en el mejor interés de la organización deportiva y de sus miembros (Hoye & Cuskelly, 2007). Además, tal y como postula la Ley Catalana del Deporte en su artículo 22, la Asamblea General, como órgano supremo de gobierno, actúa como órgano de control de la actividad de la junta directiva, eligiendo a esta última bajo principios democráticos, y actuando, así como un sistema de pesos y contrapesos para evitar la concentración de poder en las federaciones deportivas (Hoye & Cuskelly, 2007; Forster & Pope, 2004).

Según autores como Mulgan (2003), la perspectiva democrática en las organizaciones es muy importante, ya que los "ciudadanos", en el caso de las federaciones deportivas, sus miembros y las partes interesadas, deben poder controlar a quienes ocupan cargos públicos (o de poder). Por lo tanto, será primordial que, en el contexto de las organizaciones deportivas objeto de estudio, se establezcan mecanismos de gobernanza para garantizar que los gobernantes actúen de forma coherente con los intereses de los stakeholders (Geeraert et al., 2014). En este sentido, según apuntan autores como Geeraert et al. (2014), la principal forma en que las organizaciones afiliadas pueden exigir responsabilidades a sus dirigentes es a través de sus poderes estatutarios, es decir, los afiliados deben poder elegir a su presidente y a su consejo de administración sobre la base del derecho de voto. Así pues, contar con una asamblea

general que tenga en cuenta a los diferentes grupos de interés será un aspecto esencial para mejorar los procesos democráticos y participativos de los órganos de gobierno de los SGBs (Geeraert et al., 2013).

En este sentido, se puede identificar que, aunque la Ley del Deporte de Cataluña establece que las federaciones deportivas deben estar constituidas básicamente por asociaciones o clubes y, en su caso, por deportistas, entrenadores, árbitros u otros representantes de personas físicas, en ningún momento establece la representatividad mínima obligatoria de estos actores clave en las asambleas generales de las federaciones. Por lo que, presumiblemente, las federaciones pueden hacer lo que consideren oportuno en cuanto a su estructura, ya que no existen directrices ni consecuencias por la escasa, o desequilibrada, representatividad de los diferentes grupos de interés. Así pues, se podría destacar que, en línea con lo anticipado por autores como Parent & Hoye (2018), y en el caso concreto del contexto catalán, la adhesión a un código de gobernanza (en términos de democracia y participación en los órganos de gobierno de las federaciones deportivas) tiende a ser más una opción voluntaria (intención de implementar buenas prácticas) que un requisito legislativo o prerrequisito para la financiación pública, pues, a día de hoy no existen directrices ni consecuencias por una baja o desigual representatividad de los diferentes colectivos. Sin embargo, como se ha anticipado anteriormente, sería de esperar que las organizaciones deportivas velaran por mantener un equilibrio entre los intereses de sus stakeholders (Geeraert et al., 2013), ya que los diferentes grupos de interés (por ejemplo, clubes, atletas o entrenadores) pueden tener inevitablemente intereses diferentes (incluso opuestos) y, por lo tanto, deberían estar representados por igual en los órganos de gobierno de las organizaciones deportivas (Colucci & Geeraert, 2012).

Estos aspectos son destacables en los resultados de la presente investigación, ya que en general, la representatividad de los diferentes colectivos en las asambleas generales de las federaciones deportivas es cuestionable. En línea con otros hallazgos (p. ej., Geeraert et al., 2014; Houlihan, 2005), parece que los principales actores como los deportistas, entrenadores, árbitros, la administración pública y, en ocasiones, los clubes, se mantienen al margen de los procesos políticos decisivos para las normas que rigen las actividades de las federaciones deportivas catalanas. Algo que, según Geeraert et al. (2014) podría considerarse antidemocrático, puesto que los que se encuentran en la base de la pirámide, es decir, los clubes y los deportistas, están automáticamente sujetos a las normas y reglamentos que otros actores establezcan. Por ejemplo, se observó que diez federaciones (26,3% de la muestra) mostraban

una baja orientación hacia la democracia y la participación en sus órganos de gobierno, pues muchos de ellos informaron de un bajo nivel de representación de los diferentes colectivos interesados, e incluso ni siquiera organizaron una asamblea general en el ejercicio 2018-2019.

Así pues, no es descabellado afirmar que aún queda mucho margen de mejora en cuanto a la representación de las partes interesadas en los órganos de gobierno de las federaciones deportivas catalanas. No obstante, es importante señalar que se trata de un aspecto que merece una mayor exploración, ya que si bien la mejora de la representatividad de los diferentes colectivos podría ser el primer paso hacia una mayor orientación hacia la democracia y la participación; según apuntaba Arnstein (1969), para garantizar que los programas y las iniciativas sean coherentes internamente, garanticen la igualdad de oportunidades e incluyan a todos los grupos, "la participación de los gobernados en su gobernanza es la piedra angular de la democracia" (Arnstein, 1969; 261). De esta manera, en ocasiones podría argumentarse que la representación puede no significar necesariamente participación (Kihl & Schull, 2020). Por ello, se considera necesario explorar como la representación de los diferentes colectivos de los órganos de gobierno de las federaciones deportivas catalanas se puede traducir o no en participación en la toma de decisiones. Por ejemplo, como apuntan Geeraert et al. (2013), tradicionalmente se ha mantenido a los deportistas al margen de los procesos políticos decisivos para las normas que rigen sus actividades, así, si se incluyera a estas partes interesadas en los procesos decisivos, lo más probable es que experimentarían un sentimiento de "propiedad", lo que significa que llegarían a considerar las decisiones de la organización como decisiones propias, lo que, a su vez, conduciría a una aplicación más eficaz de las políticas (World Bank, 2003). Asimismo, velar por una mayor participación en los procesos de toma de decisiones, podría evitar los conflictos potenciales de un modelo de gobernanza jerárquico, en el que los excluidos del proceso muestran su intención de cuestionar las normas y decisiones de la organización (García, 2007).

7.4. Orientación hacia la rendición de cuentas

Según autores como Aucoin & Heintzman (2000) y Bovens (2007), la rendición de cuentas en la gobernanza es importante para proporcionar un medio democrático de supervisar y controlar la conducta del gobierno, para impedir el desarrollo de concentraciones de poder, así como para mejorar la capacidad de aprendizaje y la eficacia de la gestión de las organizaciones. De esta manera, dado que a las federaciones deportivas se les atribuye el

ejercicio de algunas funciones públicas en materia de deporte, y dado que también dependen en gran medida del apoyo del sector público, principalmente a nivel financiero (Guevara et al., 2021), sería de esperar que estos organismos rectores del deporte demostraran un alto grado de responsabilidad ante la comunidad (Henry & Lee, 2004). Sin embargo, autores como Forsters & Pope (2004) y Pielke (2013) señalaron en sus investigaciones que la gobernanza de las federaciones deportivas se caracteriza por déficits en la rendición de cuentas. Resultados que pueden cotejarse con la presente investigación sobre las federaciones deportivas catalanas.

En general, las federaciones deportivas objeto de estudio informaron de una ausencia de mecanismos de supervisión y control de su gestión, como son los comités financieros y de ética, o miembros externos de la junta directiva. Estos resultados coinciden con las conclusiones de autores como Forster & Pope (2004), quienes consideran que las organizaciones deportivas parecen haberse preocupado más por hacer frente a las malas prácticas en el terreno de juego que por la calidad de su propio funcionamiento interno (nótese que los principales comités de los que las federaciones catalanas reportaron disponer son el técnico, el de árbitros y el de competición).

Sólo cuatro de las federaciones deportivas analizadas declararon tener un comité de ética. Sin embargo, ninguna de ellas indicó que este fuera independiente del órgano ejecutivo de la organización. Este hecho no sólo puede ser considerado como un caldo de cultivo para la corrupción, la concentración de poder y la falta de democracia y eficacia (Aucoin & Heintzman, 2000; Bovens 2007; Mulgan, 2003), sino que también, según señalan Geeraert et al. (2013), podría impedir el impulso del cambio hacia la buena gobernanza, ya que, en caso de existir dicho comité, debería estar facultado para iniciar procedimientos de oficio sin la remisión de los órganos ejecutivos o de la junta directiva.

En la misma línea, y en consonancia con el cuarto informe de la revisión de la gobernanza de las federaciones internacionales (ASOIF Governance Taskforce 2022), los resultados indicaron que, en general, parece que el único mecanismo de control financiero que implementan las federaciones deportivas catalanas son las auditorías externas. Pues la mayoría de las federaciones deportivas analizadas informaron no disponer de un comité financiero, el cual, siempre que sea lo suficientemente independiente de los órganos de gobierno y ejecutivo de la organización (Hart, 1995), pueda actuar como mecanismo de control para garantizar que los agentes utilizan los recursos de acuerdo con los intereses de los grupos de interés (OECD, 2004). Además, en este sentido, cabe destacar que la presentación de las auditorías externas no

se trata de algo voluntario, sino que viene impuesto por la Ley del Deporte de Cataluña en su artículo 24, que establece que "las federaciones deportivas catalanas están sujetas al régimen de presupuesto y patrimonio propios y deben someter sus cuentas y estados financieros a una auditoría anual" (12), impidiéndoles "aprobar presupuestos deficitarios sin la autorización expresa de la Administración del Gobierno" (12).

De esta manera, se podría reflexionar sobre la posibilidad de que la existencia de algunos reglamentos gubernamentales o presiones coercitivas (DiMaggio, 1983) (como la obligación de someterse a una auditoría externa o el control de la Secretaría General del Deporte) sea una de las razones por las que las federaciones deportivas catalanas no se esfuerzan por crear sus propios mecanismos de control, como la disposición de comités financieros o de ética, o la provisión de miembros externos de la junta directiva. Pues, por poner un ejemplo, las federaciones que carecen de recursos o de experiencia podrían no esforzarse en desarrollar otras acciones que, aunque necesarias, no sean obligatorias para ellas, centrándose así única y exclusivamente en cumplir con aquellas obligaciones que vienen impuestas por el gobierno. No obstante, por contra, se podría advertir la necesidad de ampliar el carácter vinculante (obligatorio por parte del gobierno) de otros aspectos con el fin de obligar a las federaciones deportivas a trabajar en una mejor orientación hacia la rendición de cuentas de sus acciones. Por ejemplo, véase el caso de las federaciones deportivas irlandesas donde el gobierno, a través de su Política Deportiva Nacional 2018-2027, establece una serie de obligaciones para las federaciones deportivas del país, que "Sport Ireland" revisará cada cierto tiempo y que tendrán consecuencias en el apoyo financiero a las federaciones nacionales (Government of Ireland, 2018). Aunque se trata de algo que debería de ser investigado en mayor profundidad, es evidente que el establecimiento de mecanismos de supervisión y control se trata de una área de mejora por parte de la comunidad de federaciones deportivas catalanas, ya que, además de las implicaciones positivas que la existencia de estos mecanismos pueden tener para la toma de decisiones de los entes rectores del deporte, también son instrumentos que juegan un papel crucial en la mejora de la rendición de cuentas de los órganos ejecutivos y de gobierno de las federaciones deportivas (Forster & Pope, 2004; Pieth, 2011).

Por otra parte, según afirma Bovens (2007), la rendición de cuentas puede tratarse como "una relación entre un actor y un foro, en la que el actor tiene la obligación de explicar y justificar su conducta, el foro puede plantear preguntas y emitir juicios, y el actor puede afrontar consecuencias" (p. 450). Por lo tanto, será importante que los órganos de gobierno y ejecutivos de las federaciones se reúnan con frecuencia, para que su opinión sea escuchada y los que

DISCUSIÓN

gobiernan las federaciones estén obligados a defender su gobernanza de forma regular (Geeraert et al., 2013). Algo que cobra especial importancia en los hallazgos de la presente investigación al identificar que algunas de las federaciones deportivas catalanas ni siquiera organizaron la asamblea general durante el ejercicio analizado.

Asimismo, además de las reuniones periódicas, las asambleas generales y los mecanismos de control descritos anteriormente para mejorar la rendición de cuentas con sus miembros, es importante que las federaciones trabajen en la creación de documentos que den cuenta de su responsabilidad de gestión, como códigos de buen gobierno, actas de reuniones, políticas de delegación o códigos éticos, entre otros (Pielke et al., 2020). Si bien todos estos documentos pueden contribuir de manera significativa a mejorar la capacidad de aprendizaje y la eficacia de la gestión de las organizaciones (Aucoin & Heintzman, 2000; Bovens, 2007), también será importante que estos manuales y documentos se pongan a disposición de las partes interesadas para que conozcan las políticas que se llevan a cabo en la organización y, a su vez, tengan la posibilidad de escrutar, criticar y exigir cambios (Mulgan, 2003).

Los resultados de la presente investigación apuntaron que, en general, pocas federaciones deportivas catalanas reportaron disponer de documentos como un plan estratégico, un código de buen gobierno, un manual de conflictos de intereses, un manual o código ético, o un documento que detalle los reglamentos y los procesos democráticos. En este sentido, es destacable la importancia que puede tener para las organizaciones la disposición de estos documentos. Pues, además de ayudarlas a ser más responsables ante sus stakeholders y la sociedad en general, también podrían servir como mecanismo para exigir a los directivos que reflexionen sobre los fallos de gobernanza derivados de comportamientos pasados (Bovens, 2007), así como permitirles trabajar desde la perspectiva del aprendizaje de la gobernanza interna (Aucoin & Heintzman, 2000), pues el proceso reflexivo que acompaña la elaboración de los documentos podría ser por sí mismo un aspecto que hiciera mejorar las prácticas de buen gobierno de las organizaciones deportivas.

Asimismo, las federaciones deportivas analizadas informaron de una deficiencia en cuanto a su transparencia, algo que según autores como Aucoin & Heintzman (2000), Mulgan (2003), y Bovens (2007) facilitaría que se desarrollaran situaciones relacionadas con la corrupción, la concentración de poder y la falta de democracia y eficacia. Por lo tanto, sería aconsejable que, en general, las federaciones deportivas catalanas, trabajasen en la elaboración estos documentos y los pusieran proactivamente a disposición de sus grupos de interés, pues

sería un gran paso hacia la mejora de las prácticas de buen gobierno de las federaciones deportivas autonómicas catalanas.

Por último, es imprescindible apuntar que, a pesar de la fotografía obtenida sobre la gobernanza de las federaciones deportivas catalanas, la cual esperamos que ayude a sensibilizar sobre cómo se dirigen y controlan estas organizaciones (Dowling et al., 2018), esta sólo mejorará con el compromiso de los grupos de interés para el desarrollo de un consenso sobre lo que constituye una buena gobernanza de los entes rectores del deporte en el territorio específico de Catalunya (Generalitat de Catalunya, 2017).

8.

Conclusions

This chapter presents the conclusions based on the general objectives of the doctoral thesis and the three studies that compose it. Firstly, on the description of the state of research on the measurement of organisational performance in sports federations. Consecutively, in relation to the diagnosis carried out on the governance profile of Catalan sports federations. Finally, based on the proposal of management indicators developed to evaluate the good governance practices of the sports federations under study.

- On the analysis of the scientific literature, it was found that there are **few empirical studies** addressing **organisational performance** measurement in **sport federations**. Only 27 scientific articles met the selection criteria established in our scoping review.
- The current literature on organisational performance in sport federations reflects a research trajectory with the application of **models** that are underpinned by **different theoretical perspectives**.
- **Multidimensional frameworks** for the analysis of organisational performance in sport federations were found to be the **most** widely **used** by researchers.
- The repetitive methodologies used, together with the limitations of the different studies analysed, point out the **need** for organisational performance measurement to be **investigated empirically**.
- Establishing indicators for measuring organisational performance provides valuable information that sport federations can use to make **better decisions** and implement **good management practices**.
- In relation to the governance profile of Catalan sports federations, it was found that **size is not a binding characteristic** of their **governance features**.
- **Boards of directors** are an **essential body** in the **management** of Catalan sports federations. In 16 of the 38 sports federations analysed, the number of board members exceeds the total number of employees.
- There is a **higher representation of men** than women in the **decision-making bodies** of Catalan sports federations. On average, only 21% of board members are women.
- There is a general **lack of limits** on the number of **terms** allowed as **president**. 69% of the federations reported that there is no limitation on the number of terms allowed in office.
- Even though some of the organisations analysed showed greater representativeness in their governing bodies, Catalan sports federations have **not yet institutionalised** the

CONCLUSIONS

participation of different **stakeholders** in **decision-making processes**. Groups such as athletes, coaches, referees, or even governmental organisations are not, in general, represented in the general assemblies of the organisations analysed.

- It was also found that the governance of Catalan sports federations is characterised by **deficits in accountability**.
- The organisations analysed **lack management supervision** and **control mechanisms**. Only 11 (28.9%) of the sports federations analysed reported having a financial committee, 4 (10.5%) reported having an ethics committee, and only 2 (5.2%) organisations reported having external board members.
- It was found that **monitoring** and **control meetings** between their governing bodies are established **infrequently**.
- Catalan sports federations need to **work on manuals** and **documents** that **provide a greater orientation towards accountability** with their stakeholders and society in general.
- **Deficits in transparency** were also detected in all areas of their management.
- By addressing governance measurement through a proposal of indicators, this research contributes to the body of knowledge on organisational governance in the continuous **improvement of measurement systems** that focus on the normative ethical principles and practices in which sport organisations should operate.
- The proposal of management **indicators** to analyse the good governance practices of Catalan sports federations yielded a **wide range of scores**. In general, the federations analysed showed a wide margin for improvement in indicators referring to the publication of documents (transparency), independent board members, representativeness of the different stakeholders in general assemblies, gender equity on the board of directors, and the number and type of committees they have.
- The cluster and correlation analysis carried out under the management indicators model developed, showed that Catalan sports federations have **room for improvement in divergent areas**. Overall, no significant correlations were found between the analysed dimensions of democracy and participation, ethics and integrity, and accountability and transparency.

9.

Limitaciones y futuras líneas de investigación

9.1. Limitaciones

Por supuesto, la presente investigación, y los diferentes estudios que se derivan de la tesis doctoral, no están exentos de limitaciones.

- Por un lado, a pesar de la perspectiva que se brinda en el primer estudio sobre la medición del desempeño organizacional en entornos de federaciones deportivas, es importante destacar que los estudios de alcance no pretenden ser completamente exhaustivos ni evaluar la calidad de los diseños de investigación utilizados en los estudios revisados. En consecuencia, se podría sugerir la necesidad de realizar revisiones sistemáticas para comprender el alcance completo y la calidad de la investigación que se ha llevado a cabo en este campo.
- Por otra parte, aunque la aproximación a la revisión de la literatura podría considerarse amplia, pues se buscó en varias fuentes para identificar estudios relevantes, es posible que esta revisión haya pasado por alto algunas investigaciones clave, especialmente las publicadas en fuentes no inglesas.
- Asimismo, cabe destacar que, a pesar de la perspectiva amplia en la búsqueda de información, los términos genéricos utilizados para encontrar los artículos hicieron que el proceso de refinamiento fuera lento y dificultoso, ya que muchos de los estudios identificados en las primeras fases no tenían mucho que ver con la gestión deportiva.
- Además, otra limitación de este primer estudio que cabe destacar es el hecho de que la evaluación de los estudios fue llevada a cabo por sólo dos personas (los investigadores y autores del artículo publicado), aspecto que debe tenerse en cuenta para la interpretación de la categorización de las variables e indicadores.
- Por último, vale la pena considerar que, si bien este estudio contribuye a la literatura sobre gestión deportiva y tiene utilidades prácticas, es importante señalar la limitación de que se desarrolló únicamente a partir de un ejercicio de revisión de la literatura. Por ello, como se profundizará en la siguiente sección, sobre las futuras líneas de investigación, se constata la necesidad de desarrollar modelos holísticos de medición del DO en entornos de federaciones deportivas a través de nuevas investigaciones y pruebas empíricas.

Respecto al segundo y tercer estudio, las pruebas empíricas presentadas apoyan claramente los recientes llamamientos a la buena gobernanza en el deporte y constatan que las federaciones deportivas catalanas deben esforzarse por aumentar la eficacia de sus operaciones

mediante mecanismos y códigos de buena gobernanza. Estos estudios pueden contribuir en la práctica a preservar, reforzar y promover el modelo deportivo del territorio, así como a que las organizaciones deportivas y el deporte para todos y de élite sigan avanzando y sobreviviendo. Sin embargo, esta investigación no pretende trazar un panorama completo de los problemas de gobernanza de las federaciones deportivas relacionados con las características de sus estructuras organizativas. De hecho, aún quedan muchos aspectos por descubrir y vías de investigación por explorar, que, en su ausencia, se convierten en limitaciones de la presente investigación.

- La buena gobernanza implica intangibles como la cultura, el liderazgo y el comportamiento que son difíciles o incluso imposibles de captar cuantitativamente, por lo que los enfoques cualitativos son necesarios para comprender algunos aspectos que a primera vista podrían pasar desapercibidos.
- Los modelos de medición, así como las listas de verificación sobre los conceptos que se derivan del buen gobierno, pueden ayudar a las organizaciones deportivas a identificar y comprender los factores y principios clave involucrados en la buena gobernanza. Sin embargo, dado que esta investigación aplica un modelo específico para la medición de las prácticas de buen gobierno, y aunque basado en la literatura previa y en la opinión de expertos en la materia, esta metodología no escapa a las limitaciones de los enfoques implementados anteriormente.
- Estas metodologías pueden resumir problemas complejos para apoyar la toma de decisiones. Sin embargo, pueden llevar a conclusiones simplistas.
- Cabe señalar que se trata de un modelo procedente de un enfoque de medición puramente cuantitativo que intenta cuantificar algunos aspectos que sería aconsejable examinar con mayor profundidad. Por ejemplo, la puntuación de cada indicador no se puede considerar como un ejercicio completamente objetivo, ya que depende de los criterios de evaluación preestablecidos (por parte de los investigadores) para cada indicador. Además, hay que señalar que no se pudo garantizar el equilibrio entre indicadores y dimensiones, ya que la ponderación decidida por los expertos también habría sido un ejercicio de subjetividad. Asimismo, hay que tener en cuenta que el modelo aplica indicadores de distinto calibre. Por un lado, encontraríamos indicadores dicotómicos que dan lugar a puntuaciones de 0 o 10, y por otro, indicadores más complejos y en los que es difícil que las organizaciones alcancen la excelencia (como en el caso del indicador de transparencia). Por tanto, puede

afirmarse que la medición cuantitativa de la gobernanza debería animar a los investigadores en este campo a aportar mejoras significativas.

- Aunque estas herramientas aplicadas externamente pueden ayudar a concienciar sobre la buena gobernanza en relación con determinadas medidas, pueden tener poca relación con la práctica de la gobernanza o con la forma en que estas se relacionan entre sí (por ejemplo, proporcionando detalles sobre los comportamientos organizativos). Es decir, una buena puntuación en los indicadores no significa que la organización esté necesariamente bien gobernada. Simplemente significa que está haciendo un buen trabajo en relación con las métricas. Así pues, desde el planteamiento de la presente investigación, se asume que cada factor no ha podido ser analizado en profundidad y que hay margen para futuros estudios que se centren en diferentes elementos de estos resultados.
- Por último, aunque sea una obviedad, es imprescindible subrayar que los resultados mostrados del segundo y tercer estudio no son extrapolables a otras organizaciones que no sean las aquí analizadas. En este sentido, es importante mencionar que, en lo referente al análisis de las federaciones deportivas catalanas, en la investigación participaron 38 organizaciones (57,5% del total de la población), lo que debería tenerse en consideración para una justa interpretación de los resultados. Pues no se analizó la totalidad de la población de federaciones deportivas territoriales objeto de estudio.

9.2. Futuras líneas de investigación

En línea con autores como Barth et al. (2018), Dowling et al. (2018), y O'Boyle & Hassan (2014), creemos que existe una necesidad explícita de examinar varias áreas específicas adicionales, particularmente dentro del campo de la gobernanza organizativa y la medición del desempeño organizacional.

Los resultados de la revisión de alcance revelaron que la mayoría de las investigaciones realizadas hasta la fecha sobre la medición del DO en entornos de federaciones deportivas se han desarrollado bajo un enfoque cuantitativo. Es por ello por lo que, en línea con lo que sugirieron autores como Winand et al. (2010), futuras investigaciones deberían centrarse en "juicios cualitativos para evaluar el desempeño organizacional" (p.305). Pese a que las recientes contribuciones han mostrado una tendencia a utilizar diferentes técnicas de recopilación de datos, como el análisis documental, las entrevistas y las encuestas (por ejemplo, Solntsev & Osokin 2018; Winand et al., 2013), creemos que es imperativo que los futuros

estudios sobre medición del DO empleen un enfoque de métodos mixtos (Creswell & Plano, 2007), contribuyendo de esta manera a abordar cuestiones fundamentales del desempeño organizacional y la gobernanza de una federación deportiva sobre aspectos que difícilmente pueden evaluarse desde un punto de vista puramente cuantitativo.

Por otra parte, se pudo comprobar que existe una escasez de investigaciones empíricas que hayan abordado la medición del desempeño organizacional en diferentes contextos. Será esencial, por tanto, que se realicen más investigaciones en otros lugares geográficos para examinar cuestiones relacionadas con las dimensiones del desempeño en organizaciones similares, o en contextos sociales, culturales, políticos o económicos diferentes. De hecho, dado que la presente investigación es la primera que arroja luz sobre un contexto hasta ahora inexplorado (la gobernanza de las federaciones deportivas autonómicas catalanas), creemos que sería de interés continuar con esta línea de investigación, e incluso, por ejemplo, abrir el abanico a comparaciones entre distintas federaciones autonómicas que permitan a los investigadores identificar diferencias según los territorios o los roles de las distintas federaciones autonómicas en un contexto más amplio. En este sentido, se constató que, tan sólo dos estudios de un total de 27 abordaron la cuestión de las comparaciones internacionales. Si bien esto podría explicarse porque la investigación comparativa internacional se complica por el hecho de que el deporte está entrelazado con factores comerciales, políticos, sociales y culturales (De Bosscher, 2018), creemos que se trata de un área que podría ser explorada en mayor profundidad. Por ejemplo, en línea con Perck et al. (2016) se encontró que pocos estudios realizados hasta la fecha han considerado las presiones externas como las identificadas en el modelo “PESTEL” (políticas, económicas, sociales, tecnológicas, ecológicas y legales) en sus diseños metodológicos. Por lo tanto, esto requiere de más estudios que investiguen cómo la medición del desempeño puede depender del entorno de las organizaciones. Ya que, un correcto tratamiento de estos aspectos podría ayudar a la creación de marcos que permitan la comparabilidad entre organizaciones deportivas, el intercambio de mejores prácticas, así como comprobar cómo las organizaciones se adaptan a sus entornos en función de sus características.

El análisis temático, considerando las macro dimensiones propuestas por Winand et al. (2014) y la visión sistémica de Chelladurai et al. (1987) reveló que los modelos operacionalizados en las diferentes investigaciones se limitan al análisis de algunas dimensiones, entornos (externos, internos) y factores clave que pueden afectar al desempeño organizacional. Por ello, se podría considerar que los estudios realizados hasta la fecha sobre la medición del DO pueden servir como punto de partida para conducir a la creación de modelos

y diseños con enfoques integrales (como el propuesto por Winand et al. (2014)) que, por un lado, reconozcan plenamente la amplitud, valor y utilidad del concepto de desempeño organizacional, así como reflejen adecuadamente la complejidad y estructura de las federaciones deportivas y sus entornos. Esto debería conducir al desarrollo de investigaciones empíricas que presten más atención y reflexión al gran número de dimensiones, variables e indicadores que existen para la medición del DO en las federaciones deportivas, arrojando luz así sobre lo que es importante medir y los posibles determinantes del desempeño. Por ejemplo, considerar los factores que pueden afectar al desempeño organizacional y la gobernanza desde una perspectiva interna de las federaciones, como el liderazgo (Fletcher & Arnold 2011), la comunicación (Ferreira & Otley 2009), la cultura organizacional (Bayle & Robinson 2007), y las responsabilidades, competencias y desempeño de los miembros internos de la organización (voluntarios y personal remunerado) (Hoye & Doherty 2011), podría ser un gran aporte al conocimiento sobre la gobernanza de las federaciones deportivas, considerando así tanto a las organizaciones como a los individuos unidades de interés (Willems et al., 2014).

Otra área que la investigación futura podría considerar es la de intentar entender cómo las federaciones deportivas utilizan la información de sus procesos de medición del desempeño y cómo encajan en el entorno, la estrategia y el propio sistema de medición. Por ejemplo, sería interesante que la investigación pudiera profundizar en el poder de toma de decisiones de los diferentes grupos representados en las asambleas, el rango de significados de la representación en la junta (como en (Stenling et al., 2022)), o qué tan profundo es el desarrollo de documentos que den cuenta de una mayor orientación hacia la rendición de cuentas y cómo las organizaciones hacen uso de este conocimiento.

Por último, creemos que podría ser interesante abrir un campo de estudio aplicando modelos Open/Big Data para las organizaciones deportivas sin ánimo de lucro, en general, pero para las federaciones deportivas en particular, con el objetivo de que todos aquellos interesados en el deporte puedan beneficiarse de los conocimientos recientes sobre Big Data y analítica (Watanabe et al., 2021), y que, a su vez, puedan servir de inspiración para utilizar un abanico más amplio de herramientas metodológicas (Hoeber & Shaw 2017). Esto podría abrir el campo de estudio a la implementación de estudios longitudinales que conducirían a una mejor comprensión de la evolución de la gobernanza de las federaciones deportivas, y en consecuencia a una mayor comprensión y conocimiento sobre los aspectos relacionados con la medición del desempeño organizacional y las prácticas de buen gobierno. De hecho, en los últimos años, se pueden encontrar algunos proyectos como el Open Data For Sport Governance

o el Risk Management For Sport Governance (proyectos Erasmus + Sport) que persiguen el doble objetivo de ofrecer una perspectiva panorámica y multidimensional del funcionamiento (y situación actual) de las organizaciones deportivas, así como proporcionar una herramienta automatizada, de uso libre y de aplicación longitudinal que ayude a sensibilizar a los stakeholders sobre las posibles áreas de mejora y la implementación de prácticas de buen gobierno (desde el punto de vista de la estructuración de las organizaciones deportivas, pero también desde la perspectiva de su administración). Pues, identificar cómo se gestionan, qué problemas pueden tener, y cómo evolucionan las organizaciones deportivas desde una óptica amplia, puede ser crucial para desarrollar políticas que ayuden a fortalecer el sector.

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Anexos

Anexo 1.

Cuestionario *ad hoc* de los estudios II y III

Los miembros del equipo de investigación, liderado por el Dr. Francesc Solanellas, están llevando a cabo un proyecto de investigación titulado: *“Análisis comparativo de los indicadores de gestión de las organizaciones deportivas: un enfoque multidimensional”*.

El objetivo general de este proyecto de investigación es analizar el perfil de gobernanza de las federaciones deportivas en relación con algunos aspectos considerados clave para la buena gobernanza de las organizaciones deportivas. Tales como la democracia y participación en los procesos de toma de decisiones, la ética e integridad, o la orientación hacia la rendición de cuentas y la transparencia.

En el estudio participan los centros de investigación: Institut Nacional d’Educació Física de Catalunya (INEFC) Barcelona, Centro de Droit et de Economía du Sport (CDES), Lithuanian Union of Sports Federation (LUSF), Olympic Committee of Slovenia (OCS), Organizzazione Por el educazione lo Sport (OPES), Portuguese Institute of Sport and Youth (IPDJ) y SPORTMALTA.

Tras unos meses de analizar proyectos similares y bibliografía tanto europea como no europea, se ha establecido una metodología a través de la cual se articulará todo el proceso de recogida de datos de las entidades deportivas (Clubes y Federaciones deportivas). Particularmente, se ha creado un marco conceptual y un método para clasificar los indicadores clave de gestión (KPIs) y listarlos en una propuesta que se diferencia de otros estudios y que pretende dar solución a las limitaciones identificadas.

En el contexto de este proyecto, solicitamos su colaboración para beneficiarse de los posible valores y conocimientos derivados de la investigación. Es por este motivo que estaremos muy agradecidos si considera la propuesta de participar respondiendo el cuestionario que les presentamos a continuación.

Los datos de los participantes serán tratados de forma anónima en todo momento, de manera que no se puedan relacionar directa ni indirectamente con la persona a la que corresponden. Los participantes tienen derecho a hacer tantas preguntas como consideren necesarias sobre las características del estudio y su participación en él. Además, las organizaciones participantes tendrán derecho a conocer los resultados de las investigaciones una vez concluya la investigación poniéndose en contacto con el investigador principal del proyecto. Y, si lo desean, tendrán derecho a rechazar o retirarse del proyecto en cualquier momento.

Por favor, póngase en contacto con nosotros si tiene dudas derivadas de esta información a través del siguiente correo electrónico: joshuamunoz@gencat.cat.

Muchas gracias por su participación

NOTA al inicio: Este cuestionario será contestado en base al año o temporada (marque la opción adecuada). Es importante mantener la opción que elija para responder al cuestionario entero.

2019

Temporada 2018 – 2019

Sección 1 – Información general

1. Indique aquí el nombre de la organización que representa: _____
2. Por favor, indique a continuación el cargo de la persona que contestará la mayor parte del cuestionario (recomendamos que sea el presidente/a, el/la secretaria general o el/la gerente de la organización): _____
3. ¿Cuál es el año de fundación de la organización? _____
4. ¿Dónde está la sede central de la organización (en qué ciudad)? _____
5. ¿Cuántas oficinas (incluida la sede central) tiene su organización? _____
6. ¿Cuántos miembros tiene su organización?

		Número	
Clubs			
Licencias	Hombres		
	Mujeres		

7. ¿Cuál es el número total y la edad media de los trabajadores/as y voluntarios/as de la organización?

		Número		Edad media
		Hombres	Mujeres	
Trabajadores/as				
Voluntarios/as				

8. ¿Cuántas modalidades deportivas tiene o gestiona su organización? *(Escriba al lado de cada número el nombre de la modalidad deportiva)*

	Nombre de las modalidades
1	
2	
3	
4	
5	
6	
7	
8	
(...)	

9. Las instalaciones de su organización son *(marque en la tabla siguiente)*:

- La organización es la propietaria.
- Son públicas pero gestionadas por la organización.
- Mix entre las dos primeras opciones (algunas instalaciones son la opción 1 y algunas la opción 2).
- Son privadas y la organización las alquila (pagas para hacer uso de ellas).
- Son públicas y cedidas a la organización sólo para entrenar.
- Otras opciones (por favor, especificar): _____

OBSERVACIONES

Indique aquí cualquier comentario que quiera hacer o añadir en esta sección

Sección 2 – Gobernanza

2.1. Democracia y participación

10. ¿Cuáles de los siguientes organismos tiene la organización? (*Marque tantos como correspondan*)

- Junta directiva
- Comité Ejecutivo
- Comité Financiero
- Comité Técnico
- Comité Deportivo
- Comité de Jueces y Árbitros
- Comité de Disciplina y Competición
- Comité de Apelación
- Comité de Ética
- Supervisor a la junta
- Otros (por favor, especificar): _____

11. Durante la temporada en cuestión, ¿cuántas veces se celebró...?

	Número de veces
Asamblea general	
Asamblea extraordinaria	
Reuniones de la Junta de asesoría	
Reuniones de todos los comités	

12. ¿Cuáles son las características de la junta directiva actual?

	Número
Total de miembros	
Número de mujeres	
Miembros independientes	

13. ¿Cuántos años lleva en activo el actual presidente/a y cuántos años estuvo el/la anterior?

	Número de años
Presidente/a actual	
Presidente/a anterior	

14. ¿Cuántos mandatos máximos puede hacer un/a presidente/a y cuál es la duración máxima del mandato?

Mandatos máximos:

- 1
 2
 3
 4
 Otras opciones (por favor, especificar):

Duración de los mandatos:

- 1 año
 2 años
 3 años
 4 años
 5 años
 6 años
 7 años
 8 años
 9 años
 10 años
 Indefinidos

15. ¿Qué estamentos participan en la Asamblea General?

- Clubes
 Atletas
 Entrenadores/as
 Jueces
 Representantes de organizaciones publicas
 Otros (por favor, especificar): _____

2.2. Transparencia, Ética e Integridad

16. ¿La organización entrega una copia del informe económico anual a los asistentes de la Asamblea General, ya sea antes o el mismo día de la Asamblea?

Sí

No

17. Principios de gobernanza y transparencia (*marque en la tabla siguiente*):

	¿La organización dispone del documento?	¿Es público? (publicado en la web)
GOBERNANZA Y PROCEDIMIENTOS		
Los Estatutos	<input type="checkbox"/>	<input type="checkbox"/>
Un código de buena gobernanza	<input type="checkbox"/>	<input type="checkbox"/>
Proceso para elegir el/la presidente/a	<input type="checkbox"/>	<input type="checkbox"/>
Actas de las reuniones de la Junta Directiva	<input type="checkbox"/>	<input type="checkbox"/>
Política de delegación de las decisiones	<input type="checkbox"/>	<input type="checkbox"/>
Manual o Código Ético (miembros y trabajadores)	<input type="checkbox"/>	<input type="checkbox"/>
Regulaciones claras y procesos democráticos para la toma de decisiones	<input type="checkbox"/>	<input type="checkbox"/>
Conflicto de intereses	<input type="checkbox"/>	<input type="checkbox"/>
ESTRATEGIA		
Plan estratégico	<input type="checkbox"/>	<input type="checkbox"/>
DEPORTES		
Memoria deportiva anual	<input type="checkbox"/>	<input type="checkbox"/>
RECURSOS HUMANOS		
Organigrama	<input type="checkbox"/>	<input type="checkbox"/>
Salario del/la presidente/a	<input type="checkbox"/>	<input type="checkbox"/>
Salario del/la secretario/a general o CEO	<input type="checkbox"/>	<input type="checkbox"/>
Salario de la Junta Directiva (ejecutivos)	<input type="checkbox"/>	<input type="checkbox"/>
Salarios de los empleados	<input type="checkbox"/>	<input type="checkbox"/>
Información de los empleados (nombre, lugar de trabajo y curriculum)	<input type="checkbox"/>	<input type="checkbox"/>
FINANZAS		
Presupuesto anual	<input type="checkbox"/>	<input type="checkbox"/>
Cierre del año (+ la desviación respecto al presupuestado)	<input type="checkbox"/>	<input type="checkbox"/>
Informes económicos de los eventos o competiciones organizadas	<input type="checkbox"/>	<input type="checkbox"/>
Documento de evaluación de riesgos	<input type="checkbox"/>	<input type="checkbox"/>
Sistema de evaluación del rendimiento / sistema de control interno	<input type="checkbox"/>	<input type="checkbox"/>

18. **NOTA al final:** Por favor, adjunte, en su caso, los documentos solicitados anteriormente de los que la organización disponga.

OBSERVACIONES

Indique aquí cualquier comentario que quiera hacer o añadir en esta sección

Sección 3 – Aspectos económicos y financieros

19. El presupuesto de la organización está basado en:

- Año natural (ejemplo: enero – diciembre 2019)
- Por temporada (ejemplo: septiembre 2018 – agosto 2019)

-
- Base anual
- Plan de empresa (de 2 a 4 años)

20. ¿Con qué frecuencia el comité financiero (en su caso) se encuentra para hacer el seguimiento del presupuesto actual? (Marque la opción que más se adecue a la realidad)

- Nunca
- Una vez al año
- Cada 6 meses
- Cada 3 meses
- Cada mes
- Cada 2 semanas
- Cada semana
- No aplicable

21. ¿Cuál es el resultado final financiero de su organización en los últimos 3 años? (*expresado en euros*)

	Euros
2017	€
2018	€
2019	€
Provisional 2020	€

22. ¿Cuáles son los ...? (*expresado en euros*)

Total de activos (2018 o 2019)	€
Activo no corriente (2018 o 2019)	€
Activo corriente (2018 o 2019)	€
Capital total (2018 o 2019)	€
Deuda total (2018 o 2019)	€
Deuda total a largo plazo (2018 o 2019)	€
Deuda total a corto plazo (2018 o 2019)	€
Reservas totales de la organización (2018 o 2019)	€

23. **Nota al final:** Por favor, adjunte el presupuesto y el balance anual si es posible.

OBSERVACIONES

Indique aquí cualquier comentario que quiera hacer o añadir en esta sección

Anexo 2.

Documento escrito de consentimiento informado de los estudios II y III

CONSENTIMIENTO INFORMADO

Desde el Instituto Nacional de Educación Física de Cataluña (INEFC), Universidad de Barcelona (UB), con el CIF Q-0840010-C, y el Joshua Muñoz Vázquez, con DNI 53.337.857-Y, como investigador colaborador del proyecto "*Análisis comparativo de los indicadores de gestión de las organizaciones deportivas: un enfoque multidimensional*" (603204-EPP-1-2018-1-ES-SPO-SCP), nos comprometemos a respetar escrupulosamente la confidencialidad de los datos personales que se puedan obtener por el proyecto, tanto en lo que respecta al uso académico como su difusión pública.

Las partes interesadas pretenden implementar un acuerdo de tratamiento de datos que cumpla los requisitos del marco legal vigente en relación con el tratamiento de datos y con el Reglamento (UE) 2016/679 del Parlamento Europeo y del Consejo, de 27 de abril de 2016, sobre la protección de personas físicas en lo que respecta al tratamiento de datos personales y sobre la libre circulación de estos datos, y deroga la Directiva 95/46 / CE (Reglamento general de protección de datos).

- Todos los participantes tendrán asignado un código de forma que no se pueda hacer un enlace directo entre el participante y las respuestas que se den, como garantía de confidencialidad.
- Los datos de los participantes serán tratados de forma anónima en todo momento, de manera que no se puedan relacionar directa ni indirectamente con la persona a la que corresponden.
- Los datos que se obtienen durante su participación no se utilizarán con fines que no se explique en esta investigación.
- Todos los datos se almacenarán de forma segura bajo la responsabilidad directa del investigador principal.
- Estos datos serán protegidos mediante el acceso de los usuarios y sólo tendrá acceso el Instituto Nacional de Educación Física de Cataluña (INEFC). Se conservarán junto con el código del participante sólo el tiempo que sea necesario.

La organización participante tiene derecho a conocer los resultados de las investigaciones una vez concluya la investigación poniéndose en contacto con el investigador principal del proyecto. Si lo desean, tienen derecho a rechazar o retirarse del proyecto en cualquier momento previa comunicación. Los participantes también tienen derecho a hacer tantas preguntas como consideren necesarias sobre las características del estudio y su participación en él.

Por favor, póngase en contacto con nosotros si tienen dudas derivadas de esta información, a través del siguiente correo electrónico: joshuamunoz@gencat.cat

- He leído toda la información proporcionada sobre el proyecto.
- He entendido que soy libre de dejar este proyecto sin que esta decisión me afecte negativamente.
- Acepto participar.

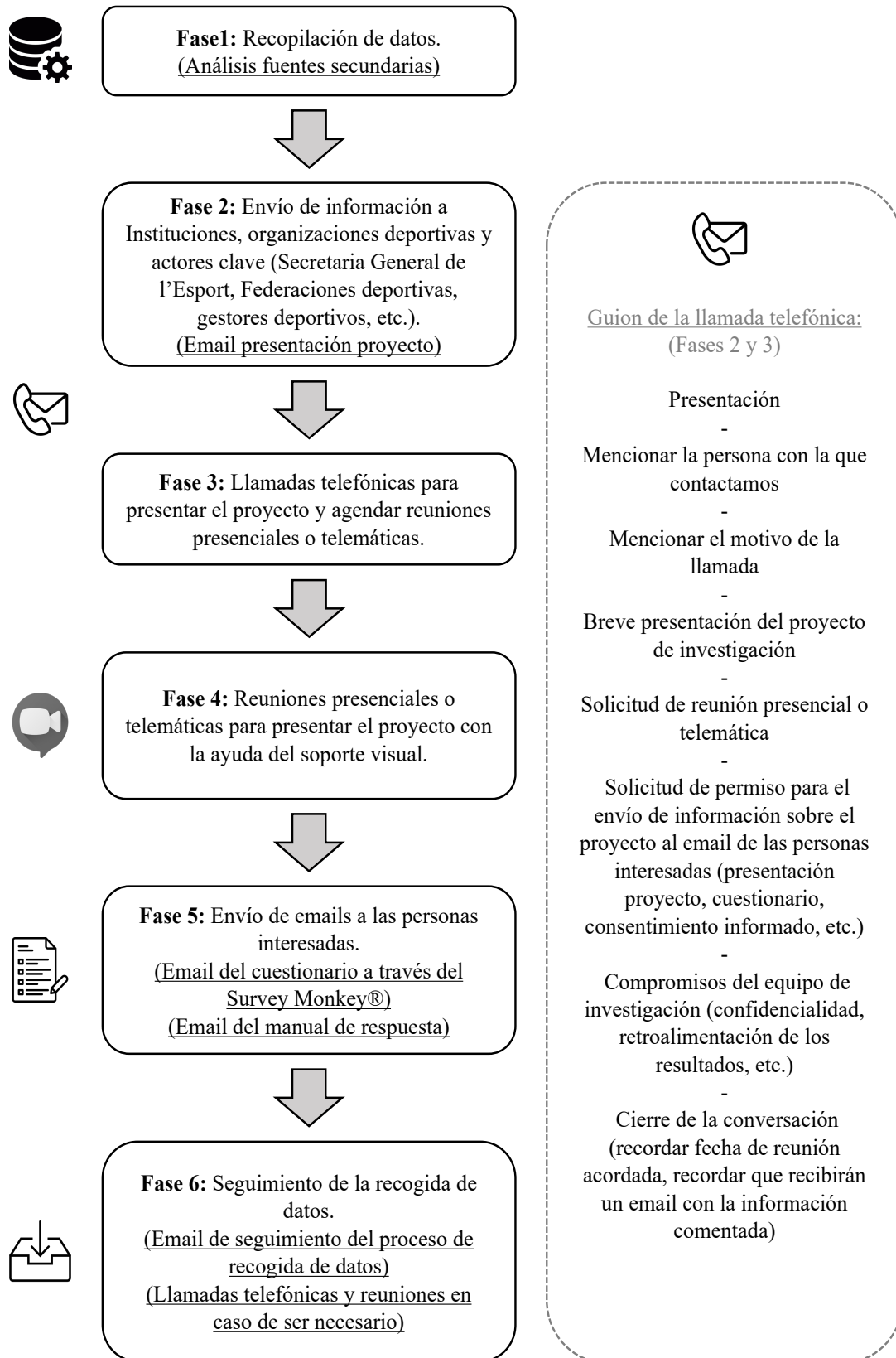
Si desea dejar este proyecto, rellene el siguiente formulario y póngase en contacto con los investigadores: joshuamunoz@gencat.cat | +34 650.788.216 | INEFC Barcelona, Av. De l'estadi, 14, 08038, Barcelona

Yo, (nombre del participante), bajo mi decisión, dejo este proyecto. (Firma)

Anexo 3.

Proceso de recogida de datos de los estudios II y III y documentos de soporte

Diagrama del proceso de recogida de datos de los estudios II y III



Plantillas de los emails enviados durante el proceso de recogida de datos

Email Presentación Proyecto

Apreciado/a _____,

Nos complace presentarle el proyecto Open Data For Sport Governance (OD4SG) [*Análisis comparativo de los indicadores de gestión de las organizaciones deportivas: un enfoque multidimensional*], un proyecto liderado por el Instituto Nacional de Educación Física de Cataluña (INEFC) y en el que participan instituciones de 7 países de la Unión Europea (España, Francia, Italia, Portugal, Lituania, Eslovenia, y Malta).

Se trata de un proyecto que en una fase inicial ya ha recibido el soporte oficial de más de 75 organizaciones deportivas europeas (entre clubes y federaciones), así como de instituciones como el Consejo Superior de Deportes.

El objetivo general del proyecto es crear una base de datos con indicadores de gestión que permitan a las organizaciones deportivas analizar y compararse con otras, tanto a nivel nacional como europeo.

En el documento adjunto encontrarán la presentación del proyecto en profundidad. Asimismo, dicha presentación la podrán utilizar para hacer difusión del proyecto si así lo consideran.

De acuerdo con la reunión mantenida, en los próximos días les haremos llegar el cuestionario con el que estamos llevando a cabo la recogida de datos, así como una guía de soporte para completarlo.

No duden en contactarnos en caso de que tengan cualquier duda.

Muy agradecidos por su colaboración,

Atentamente,

Equipo del proyecto de investigación

Envío del cuestionario a través de Survey Monkey®

Apreciado/a _____,

De acuerdo con la conversación, en el siguiente enlace encontrará el cuestionario a completar por su federación.

Haciendo click en el botón "Comenzar Cuestionario" se abrirá la página de inicio. Para cambiar el idioma, verá que, en la parte de arriba, a la derecha, podrá elegir la opción con la que se sienta más cómodo. Cabe destacar que este enlace lo podrá utilizar tantas veces como sea necesario: lo podrá abrir desde cualquier dispositivo y continuar sin que se borren los datos ya introducidos.

Con el fin de no dilatar el periodo de recogida de datos, les proponemos dar respuesta al cuestionario en un máximo de 3 semanas desde el momento en que lo reciban.

Al final de este e-mail encontrará mi teléfono personal por si considera oportuno ponerse en contacto con nosotros. Nos comprometemos a ofrecerle el máximo apoyo y nuestra disponibilidad para con sus dudas o necesidades será prioritaria.

Estamos a la espera de su respuesta,

Atentamente,

Joshua Muñoz

Colaborador del proyecto de investigación

+34 650 788 216

Envío del manual de respuesta

(documento de soporte para completar el cuestionario)

Apreciado/a _____,

En un e-mail anterior le hemos hecho llegar el cuestionario del conjunto de KPIs del proyecto de investigación (en caso de que no haya recibido el correo, puede ser que el e-mail hubiera entrado por la bandeja de correo no deseado, o Spam).

Por favor, encuentre adjunto el manual de respuesta, documento de apoyo para completar el cuestionario. Además, me gustaría reiterar una vez más mi total disponibilidad para ayudarle a resolver cualquier duda o necesidad en relación con el proyecto.

Aprovecho la ocasión para desearte mucha salud tanto a usted como a sus seres queridos.

Muchas gracias por su colaboración.

Joshua Muñoz

Colaborador del proyecto de investigación

+34 650 788 216

Email de seguimiento del proceso de recogida de datos

Apreciado/a _____,

Les escribimos como seguimiento del proyecto de investigación. Actualmente la fase de recogida de datos está bastante avanzada y es por eso por lo que nos volvemos a poner en contacto con ustedes y ver si en los próximos 15 días pudieran avanzar con el cuestionario.

En esta línea, nos gustaría ofrecerles la posibilidad, si lo consideran oportuno, de hacer una reunión en formato videoconferencia para contestar al cuestionario de forma asistida con nuestra ayuda.

En caso de que tenga alguna duda con algunas preguntas o dimensiones del cuestionario, no dude en contactarnos y le ayudaremos en todo lo que sea necesario.

Muchas gracias,

Joshua Muñoz

Colaborador del proyecto de investigación

+34 650 788 216

Documento de soporte para completar el cuestionario

	Explicación	Ejemplo de respuesta																		
1	Indique aquí el nombre de la organización que representa:	Federación Catalana de (deporte)																		
2	Indique a continuación el cargo de la persona que contestará la mayor parte del cuestionario	Secretario/a general																		
3	Cuatro dígitos. Únicamente el año.	2015																		
4	Indicar el nombre de la localidad donde se encuentra. No es necesario concretar la dirección.	Barcelona																		
5	El número de oficinas entendido como sede, aunque ésta conste de diferentes despachos.	3																		
6	<p><u>Clubs</u>: escriba en el recuadro el número de clubs que tienen vinculación actual con la federación (sumatorio de los clubes de todas las modalidades deportivas que hay en su federación). Indicar el número sin decimales y no utilizar porcentajes.</p> <p><u>Licencias</u>: totalidad de deportistas (todas las categorías) que tienen vinculación contractual o ficha federativa en vigor (no técnicos deportivos). Indicar el número sin decimales y no utilizar porcentajes.</p>	<p><u>Ejemplo licencias</u>: 300 licencias (150 H i 150 D)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 5px;">Licencias</td> <td style="padding: 5px;">Hombres</td> <td style="padding: 5px;">150</td> </tr> <tr> <td></td> <td style="padding: 5px;">Mujeres</td> <td style="padding: 5px;">150</td> </tr> </table>	Licencias	Hombres	150		Mujeres	150												
Licencias	Hombres	150																		
	Mujeres	150																		
7	<p><i>Empleado / a</i> = aquella persona que desarrolla su actividad a cambio de una remuneración económica.</p> <p><i>Voluntario / a</i> = aquella persona que desarrolla su actividad sin esperar ningún tipo de remuneración económica ni de ningún otro tipo.</p>																			
8	Indicar junto a cada número una de las modalidades, y hacerlo con tantas como la entidad tenga.	<p>Para una federación de natación que tiene secciones de natación, waterpolo y salto de trampolín:</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center; vertical-align: middle;"><input checked="" type="checkbox"/></td> <td style="border: 1px solid black; padding: 5px;">1</td> <td style="border: 1px solid black; padding: 5px;">Natación</td> </tr> <tr> <td></td> <td style="border: 1px solid black; padding: 5px;">2</td> <td style="border: 1px solid black; padding: 5px;">Waterpolo</td> </tr> <tr> <td></td> <td style="border: 1px solid black; padding: 5px;">3</td> <td style="border: 1px solid black; padding: 5px;">Salto de trampolín</td> </tr> <tr> <td style="text-align: center; vertical-align: middle;"><input type="checkbox"/></td> <td style="border: 1px solid black; padding: 5px;">1</td> <td style="border: 1px solid black; padding: 5px;"></td> </tr> <tr> <td></td> <td style="border: 1px solid black; padding: 5px;">2</td> <td style="border: 1px solid black; padding: 5px;"></td> </tr> <tr> <td></td> <td style="border: 1px solid black; padding: 5px;">3</td> <td style="border: 1px solid black; padding: 5px;">Natación, waterpolo, salto de trampolín</td> </tr> </table>	<input checked="" type="checkbox"/>	1	Natación		2	Waterpolo		3	Salto de trampolín	<input type="checkbox"/>	1			2			3	Natación, waterpolo, salto de trampolín
<input checked="" type="checkbox"/>	1	Natación																		
	2	Waterpolo																		
	3	Salto de trampolín																		
<input type="checkbox"/>	1																			
	2																			
	3	Natación, waterpolo, salto de trampolín																		

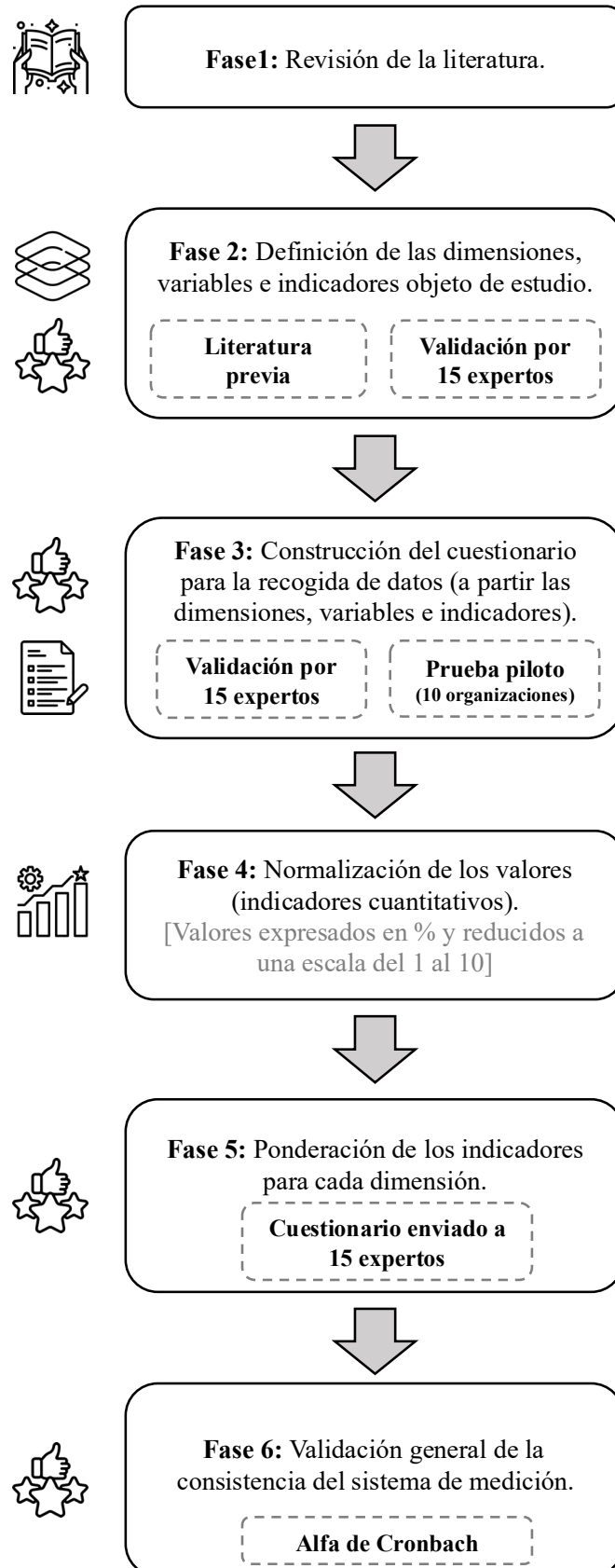
9	Seleccione la opción correspondiente (sólo una es válida)	Si la entidad utiliza instalaciones propias: <input checked="" type="checkbox"/> La organización es la propietaria.						
10	Seleccione tantas opciones como correspondan. En caso de seleccionar 'Otros', escribir el nombre.	Una entidad que disponga de junta directiva y comité de ética: <input checked="" type="checkbox"/> Junta directiva <input checked="" type="checkbox"/> Comité Ejecutivo						
11	Seleccione del desplegable el número de veces que se realizó cada uno de los ítems. Si no se realizó, seleccionar '0'.	Para una organización que celebró 4 asambleas generales y 2 reuniones de todos los comités: <table border="1"> <tr> <td>Asamblea general</td> <td>4</td> </tr> <tr> <td>Reuniones de todos los comités</td> <td>2</td> </tr> </table>	Asamblea general	4	Reuniones de todos los comités	2		
Asamblea general	4							
Reuniones de todos los comités	2							
12	Seleccionar del desplegable el número correspondiente. En caso de no tener, seleccionar '0'. <i>Miembros independientes</i> = todas aquellas personas que no formen parte de la federación directamente, pero tengan relación externa (proveedores, especialistas...)	Una entidad, la junta directiva de la cual está formada por 12 personas, de las cuales 7 son hombres y 5 mujeres <table border="1"> <tr> <td>Total miembros</td> <td>12</td> </tr> <tr> <td>Número de mujeres</td> <td>5</td> </tr> <tr> <td>Miembros independientes</td> <td>0</td> </tr> </table>	Total miembros	12	Número de mujeres	5	Miembros independientes	0
Total miembros	12							
Número de mujeres	5							
Miembros independientes	0							
13	Seleccionar el número de años del desplegable. Respecto los meses: En caso de llevar 2 años y 5 meses o menos, selecciona 2 años. En caso de llevar 2 años y 6 meses o más, selecciones 3 años.	Para una entidad en la que el/la presidente/a anterior cumplió dos mandatos de 4 años cada uno y el actual está cumpliendo el segundo año del primer mandato: <table border="1"> <tr> <td>Presidente actual</td> <td>2</td> </tr> <tr> <td>Presidente anterior</td> <td>8</td> </tr> </table>	Presidente actual	2	Presidente anterior	8		
Presidente actual	2							
Presidente anterior	8							
14	Seleccionar el número máximo de mandatos que puede hacer un/a presidente/a en la primera columna y la duración máxima de los mandatos en la segunda.	Para una entidad la que sus estatutos establecen que una misma persona puede cumplir 2 mandatos como máximo, y que cada mandato consta de 4 años de duración: <table border="1"> <tr> <td>1</td> <td>1 año</td> </tr> <tr> <td>②</td> <td>2 años</td> </tr> <tr> <td>3</td> <td>④ años</td> </tr> </table>	1	1 año	②	2 años	3	④ años
1	1 año							
②	2 años							
3	④ años							
15	Seleccionar tantas opciones como correspondan. En caso de seleccionar 'Otros', escribir el nombre.	Estamentos participantes en la Asamblea General: <input checked="" type="checkbox"/> Clubes <input type="checkbox"/> Atletas <input checked="" type="checkbox"/> Entrenadores/as <input type="checkbox"/> Jueces						
16	Marque “Si” o “No”							
17	Seleccionar en las casillas de la primera columna ('¿Lo tiene?').	Una entidad que SI tiene estatutos y SI los publica en su web; NO tiene un plan estratégico y SI realiza un presupuesto anual pero NO lo hace público:						

	Seleccionar para responder a la pregunta ('¿Es público?'). Sólo de aquellos ítems indicados con "Si" anteriormente.	Los Estatutos	X	X
		Un plan estratégico		
		El presupuesto anual	X	
18	Adjuntar todos aquellos documentos de los que disponga a través del enlace facilitado en el cuestionario online o al email: joshuamunoz@gencat.cat			
19	Seleccionar la opción correspondiente (sólo una es válida).			
20	Seleccionar la opción correspondiente.	<input type="checkbox"/> Nunca <input checked="" type="checkbox"/> Una vez al año <input type="checkbox"/> Cada 6 meses		
21	Escriba el valor (en euros) en el recuadro correspondiente para cada año.	2017	-1.237 €	
		2018	2.456 €	
22	Escriba el valor (en euros) en el recuadro correspondiente para cada ítem.			
23	Adjuntar todos aquellos documentos de los que disponga a través del enlace facilitado en el cuestionario online o al email: joshuamunoz@gencat.cat			

Anexo 4.

**Proceso seguido para el desarrollo del modelo de medición de la
gobernanza deportiva y documentos de soporte**

Diagrama del proceso para el desarrollo del modelo de medición de la gobernanza deportiva



Questionario enviado a los expertos para la ponderación de los diferentes indicadores

Open Data For Sport Governance (603204-EPP-1-2018-1-ES-SPO-SCP)

Name, last Name:	
Date:	

In the current phase of the research project, we would like to rate each indicator in relation to its dimension. That is why, as an expert in the field, we would like you to weight each indicator according to your expertise and your thoughts on how sport managers should consider each indicator for proper implementation of management practices. This ratio will allow us to create a global index of the dimension, so the project will help sport organisations and its managers by summarizing and displaying complex information in an easy and practical way.

How to weight the indicators?
Each indicator should be scored in a scale from 1 to 5 according to:

- 0 - Not at all important
- 1 - Very low importance
- 2 - Low importance
- 3 - Moderate important
- 4 - High importance
- 5 - Highest importance
- No opinion



N.	DIMENSION	SUBDIMENSION	CONCEPT / INDICATOR DEFINITION	WEIGHT / SCORE (0 to 5)	COMMENTS
1	GOVERNANCE	Democracy and participation	Number and type of committees that the organization have: Elected board of members, Executive Committee, Financial Committee, Technical Committees, Sport Committee, Referees and Judges Committee, Competition and Discipline Committee, Appeals Committee Ethics committee, etc.		
2			Holding of the general assembly.		
3			Holding meetings with the key actors in each category: Extraordinary assembly, Meeting of the advisory board, Meetings of all committee in charge of different areas.		
4			Having equal representativeness in the General Assembly: Clubs, Athletes, Coaches, Referees, Public organisations representatives.		
5		Ethics and Integrity	Gender equality on the board of directors.		
6			Independent members on the board of directors.		
7			President turnover.		
8			Max. mandates and max. length of the mandates for a president.		
9		Accountability and transparency	Financial results distribution before the assembly.		
10			Documents created (having or not the documents): The statutes , Good Governance Code , Minutes of the meetings of the elected board of directors , Delegation policy document (Power of signature), Manual / Code of ethics (for its members and employees) , Structures, clear regulations and democratic process, Conflict of interests, The strategic plan, Annual sports report, Organisational chart, Salary of the President, Salaries of employees , Basic information of the workers, The annual budget , Closing of the year (deviation from the budget), Financial reports of the main events/competition organised, Risk assessment, Performance evaluation system		
11			Document published on the website (transparency)		

Plantilla de Email enviado a los expertos

Apreciado/a _____,

Le escribimos en relación con el proyecto Open Data For Sport Governance (OD4SG), "*Análisis comparativo de los indicadores de gestión de las organizaciones deportivas: un enfoque multidimensional*" (603204-EPP-1-2018-1-ES-SPO-SCP).

Después de un período complejo, debido a todas las barreras que nos hemos encontrado debido a la Covid-19, nos complace informarle que actualmente estamos trabajando en la creación del modelo a través del que evaluaremos la gobernanza de las organizaciones deportivas participantes en el estudio.

Con el fin de aprovechar de la mejor manera posible los resultados del proyecto, le pedimos su colaboración para ayudarnos a ponderar cada indicador (según su criterio como experto en la materia) de las dimensiones de las organizaciones analizadas. Esta ponderación nos permitirá crear un índice de puntuación de cada dimensión, facilitando así la interpretación de los datos extraídos.

En este correo electrónico encontrará adjunto un fichero Excel a través del cual podrá proponer el peso de cada indicador (0, nada importante a 5, el más importante), según su criterio, dentro de su dimensión.

Por motivos de tiempo, le agradeceremos que nos haga llegar el documento Excel, con sus respuestas, en un plazo aproximado de 15 días.

Por favor, no dude en contactar con nosotros si tiene alguna pregunta.

Gracias por su colaboración.

Atentamente,

Equipo del proyecto de investigación

Anexo 5.

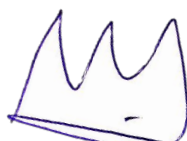
**Certificado del Comité de Ética de Investigaciones Clínicas de la
Administración Deportiva de Cataluña**


DR. RAMON BALIUS MATAS,
ACTING AS SECRETARY OF THE ETHICS COMMITTEE
FOR CLINICAL RESEARCH
OF THE CATALAN SPORTS COUNCIL.

CERTIFIES

At the meeting on 27th April 2020, the Ethics Committee agreed to favorably assess the project presented by Joshua Muñoz and Francesc Solanellas, number 07/CEICGC/2020, entitled "ANÁLISIS COMPARATIVO DE LOS INDICADORES DE GESTIÓN DE LAS ORGANIZACIONES DEPORTIVAS: UN ENFOQUE MULTIDIMENSIONAL".

We note this favorable assessment for the appropriate purposes.



 Generalitat de Catalunya
Consell Català de l'Esport
Av. Països Catalans, 40-48
08950 Esplugues de Llobregat

Dr. Ramon Balius Matas
Esplugues de Llobregat, 27th April 2020

Anexo 6.

Estudio I (publicado). Measurement of organizational performance in national sport governing bodies domains: a scoping review



Measurement of organizational performance in national sport governing bodies domains: a scoping review

Joshua Muñoz^{1,2} · Francesc Solanellas^{1,2}

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Abstract

This article examines the literature in Organizational Performance (OP) measurement in National Sport Governing Bodies (NSGBs). A scoping review was conducted involving a comprehensive search of all published literature between 1980 and 2022. The results showed a paucity of empirical studies published in scientific journals ($N=27$), with an increase in publications in recent years. Quantitative approaches were highlighted as the most applied; and was reported that 60% of the studies were carried out in four countries, with small samples. Furthermore, the thematic analysis revealed that most of the research designs applied a multi model approach, while the factorial analysis carried out help identifying how models and OP macro-dimensions had have relate to each other among the studies reviewed. In this way, the study provides the first attempt to extensively review the literature on OP in NSGBs as well as provides insights of future research directions in the field.

Keywords National sport governing bodies · Organizational performance · Scoping review

JEL Classification D71 · D83 · L25 · L30

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1 Introduction

1.1 The National Sport Governing Bodies Domain

Associations, clubs and federations are recognized as an important basis for the development of sport by both governments and academics (Balyi et al. 2018; Green 2005). Their prominent role in the organization, promotion and development of sport at all levels is widely known (Nordin et al. 2022; Zintz and Camy 2005), and in turn, they are a key part of the “social safety net” of nonprofit organizations (Paynter and Berner 2014) that governments and society increasingly rely on to fill service gaps.

In recent years, there has been a growing theoretical and empirical interest in sports non-profit organizations (NPSOs) as a fundamental part of the sports landscape (Doherty and Cousens 2013; Swierzy et al. 2018). And in particular, due to the important role they play, the National Sport Governing Bodies (NSGBs) have been the focus of much attention (Chelladurai and Zintz 2015). It seems that, due to pressure from its main stakeholders, and due to the growing concern among those interested in sport to participate in decision-making, they have been forced to consider a greater orientation towards organizational performance (OP) (Winand et al. 2010). However, due to its non-profit characteristics, the OP of NSGBs has been extremely difficult to define, measure and manage (Baruch and Ramalho 2006; Kaplan and Norton 2001).

1.2 Organizational performance measurement

In general terms, we can find that the OP has different meanings for different people, so there are conceptual ambiguities and difficulties in measuring it (Cameron 1986; Quinn and Rohrbaugh 1983). Various scholars have confirmed that the concept of OP generally arises from the combination of terms such as effectiveness, efficiency, quality or organizational capacity (Madella et al. 2005; Winand et al. 2010); for example, Neely et al. (1995) stated that “a performance measure can be defined as a metric used to quantify the efficiency and/or effectiveness of an action”. Likewise, within a sports management environment, Bayle and Madella (2002) pointed out how effectiveness is traditionally defined as the ability to achieve institutional goals; and efficiency generally establishes a relationship between the inputs of the system (resources used) and the outputs produced. Indeed, all these terms that are related to the OP, as well as the conceptual ambiguities, can be seen reflected in some of the different definitions that researchers in the field of sports management have proposed over the years:

“The ability to properly acquire and process human, financial, and physical resources to achieve organizational goals” (Madella et al. 2005, p. 209).

“Quantify, either quantitatively or qualitatively, the input, output, or level of activity of an event or process” (Radnor and Barnes 2007, p. 393).

“The acquisition of the necessary resources and their efficient use through the organization’s processes to achieve relevant and specific goals, as well as a

Table 1 Main approaches for the measurement of the Organizational Performance of Organizations

Model	Definition (an organization is effective when...)	Effectiveness criteria	Relevance. Organizations to which the model can be applied	Limitations of the model due to the characteristics of Sports Organizations (NSO, RSO, NSCIBs, etc.)
Goal attainment	It accomplishes its stated goals	Productivity and efficiency	Goals are clear, measurable, and time constrained	Goals are often intangible, shifting, and unrealistic or sometimes even in conflict with each other
System resource	It acquires the resources needed The organization's ability, in absolute or relative terms, to exploit its environment in the acquisition of scarce and valuable resources to ensure its viability	Resource acquisition, flexibility	There is a clear connection between inputs and outputs. (The greater the resources, the greater the organizational effectiveness)	Some resources come from the trusteeship and are annually renewable. For example: public money is guaranteed to guarantee stability
Internal process	It presents no internal strain, with smooth internal functioning. Offers a harmonious and efficient internal environment	Moral, cohesion, stability, and control	There is a clear connection between the organizational process and the main objective. There is a connection between internal logic and consistency between the organization's internal processes, and the desired results	This connection is not as clear as for manufacturing organizations. One-sided view of effectiveness (since important aspects such as resources, results and customer or participant satisfaction are ignored), but also in identifying valuable internal processes and developing methods to evaluate them

Table 1 (continued)

Model	Definition (an organization is effective when...)	Effectiveness criteria	Relevance. Organizations to which the model can be applied	Limitations of the model due to the characteristics of Sports Organizations (NSO, RSO, NSCIBs, etc.)
Strategic constituencies approach (or Stakeholder-based models)	All strategic constituencies have a minimum degree of satisfaction	Stakeholders' satisfaction	Interest groups have a powerful influence on the organization, and it has to respond to their demands	Difficult to implement in terms of feasibility and time due to the huge number of interest groups. Weak validity. The different perspectives should be combined with other types of indicators
Competing values Approach (CVA)	The evaluation of the organization in four areas matches constituent preferences. Three dimensions: internal-external, stability-flexibility, means-ends	Changes in the above criteria over time and space	The organization does not have a clear vision of its own priorities or shows a rapid change in criteria over time	Difficulty of realization. It does not evaluate in detail the ability to achieve objectives

Source Adapted from Winand et al. (2010, p.282) and Bayle and Madella (2002, p.4) who themselves were inspired by Cameron (1986, p.542)

high satisfaction of the organization's stakeholders" (Winand et al. 2014, p. 124).

Likewise, it is worth noting the work of Cameron (1986), who endeavored to define the main models for measuring OP on which scholars had based their research to date. Table 1 shows an overview of the five "traditional" models proposed by the author, with methodological implications for the definition and measurement of OP, and their relevance and limitations when measuring it in an NPSO (see Bayle and Madella 2002, p. 4; Winand et al. 2010, p. 282).

Specifically, as examples of the different approaches applied in the sport management field, we can find that while several scholars have reported difficulties in separating the terms of effectiveness and efficiency, developing measurement frameworks that integrate both aspects of OP, thus seeing it as a broader term (Madella et al. 2005; Nowy et al. 2015; Winand et al. 2010; among others), others implemented effectiveness models (e.g. Papadimitriou and Taylor 2000; Shilbury and Moore 2006), neglecting the efficiency component of OP. Furthermore, recently, as a result of mixing traditional models and multiple approaches implemented by theorists, several researchers concluded that OP should be considered as a multidimensional construct (Shilbury and Moore 2006; Winand et al. 2014). In fact, years ago, Chelladurai and Haggerty (1991) anticipated that organizational effectiveness is the main dependent variable in many organizational contexts, and its multidimensionality is the cause of conceptual ambiguities and measurement difficulties. Therefore, it could be argued that, despite the efforts made by scholars, there is still no consensus either theoretically or empirically as to what constitutes organizational performance, as researchers may study OP in different ways (Sowa et al. 2004).

1.3 Organizational performance in NSGBs

Due to the lack of consensus on how OP can be measured, academics and practitioners have been called upon on several occasions to research, develop and implement OP management and measurement models in an NSGBs environment. However, Frisby (1986) anticipated that how NSGBs are managed has rarely been examined; and although it has been quite some time since Frisby (1986) posited this, this assertion can be supported by reviews of the literature on OP in sport organizations conducted in the last decade. For example, O'Boyle and Hassan (2014) based their efforts on examining the literature on the field of OP management and measurement within NPSOs to identify differences on research on both related topics, however as few as 10 studies on OP in NSGBs were reviewed in depth; Winand et al. (2014), on the other hand, approached this literature in an attempt to unify in one model the different approaches that had been carried out on OP measurement, however they only collected 7 studies addressing the topic in NSGBs and; Barth et al. (2018), who specifically focused on the literature on OP in NSGBs, found 20 academic articles. Variations that may arise from the different methodologies applied, as none of these reviews were conducted with a standardized methodology nor even applying a broad scope (with overly specific selection criteria), which makes us question the

possibility that there is a certain hidden volume of research dealing with measurement of OP in NSGBs, which may shed light on the state of the art. Thus, we were faced with the need to conduct a literature review that would provide academics and practitioners in the field with a document that summarize and synthesize the literature on OP in NSGBs. Therefore, given that to date there is no study that accounts for how OP measurement in NSGBs has been addressed, carried out extensively, that would allow us to identify gaps in the existing literature, and due to its methodological replicability, conducting a scoping review was considered an appropriate methodology to fulfill the purpose of this research.

2 The purpose of the present review

To describe the state of the research on the theoretical and methodological approaches implemented for measuring OP in NSGBs. Specifically, this scoping review aims to: (a) identify how OP has been measured in a NSGBs framework, (b) identify knowledge gaps, (c) identify potential future directions of research.

3 Methods

Scoping studies are an ideal tool to determine the scope or coverage of a body of knowledge on a given topic and give clear indication of the volume of literature and studies available as well as an overview of its focus (Colquhoun et al. 2014; Munn et al. 2018). Scoping studies are associated with the following purposes: (a) to identify the types of available evidence in a given field, (b) to examine how research is conducted on a certain topic or field, (c) to identify and analyse knowledge gaps (d) as a precursor to a systematic review, (e) to clarify key concepts in the literature, (f) to identify key characteristics of factors related to a concept (Munn et al. 2018). Thus, our attention was focused on the first four objectives.

Although there is no agreed upon protocol for conducting scoping reviews, we used Arksey and O'Malley (2005) framework as a specific methodological guideline. The following subsections describe the methods of this study based on five stages:

3.1 Stage 1: Identifying the research question

In line with our aim, the following research questions were derived: (a) What is known about OP within the empirical context of NSGBs? (b) how has OP been measured in NSGBs? (c) what are the emergent areas and future directions of research within the OP in NSGBs domains?

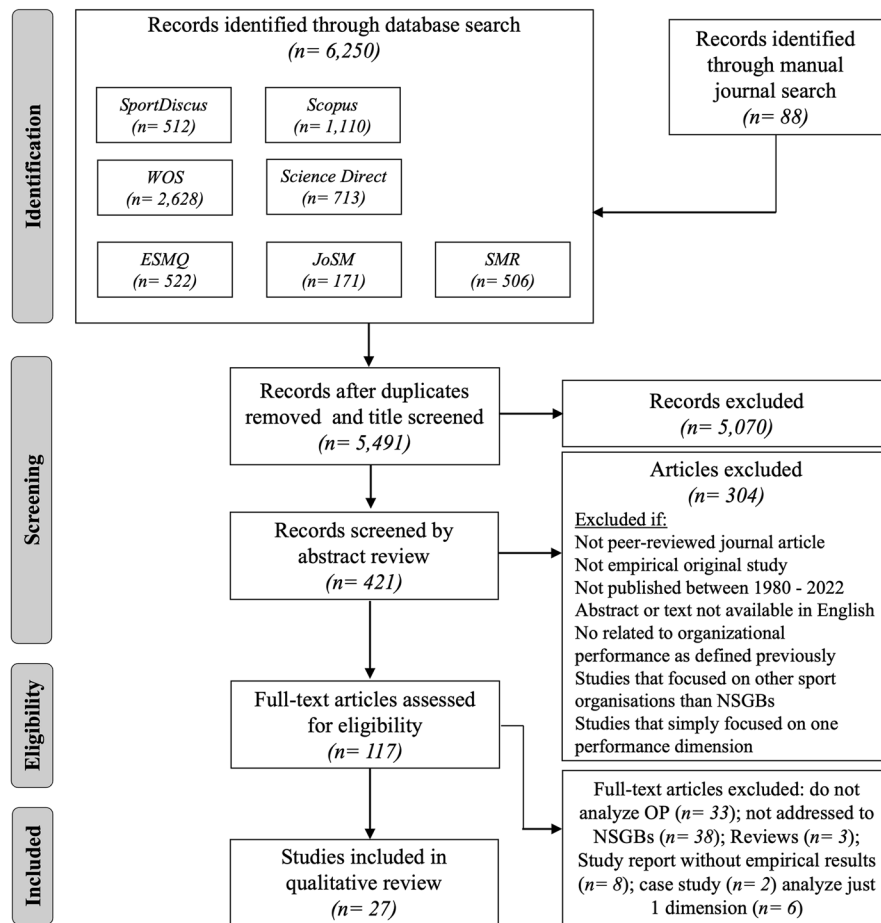


Fig. 1 Flowchart diagram of search process

3.2 Stage 2: Identifying relevant studies

To ensure the widest coverage of the OP literature, two sources were examined: electronic databases and reference list of previous articles. First, we utilized four major electronic databases commonly used for the review of research on sport: SPORT-DISCUS, SCOPUS, WEB OF SCIENCE and SCIENCE DIRECT. In addition to this, the three major sport management journals (Dowling et al. 2018) databases were scanned (*Sport Management Review*; *European Sport Management Quarterly*; and *Journal of Sport Management*).

Second, we manually searched all journal articles reference lists from other relevant sport management journals (e.g. *International Journal of Sports Management and Marketing*; *Sport, Business and Management: An International Journal*; *Managing Sport and Leisure*) as well as from the reference list of the three earlier

Table 2 Articles eligibility criteria

a. Publication status and study characteristics	a.1. Full Text Academic Peer-reviewed journal articles a.2. Empirical original studies <i>(Since the aim was to map the scientific literature on OP measurement, only articles from peer-reviewed academic journals that met the criteria of the double-blind system and, in addition, were original empirical studies were considered)</i>
b. Time period:	b.1. Published between 1980—2022
c. Analysis aimed at:	c.1. Organizational performance <i>(Studies that approach the measurement of OP from a holistic perspective encompassing numerous performance concepts such as effectiveness, efficiency, quality management, stakeholder satisfaction, etc.)</i> c.2. Measuring OP in NSGBs <i>(The aim of this contribution is to map how the measurement of the OP has been carried out in the context of NSGBs)</i> c.3. Not focused on a singular performance dimension <i>(Only those studies that were carried out using a holistic approach were considered, excluding those that only analyzed a specific dimension, e.g., human resources, finance, etc.)</i>
d. Language:	d.1. English

*In italics and in brackets is the justification of the eligibility criteria

reviews identified and the reference list of the articles cited in them to generate a “snowball effect”. Both, the electronic database search, and manual searches of sport management journals took place in January 2023.

The electronic database search terms “Sport” AND “Performance Measurement”; “Performance Management”; “Organizational Performance”; “Organizational Assessment”; “Organizational Effectiveness”; “Organizational Efficiency”; “Quality Management” (All-Fields) yielded a total of 6,250 results (see the identification phase of Fig. 1 for more accurate information). It is worthily to say that, although some of these terms might seem too generic (given the large volume of yielded articles), it was an objective of this review to start from a wide exploratory perspective that would allow mapping the broad of the scientific literature on the topic. The search was refined as it is shown in Table 2.

3.3 Stage 3: Study selection

Firstly, the first author conducted a title and abstract review of all citations resulting in the 2nd stage of the process, ensuring that they met the eligibility criteria. Then, after narrowing the total volume of articles that met the criteria, both authors closely examined 117 full texts and identified exact and similar terms reflecting on the purpose of this research. Articles were excluded if the two reviewers identified them as not meeting the criteria. In the instances whereby an article was identified for exclusion by one researcher and not another, a collective decision was made through discussion.

Through this process, a total of 27 studies were selected and retained for further analysis.

3.4 Stage 4: Charting the data

We carried out the data extraction and chart process by entering the data onto an Excel file since it was of help for organizing and interpreting data into qualitative themes. The selection of the variables was based upon the initial research questions (Levac et al. 2010) and previous approaches carried out in other reviews such as Barth et al. (2018).

The authors independently extracted data from the first five studies and then discussed the results to develop a common understanding of what data should be extracted. Finally, after all articles were coded, both authors reviewed the data charting form and made modifications on some data to ensure that appropriate information was identified from each article.

3.5 Stage 5: Collating, summarizing, and reporting results

A frequency and thematic analysis were conducted. For purposes of this review, we performed a frequency analysis for the variables shown in Table 3, and Figs. 2 and 3. In addition, a thematic analysis was performed to present a narrative synthesis by classifying reviewed investigations into common categories based on certain aspects of the studies. This analysis involved both authors focusing on three variables: the “classical” model(s) in which the author(s) pivoted their research (Cameron 1986), the macro-dimensions used to carry out the OP measurement (Winand et al. 2014),¹ and the main categories of the systems view model developed by Chelladurai et al. (1987). We extracted all the dimensions and measurements suggested in each article exploring OP in NSGBs and then matched the author’s dimensions with models, categories and macro-dimensions proposed by the previous research cited.

4 Findings

4.1 Frequency analysis findings

Out of the 27 identified manuscripts, nine were published between 1986 and 2005, whereas 18 were published between 2006 and 2022 (see Fig. 2).

Most of the research descriptive characteristics are displayed as frequencies in Table 3, and profoundly analysed in “Appendix A”.

¹ Following the same line as Winand et al. (2014), when authors focused their research in analysing stakeholders’ perceptions in isolation, we considered this category as a single macro-dimension. The analysis then, was carried out considering 21 macro-dimensions.

Table 3 Study descriptive characteristics (OP in NSGBs; n = 27)

Study characteristics	n	%	Reference Number ^a
Study design	n	%	Reference Number
Quantitative	14	52%	1, 3, 4, 5, 6, 7, 9, 10, 11, 12, 15, 16, 17, 25
Quantitative/Qualitative	10	37%	2, 18, 18, 20, 21, 22, 23, 24, 26, 27
Qualitative	3	11%	8, 13, 14
Data collection technique	n	%	Reference Number
Survey	9	33%	1, 3, 4, 6, 7, 11, 12, 16, 17
Documentary analysis, Interviews	5	19%	2, 18, 22, 23, 26
Interviews, Survey	3	11%	10, 20, 21
Documentary analysis	2	7%	5, 10
Documentary analysis, Survey, Interviews	3	11%	9, 15, 27
Focus group, Interviews	3	11%	13, 14, 25
Documentary analysis, Survey	1	4%	24
Interviews	1	4%	8
Sample size (number of organizations)	n	%	Reference Number
16–20	7	26%	5, 12, 18, 19, 20, 26, 27
1–5 (3), 6–10 (3), 26–30 (3)	(3) 9	(11%) 33%	6, 7, 9, 10, 11, 15, 17, 21, 24
11–15 (2), 46–50 (2), > 50 (2), n.d. (2)	(2) 8	(7%) 30%	2, 3, 4, 8, 13, 16, 22, 23
21–25 (1), 36–40 (1)	(1) 2	(4%) 7%	1, 14
31–35 (1), 41–45 (0)	1	4%	25
Individual vs Group measurement	n	%	Reference Number
Group measurement	12	44%	3, 4, 6, 7, 11, 12, 14, 16, 17, 19, 20, 21
Individual measurement	10	38%	1, 8, 9, 13, 22, 23, 24, 25, 26, 27
n.d.	5	18%	2, 5, 10, 15, 18

Table 3 (continued)

Study characteristics	n	%	Reference Number ^a
Country	n	%	Reference Number
Canada	5	19%	3, 4, 9, 10, 17
Greece	4	15%	12, 18, 19, 20
Belgium (4), Iran (3)	(3) 6	(11%) 22%	6, 8, 16, 23, 24, 26, 27
France (2), International (> 1 country) (2)	(2) 4	(7%) 15%	1, 2, 7, 15
Australia (1), Singapore (1), Iraq (1), Russia (1), Botswana (1), Scotland (1), Spain (1)	(1) 7	(4%) 26%	5, 11, 13, 14, 21, 22, 25
Location	n	%	Reference Number
Europe	13	48%	1, 2, 5, 12, 15, 18, 19, 20, 23, 24, 25, 26, 27
Asia	7	26%	6, 7, 8, 11, 14, 16, 22
America	5	19%	3, 4, 9, 10, 17
Africa (1), Oceania (1)	(1) 2	(4%) 7%	13, 21
Model according to traditional approaches	n	%	Reference Number
Goal attainment, System resource, Internal process, Strategic constituencies	9	33%	2, 8, 15, 16, 22, 23, 24, 25, 26
Strategic constituencies	7	26%	1, 12, 13, 14, 19, 20, 27
Competing values	4	15%	6, 7, 11, 21
Goal attainment, system resource	3	11%	4, 9, 10
Goal attainment, Internal process, Strategic constituencies	2	7%	3, 5
Internal process	1	4%	17
System resource, Strategic constituencies	1	4%	18

^aReference Number are in accordance with the reference list of the "Appendix A"

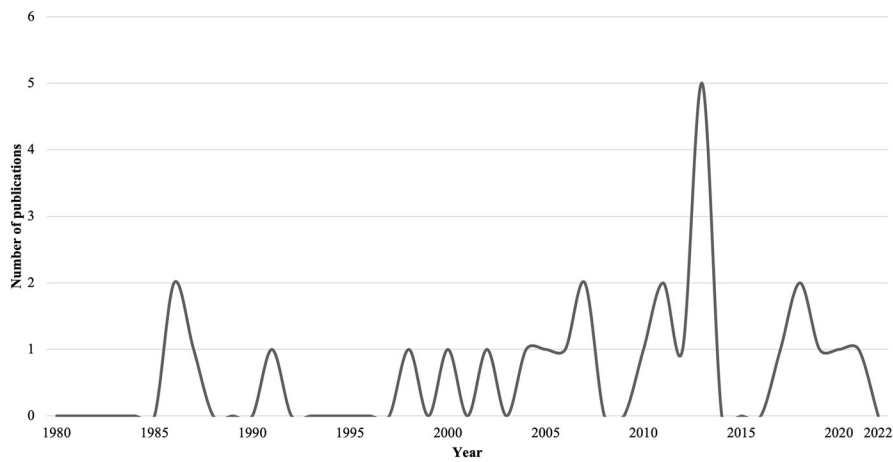


Fig. 2 Publication frequency of OP in NSGBs studies by year (1980–2022)



Fig. 3 Sports most analyzed. Word cloud

The 27 articles analysed have been published in different journals (n=16). Specifically, we can see how *Managing Sport and Leisure* journal has published 18.5% (n=5) of the total publications analysed.

As can be extracted from the analysis, most of the empirical studies analyzed (52%) were carried out under a quantitative approach, 37% used a mixed methods

study design and only 11% implemented qualitative approaches. Besides, it was reported that the most used data collection technique among the literature was the survey, in isolation by 33% of the studies ($n=9$), and jointly with other techniques by 26% ($n=7$). At the same time, it was found that interviews and documentary analysis were techniques highly used although, mainly, in conjunction with other techniques.

In terms of the sample of sport organizations analyzed in each investigation, it was found that the 55% ($n=15$) of the studies were carried out with samples between 1 and 20 organizations, and 33% ($n=9$) analyzed samples of more than 21 NSGB (4, 21–30; and 5 studies, which analyzed more than 30 organizations). Likewise, only 2 studies focused their research on analyzing 1 sport, 11 of them did not report the sports analyzed, while the remaining 14 studies included heterogeneous samples of more than 6 sports. In this way, and with the aim of easily and practically identifying the most analyzed sports among OP literature, the use of the word cloud tool was considered (Fig. 3). Therefore, the more the term being parsed appears, the larger the word appears in the image.

Europe is the continent in which more empirical studies have been carried out on OP in NSGBs (48%, $n=13$), followed by Asia (26%, $n=7$), America (19%, $n=5$), Africa and Oceania (4%, $n=1$ —on each continent). In addition, it is worthily to mention that 93% of the articles ($n=25$) were carried out only in one country, being Madella et al. (2005), 4 countries, and Eydi et al. (2013), 2 countries, the only studies with international samples. Likewise, it was found that 60% of the studies ($n=16$) were carried out in only 4 countries (Canada [$n=5$], Greece [$n=4$], Belgium [$n=4$], Iran [$n=3$]).

In relation to the models used (with respect to the classical models), we found that 55% of the studies used more than one model for measuring OP, and the remaining 45% used a single model (strategic constituencies [26%, $n=7$], CVA [15%, $n=4$], internal process [4%, $n=1$]).

4.2 Thematic analysis findings

It was found that most of the studies measuring OP in NSGBs pivoted their research in more than one “classical” model. The approach most used by authors (33%, $n=9$) was the one which merged the next models: goal attainment, system resource, internal process, strategic constituencies. However, it is important to note that strategic constituencies and CVA models (in isolation), where the second and third models most used by researchers (41%, $n=11$). Which indicates the great consideration that academics have shown for stakeholder perceptions in measuring organizational performance in NSGBs. Likewise, it is interesting to note that the following models were the most used (in isolation or merged with another one(s)): strategic constituencies (70%, $n=19$); goal attainment (52%, $n=14$); system resources (48%, $n=13$); internal process (44%, $n=12$).

Figures 4 and 5 shows, in a graphic way, the dependency and independence relationship of the categorical variables analyzed (categories of the system view model

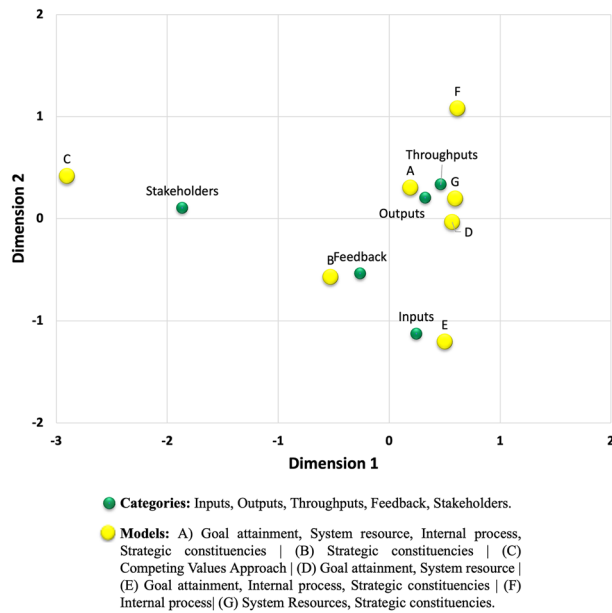


Fig. 4 Correspondence analysis (Model–Categories)

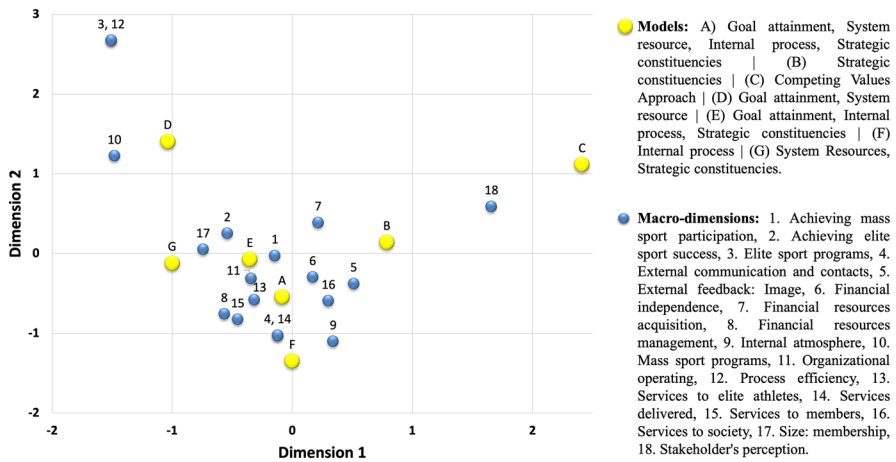


Fig. 5 Correspondence analysis (Model–Macro-dimensions)

developed by Chelladurai et al. (1987), the “classical” models for measuring OP (see Table 1), and the macro-dimensions of OP proposed by Winand et al. (2014)).

This chart can help us to delve into the *Thematic Analysis* by providing a clear picture of what are the theoretical approaches most used and their relationship with the dimensions analyzed within the literature. Therefore, this categorization will help the reader to identify how OP has been measured in NSGB and what

are possible future directions of research, being both aspects at the center of our research.

As a first analysis of the global panorama, 18 out of the 21 macro-dimensions were found as dimensions that researchers considered in their studies design. Just “size: volunteers”, “size: technical staff” and “internal feedback: satisfaction” were not considered within the literature reviewed.

Looking into the Fig. 4 we can see how models A, D, G and F are the ones which are most corresponded with the measurement of outputs and throughputs. Models that aim to measure the OP mainly through goal attainment, system resource and internal processes approaches, and in which the information derived from outputs and throughputs may be relevant, since in general these could be considered as reactive and proactive indicators of the organization’s activity.

Of course, outputs are considered by the CVA and strategic constituencies models, but in minor quantity in comparison with the rest of the models. This might be as these models aim to measure the perception of the stakeholders rather than the “objective” outputs of the NSGBs. That is why it can be seen in Fig. 4 that stakeholder’s category is “gravitating” between the models B and C. Likewise, we can clearly identify how the rest of the models are not so attracted by stakeholders since they do not focus their approach in measuring the perceptions of their groups of interest.

If we analyze the dimensions most considered in relation to the model implemented (Fig. 5), it can be noticed that there are some differences between the approaches carried out within the literature analyzed.

According to our analysis, it was possible to verify how the perception of the stakeholders (number 18 in Fig. 5) was one of the macro-dimensions most considered by two model’s “B” and “C”. In fact, we could say that the CVA (C) is the most attracted to this macro-dimension since researchers have approached the problem mainly in this way.

It was also found that “(2) Achieving elite sport successes” and “(11) Organizational operating” are two of the macro-dimensions that, in some way, have been considered by most models. Likewise, “(7) Financial resources acquisition” and “(17) Size: membership” were the macro-dimensions (inputs) that were relatively considered the most within the models implemented for the analysis of OP in NSGBS.

In addition to the perspective presented through the Thematic Analysis on how researchers have approached the measurement of OP in NSGBs, the most salient findings from the 27 articles analyzed in this scoping review are briefly and generally presented below.

As is evident from the results, researchers in the field have designed and empirically applied different performance measurement models, reflecting the wide variety of ways in which NSGBs performance can be measured. In general, the developed models, but also the traditional models identified by Cameron (1986), are based on various considerations such as the interest of the sport organizations (their objectives), the determinants of the outcome, the interests, or perceptions of their stakeholders, as well as the assessment of the different environments in which the organizations operate (Kasale et al. 2018).

NSGBs are non-profit organizations that operate as administrators of their sport in each territory (e.g. National or Regional). However, due to, among other things, the public interest of such entities and their idiosyncrasies, NSGBs are organizations that are accountable to a wide range of stakeholders, such as government, athletes, workers, volunteers, referees, coaches, or sponsors (Winand et al. 2014). It is difficult for all stakeholders to display their interests in an aligned manner, indeed, at times it could be understood that these are even opposed, leading NSGBs to operate under different strategic imperatives. It is therefore not surprising that empirical research on performance measurement has identified that NSGBs face a myriad of different performance dimensions (O'Boyle and Hassan 2014; Shilbury and Moore 2006; Winand et al. 2014), that is to say, OP measurement should be considered under a multidimensional construct.

The breadth of dimensions to be considered in the measurement of OP in NSGBs is, in turn, what has promoted in recent years the proliferation and development of different specific models for the measurement of organizational performance in sport organizations. However, while the models differ from each other, several authors in the field have claimed that their empirically implemented models are effective in measuring the performance of NSGBs. For example, the applied instruments that were based on the analysis of values in competition (e.g., Eydi et al. 2013; Shilbury and Moore 2006), those that focused on the analysis of the interests of their strategic groups (e.g., Karteroliotis and Papadimitriou 2004; Kasale et al. 2019), as well as models that account for the globality of organizational performance by approaching its measurement through the analysis of different indicators and dimensions (e.g., Madella et al. 2005; Winand et al. 2011, 2021).

Winand et al. (2010, 2011) pointed to the transversality of the general or strategic objectives of the different NSGBs: the development of elite sport, the mass participation of sport, as well as the dissemination of values and the growth of sport. This could lead to the misconception that this is the only important thing to be measured. However, as the Thematic Analysis of this scoping review shows, and as recommended by the authors, the multidimensionality of the OP concept should lead to the analysis of other dimensions such as the financial dimension, organizational communication, organizational processes, etc. (i.e., Winand et al. 2014). This broad myriad would not only allow researchers and practitioners to evaluate the performance of sport organizations, but also to analyze the possible determinants of results, identify areas for improvement, as well as extending the analysis in terms of NSGBs efficiency (De Carlos et al. 2017).

The open system view of organizational performance developed by Chelladurai et al. (1987) has been considered the most appropriate to represent the multidimensionality of sport organizations' performance (Winand et al. 2014, 2021). Thus, thanks to the Thematic Analysis carried out, it was possible to identify that there is a certain consensus in the literature that the main input dimensions to be considered when measuring the performance of sports organizations are human resources and available financial resources (as resources necessary for organizations to function) (Bayle and Robinson 2007; Winand et al. 2014). Also, as anticipated above, the main output dimensions (strategic objectives) considered by many research studies are elite sport, sport for all and services offered to members (Winand et al. 2014).

However, in contrast, the models analyzed differ to a greater extent in the other dimensions analyzed (considered as throughputs) that have been identified as determinants of effectiveness. The approach taken in Fig. 5 may help the reader to understand how the different models tend to consider one or the other dimensions. For example, while the dimensions of elite sport and organizational operating have been considered by most research, they have not been of equal consideration for those approaches that have measured OP through the traditional CVA or strategic constituencies models.

An important point to highlight is that the identification of the indicators, that are considered to have the potential to measure the achievement of each of the dimensions, is a key concept when applying performance measurement models (Nardo and Saisana 2009). Hence, it should be noted that if there is no consensus in the literature on the dimensions to be measured, there is even less consensus on the indicators that should make up each of these dimensions (Appendix A). For example, some concepts can be found that are difficult to measure or quantify (e.g. health benefits, sport values, leadership, internal environment, etc.), which has led to the fact that, in general, they have not been particularly considered by the models applied to date. Or even concepts that can be measured through different parameters and levels of depth, suggesting that there are also different “levels of objectivity” in the indicators used. Therefore, the scoring of each indicator or dimension is not a completely objective exercise, as it depends on the pre-established assessment criteria for each of them (e.g. the assessment of an organization’s level of transparency can be measured solely through the publication of its financial accounts and annual sports report, or consider a wider range of documents and information). Furthermore, differences in the distribution of indicators across dimensions (i.e. some dimensions are measured by more indicators than others), as well as indicators of different caliber (e.g. dichotomous or more complex indicators), sometimes lead to disadvantages in comparing the results obtained by particular NSGBs and, consequently, limit the identification of possible dimensions and indicators determining organizational performance. This, in turn, leads us to reflect and point that sometimes a good indicator score does not mean that the organization is performing well on the dimension analyzed, but rather that the entity is doing a good job on the metric (Pielke et al. 2019).

Despite some of the differences and limitations of the applied models that can be pointed out, the empirical application of the different OP measurement models reveals some relationships between the analyzed dimensions that are interesting to note. For example, some dimensions identified by researchers as determinants of effectiveness could be: productivity, resources, stability, flexibility (Eydi et al. 2013), organizational interaction (Papadimitriou 2007), innovation, workforce (Winand et al. 2010), training (Millar and Stevens 2012), planning (Shilbury and Moore 2006), communication, athlete management, commitment (Koh-Tan 2011), institutional pressures (Frisby 1986; Winand et al. 2021), financial autonomy, or knowledge (Zeimers et al. 2021), among others. Nevertheless, despite the conclusions and correlations indicated by the studies, it is important to note that these are relatively sensitive to the type and number of

sport organizations analyzed (Winand et al. 2010). That is, while Papadimitriou and Taylor (2000) identified athletes and coaches as the least satisfied groups in terms of performance in the respective NSGBs analyzed, this could only be generalized to the context in which the research is conducted. Similarly, if Winand et al. (2010) identified significantly positive correlations between the dimensions of sport for all and financial resource management, this can only be generalized to the Belgian NSGBs analyzed in their contribution. Therefore, despite the efforts of scholars, and although they have led to a better understanding and development of knowledge on the concept of OP measurement, gaps in the literature can be identified that leave the door open for further research in this area. These gaps and possible areas of research are discussed in the following section.

5 Future directions and emergent areas of research

There are several observations that can be drawn from the findings of our scoping review.

First, despite the differences in the approaches implemented by scholars, it seems evident that measuring OP in NSGBs can be a useful way to monitor the achievement of institutional goals, their internal processes, as well as the satisfaction of their stakeholders. By measuring their performance, NSGBs can gain valuable information that will lead them to make better strategic decisions (Chelladurai and Zintz 2015; Hamann 2017; Winand et al. 2011), which in turn, would contribute to improving their effectiveness and efficiency (Bititci et al. 1997). The reality is, however, that this field of study still has much to explore.

The result of the frequency analyses showed a paucity of empirical studies published in scientific journals, indicating a lack of interest in the topic. Only 27 studies among the large number of screened articles fit the inclusion criteria of this review. Therefore, these results are in line with what O'Boyle and Hassan (2014) and Barth et al. (2018) anticipated in their analysis, concluding that the existing literature in this field is extremely limited and more studies are urgently needed to investigate OP in greater depth, in NPSOs in general, but in NSGBs.

Similarly, it was found that empirical studies have been published in a varied type of journals. And, if we look closely at the scientific journals that have published these papers, we find that many of the journals are not even the main ones in the field of sport management. This could be partly explained by the ambiguities problems in the definition of OP, which could have hindered the empirical operationalization of the concept (Cameron 1986). Likewise, this could also be explained by methodological problems related to access to data that, since the organizations under study are not sufficiently performance oriented (Bayle and Madella 2002), it can be difficult to collect data that they do not even know about. Or even, given recent cases of management failures (e.g. Chappelet 2017; Puga et al. 2022), it is not surprising that these organizations are not willing to discuss (at least publicly) their internal management practices (Barth et al. 2018).

On the other hand, if we look at the methodological designs of the research conducted to date, we find that most of them have been developed under a

quantitative approach. An aspect that authors such as Winand et al. (2010), recognized as a limitation of their study design and suggested that future research should focus on "qualitative judgments... to assess organizational performance" (p.305). Although recent contributions have shown a tendency to use different data collection techniques, such as documentary analysis, interviews and surveys (e.g. Solntsev and Osokin 2018; Winand et al. 2013), it is imperative that future studies on OP in NSGB employ a mixed-method approach (which is relatively new in the sport management literature (Creswell and Plano 2007)) thus contributing to address fundamental questions of OP on aspects that can hardly be assessed from a purely quantitative point of view.

Another point to note from our frequency analysis is that the few studies that have been conducted in this field have focused on European countries, with a proliferation in recent years of studies conducted in West Asian countries. It will be essential, therefore, that more research be conducted in other geographic locations to examine issues related to the dimensions of performance within similar organizations in different social, cultural, political, or economic contexts. In fact, only two studies out of 27 addressed the issue of making international comparisons. This could be explained because international comparative research is complicated by the fact that sport is intertwined with commercial, political, social and cultural factors (De Bosscher 2016), therefore, there are many unrelated and uncontrollable factors that make it difficult to compare sport management policies, systems and practices. De Bosscher et al. (2007) summarized some key points to consider in international comparative research that partly explain why there is a lack of standardization of methods used for comparative research and, as such, there are no universal or perfect methods in cross-country studies that address all these problems (Henry et al. 2005). However, in recent years we can find projects such as Sports Policy Factors Leading to International Sporting Success (SPLISS) that have contributed greatly to practice and research, and that leave the door open for other projects of the same nature to be applied in a context of OP of NSGBs.

Furthermore, the perspective of what characterizes a "successful" organization also seems to be changing depending on the sport organization under study, consequently, this also becomes a limitation for comparability and thus for the broad understanding of OP measurement in these types of organizations. Therefore, it is not surprising that different models for measuring OP have been developed in the sport management literature. However, our thematic analysis, considering the macro-dimensions proposed by Winand et al. (2014) and the systemic view of Chelladurai et al. (1987) reveals that the models operationalized in the different research are limited to the analysis of some dimensions, environments (external, internal) and key factors that may affect the measurement of the OP of NSGBs. Therefore, we believe that the studies conducted to date on the measurement of OP can serve as a starting point to lead to the creation of models and designs with comprehensive approaches that, on the one hand, fully recognize the breadth, value, and usefulness of the OP concept, as well as adequately reflect the complexity and structure of NSGBs and their environments. In this sense, we can point out that, although we find some attempts, due to the current trend, in the application of multilevel

frameworks, research designs that have conglomerated all the parameters identified by authors such as Winand et al. (2014) or Kasale et al. (2018) have not yet been empirically implemented. With this objective in mind, and based on the results obtained from our review, we will now present some considerations that theorists in the field could consider when developing their methodological designs to investigate the measurement of OP in NSGBs.

In general, we can observe that, despite the fact that the theories are somehow derived from the implemented models, we find the need for academics to theorize and base their performance measurement models by placing a greater emphasis on the different organizational theories, such as contingency, stakeholders, resource dependency or institutional theories (Hamann 2017; Kasale et al. 2018; Winand et al. 2021); and from these to establish the link between them and the different operating environments of NSGBs such as those described by Kasale et al. (2018), Nagel et al. (2015) or Nordin et al. (2022), as well as with all stakeholders who may also have a voice in the performance of the organization (e.g. national sport agencies, sponsors, media, community, operational and volunteer staff, etc.). Consequently, this should lead to research that pays more attention and reflection on the huge number of dimensions, variables and indicators that exist for the measurement of OP in NSGBs, shedding light empirically on what is important to assess in terms of the models implemented, the environments, as well as other parameters. We believe then that the approach shown in our thematic analysis (see Figs. 4, 5) and the information provided in the “Appendix A” can help researchers to develop new and creative research designs that address the measurement of the OP of NSGBs in a more holistic and multilevel manner. For being able to establish correlations between different dimensions, settings and levels would significantly advance our understanding of both the theory and practice of managing and measuring OP in NPSOs (O’Boyle and Hassan 2014; Willems et al. 2014).

It is therefore a matter of reflecting on how to establish the link between the various factors, study the interrelationships, and theorize about multilevel models that attempt to address some of the limitations of the models implemented to date. For example, while it is true that, according to O’Boyle and Hassan (2014) findings, although one of the most widely used models for OP analysis is the strategic constituency model, these are frameworks that can hardly take into account all stakeholders (their multiple interests) and should be combined with other types of indicators (Bayle and Madella 2002; Winand et al. 2014).

In line with Perck et al. (2016) it has been found that few studies conducted to date have considered external pressures such as PESTEL (political, economic, social, technological, ecological and legal) in their methodological designs. Therefore, and as anticipated paragraphs above, this requires further studies to investigate how performance measurement may depend on the environment of the organizations. Since, a correct treatment of these aspects could help in the creation of frameworks that would allow comparability between NSGBs, the exchange of best practices, as well as testing how organizations adapt to their environments based on their own characteristics.

Another aspect that could be considered is that NSGBs have clubs, teams, and individual members affiliated to them. These members require NSGBs to

facilitate them with quality mass participation and elite sport programs, as well as the opportunity to influence the goals set by the NSGBs (Papadimitriou and Taylor 2000). Thus, considering the high influence of external and internal stakeholders of NSGBs, further research could establish how performance measurement should be tailored based on the goals, needs, and expectations of their stakeholders (e.g. Winand et al. 2021). Perhaps, it might be of interest for OP measurement to start from the strategic intentions of NSGBs, as these should capture the conflicting needs and expectations of their various stakeholders and the need to reconcile them (Shilbury and Moore 2006). For example, multilevel measurement frameworks could be developed that consider stakeholders' priorities, for example, by incorporating necessary weightings, on their objectives and priorities, into the analysis of the different dimensions, variables, and indicators. This type of research would contribute to understanding the OP in terms of what is considered a successful organization, thus developing fairer overall measurement frameworks for the different NSGBs, and again opening the door to benchmarking.

Likewise, when considering the application of a holistic model, we believe that it would be very useful to understand OP in its full breadth, also from an internal perspective of the NSGBs. In this sense, considering the importance of organizational processes such as leadership (Fletcher and Arnold 2011), communication (Ferreira and Otley 2009), organizational culture (Bayle and Robinson 2007), and the competencies and performance of internal organizational members (volunteers and paid staff) (Hoye and Doherty 2011), could be a great contribution to the knowledge on performance measurement of NSGBs, considering both organizations and individuals units of interest (Willems et al. 2014).

Thus, after all that has been said so far, we believe that carrying out a greater number of empirical comparative studies between different NSGBs, which solve some of the limitations identified, could contribute to the structured and systematic exchange of good practices, as well as promote intersectoral cooperation and establish dialogue between sports organizations, helping to have healthier and more sustainable sporting bodies over time. Also, due to the times we are in, we believe it could be interesting to open a field of study applying Open/Big Data models for NSGBs in particular, with the aim that all those interested in sport can benefit from recent knowledge on Big Data and analytics (Watanabe et al. 2021), and that, in turn, can provide inspiration to use a wider range of methodological tools within our proverbial toolkit (Hoerber and Shaw 2017). The fruit of these collaborations, as well as the study of OP in different contexts, could contribute to greater knowledge about OP measurement.

In line with O'Boyle and Hassan (2014), it was found that the vast majority of studies have focused on measuring OP rather than on identifying the conditions that influence high levels of OP, looking for insights of where management failures occur or how these failures can be resolved. Therefore, it is imperative that future research also focus on the performance management practices of NSGBs, as well as the applicability of tools such as The Balanced Scorecard (Kaplan and Norton 1996), The Performance Prism (Neely et al. 2002), or any derivatives of such tools that have already been implemented in other sectors. In fact, recently it has become a focal point of research (Andersson et al. 2016), since, it

is contrasted that this type of research would help to identify and address potential risks in the management of organizations (Longenecker and Fink 2001), thus generating, in this way, theoretical models, but also very useful in practice.

To conclude this section, we believe that another area that future research could consider is to understand how NSGBs use the information from their performance measurement processes and how they fit into the environment, strategy, and performance measurement system. Since it is believed that a change in the environment stimulates a change in strategy and a change in strategy should stimulate a change in the performance measurement system (Melnyk et al. 2014).

Finally, after the broad approach carried out on the literature review, and due to the few studies identified on OP in NSGBs, the question should be raised whether a review should be extended to include other NPSOs, which could shed light on the field of study of OP measurement in NSGBs by the possible transfer of knowledge.

6 Limitations

Of course, the current study is not free of limitations. On the one hand, scoping studies do not claim to be completely comprehensive or to assess the quality of the research designs used in the reviewed studies (Arksey and O'Malley 2005). Consequently, we suggest that there is a need for systematic reviews to understand the full scope and quality of the research that has been conducted in this field. Therefore, our discussions of the study of OP in NSGB in the scientific literature should be considered tentative. On the other hand, although we searched several sources to identify relevant studies, it is possible that this review has missed some key research, especially those published in non-English sources. Also, it should be emphasized that, despite the authors' proposed goal of attempting a broad search, the generic terms used to search for articles made the refinement process slow and arduous, as many of the articles identified in the early stages had nothing to do with sport management. In addition, another limitation of this study that should be highlighted is the fact that the evaluation of the studies was performed by only two people (the authors). Finally, it is worth considering that while this study contributes to the sport management literature and has practical utilities, it is important to note the limitation that it was developed solely from a literature review exercise. As such, there is a need for holistic models of OP measurement in NSGB to be developed and improved through further research and empirical testing.

7 Conclusions

The study provides the following contributions to the sport management literature:

First, our review extends existing reviews that attempted to organize and synthesize the literature on OP measurement in NSGBs, presenting a set of conclusions through a scoping review approach. However, contrary to our initial suspicions,

we found that few empirical studies exist that confront the measurement of OP in NSGBs.

Secondly, it was found that multidimensional frameworks for the analysis of NSGB OP are the most commonly used by researchers in the field, a trend also identified by Winand et al. (2014) in their study. However, as explained in the previous section of this article, the repetitive methodologies used, along with other limitations of the different studies considered in this review, leave clear gaps to be explored in future research.

As a third contribution, by implementing a correspondence analysis, a technique used for the exploratory analysis of categorical variables, this review provides the first attempt to illustrate the different dimensions that scholars considered in their studies as the most relevant to measure the OP of NSGBs according to the models implemented. We believe that this mapping can provide a useful framework for identifying future areas of research, some of which have been described in the future directions section of this article. All of this provides a rich breeding ground for future research on this topic that is theoretically timely and highly relevant to practice, but of which much remains to be explored.

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Declarations

Conflict of interest The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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Appendix A: Description of investigations measuring Organizational Performance in National Sport Governing Bodies.

N	Author(s)	Year of publication	Journal	Title	Keywords	Aim / purpose of the study	Sample (Nation)	Sample (Sports)	Sample (Sport categories: Olympic, non-Olympic)	Sample (number of organisations)	Sample (persons)	Study design	Methods of data collection
1	Bayle & Maeda	2002	European Journal of Sport Science	Development of a taxonomy of performance for national sport organizations	National Sport Organization Performance Effectiveness Measure Control	To measure OP in NSGBs through 6 different proposed dimensions To produce a typology of performance profiles.	France	Rowing, Handball, Canoe Kayak, Judo, Gymnastic, Trampoline, Gliding, Fencing, Roller, Table tennis, Archery, Swimming, Balls, Petanque, Karate, Water Skiing, Mountain climbing, Free flight, Biathlon, Ski, Rugby, Shoot, Basketball, Triathlon, Veli, Golf, Orienteering canoe, Soccer, Tennis, Rugby Union, Athletics, Cycling, Volleyball, Automotive, Boxing, American Football, Field hockey, Squash, Weightlifter, Dance	Olympic / non-Olympic	40	NSGBs experts and directors of Olympic Preparation (n= n.d.)	Quantitative	Survey
2	Bayle & Robinson	2007	European Sport Management Quarterly	A Framework for Understanding the Performance of National Governing Bodies of Sport	n.d.	To facilitate the understanding of OP by a configurational approach	France	Tennis, Judo, Canoeing, Handball, Basketball, Gymnastics, Table Tennis, Weightlifting, Hiking, Orienteering	Olympic / non-Olympic	11	Employees, directors, elected volunteers and key stakeholders of the NSGBs (n= 100)	Quantitative / Qualitative	Documentary analysis Interviews
3	Chelladurai & Haggerty	1991	Canadian Journal of Sport Sciences	Measures of organizational effectiveness of Canadian national sport organizations	n.d.	Examine the interrelationships among goal attainment, internal process and strategic consistencies models.	Canada	n.d.	Olympic / non-Olympic	51	Volunteer administrators (n=153) Professional administrators (n=84)	Quantitative	Survey
4	Chelladurai, Szyxko & Haggerty	1987	Canadian Journal of Sport Sciences	Systems based dimensions of effectiveness: the case of national sport organizations	n.d.	To define the dimensions of OP and to assess the importance that NSGBs administrators give to them	Canada	n.d.	n.d.	48	Volunteer administrators (n=64) Professional administrators (n=86)	Quantitative	Survey
5	De Carlos, Ali & Pérez-González	2017	European Sport Management Quarterly	Measuring the efficiency of the Spanish Olympic Sports Federations	Olympic Sports Federations Spain High-Level Athletes Data Envelopment Analysis Efficiency Decomposition	To analyze the relative efficiency of the Spanish Olympic Sports Federations	Spain	Track and field, Basketball, Handball, Cycling, Football, Gymnastics, Equestrian sports, Hockey, Judo, Olympic wrestling, Swimming, Canoeing, Rowing, Taekwondo, Tennis, Archery, Olympic shooting, Triathlon, Sailing	Olympic	19	n.d.	Quantitative	Documentary analysis
6	Eydi	2013	Universal Journal of Management	Confirmatory factor analysis of the sport organizational effectiveness scale according competing value framework	Confirmatory Factor Analysis Organizational Effectiveness Competing Value Approach	To examine the factorial validity of the eight-factor model of sport organizational effectiveness scale developed by Skibba and Moore (2006)	Iran	Wrestling, Weightlifting, Taekwondo, Volleyball, Basketball, Handball	Olympic / non-Olympic	6	362 postal A total of 362 constituents: Board members (n= 18) paid employees (n= 159), players (n= 84), coaches (n= 47) and officials (n= 43)	Quantitative	Survey
7	Eydi, Abhai & Ibrahim	2013	Universal Journal of Management	Comparison of effectiveness in national Olympic sporting organizations of Iran and Iraq	Organizational Effectiveness Competing Framework Iran Iraq Value	Comparison of the organizational effectiveness model of sporting federations in Iran and Iraq	Iran Iraq	Basketball, Volleyball, Handball, Wrestling, Weightlifting, Taekwondo, Football, Track and field	Olympic / non-Olympic	10	A total of 362 (Iran) and 184 (Iraq) constituents: Board of directors, professional employees, national referees, athletes and coaches	Quantitative	Survey
8	Fasanghari, Goodarzi, Ramezanzadeh & Ghorbani	2018	Annals of Applied Sport Science	Presenting an executive model for improving the performance of sports federations	Sport Federations Performance Improvement Performance Management Qualitative Research	To present an executive model for improving the OP of sports federations	Iran	n.d.	n.a.	n.d.	A total of 25 participants: Experts from the performance evaluation office in the Ministry of Sports (n= 6), senior managers from the sport federations (n= 10), academic elites (n= 9)	Qualitative	Interviews
9	Frisby	1986	Journal of Park and Recreation Administration	The organizational structure and effectiveness of voluntary organizations: the case of Canadian national sport governing bodies	Bureaucratic Structure Organizational Effectiveness Voluntary Leisure Service Organizations Management	Examine the relationship between bureaucratic structure and organizational effectiveness	Canada	Basketball, Bobsled and luge, Diving, Rowing, Swimming, Synchronized Swimming, Boxing, Canoe, Cycling, Equestrian, Fencing, Field hockey, Figure Skating, Gymnastics, Ski alpine, Ski jump, Ski cross country, Soccer, Handball, Track and field, Volleyball, Water polo, Weightlifting, Women's field hockey, Wrestling, Yachting, Archery, Judo, Shooting	Olympic	29	Surveys (n=22) Phone interviews (n=7)	Quantitative	Documentary analysis Survey Phone interviews
10	Frisby	1986	Canadian Journal of Applied Sport Sciences	Measuring the organizational effectiveness of national sport governing bodies	Organizational effectiveness World rankings finances Voluntary organizations Canadian National Sport Governing Bodies	Analyze the relationship between the goal and systems models of measuring organizational effectiveness	Canada	Basketball, Bobsled and luge, Diving, Rowing, Swimming, Synchronized Swimming, Boxing, Canoe, Cycling, Equestrian, Fencing, Field hockey, Figure Skating, Gymnastics, Ski alpine, Ski jump, Ski cross country, Soccer, Handball, Track and field, Volleyball, Water polo, Weightlifting, Women's field hockey, Wrestling, Yachting, Archery, Judo, Shooting	Olympic	29	n.d.	Quantitative	Documentary analysis
11	Ibrahim, Hamzainaghad, Ramezanzadeh & Eydi	2013	Sport Management International Journal	Designing organizational effectiveness model of selected Iraq's sporting federations based on competing values framework	Organizational Effectiveness Organizational Control Internal Attention Internal Processes Rational Goal Model Sporting Federations	To design a model to measure OP in Iraq NSGBs	Iraq	Football, Track and field, Weightlifting, Basketball	Olympic	4	Presidents, Vice-presidents, secretaries, professional staff, athletes, coaches of adult national teams and referees (n= 180)	Quantitative	Survey
12	Karterolitis & Papadimitriou	2004	Psychological Reports	Confirmatory factor analysis of the sport organizational effectiveness scale	n.d.	To examine the factorial validity of the 5-factor model of organizational effectiveness developed by Papadimitriou and Taylor (200)	Greece	n.d.	n.d.	20	20 general managers of each NSGBs. Some interviews with individuals of each constituency group. A total of 423 completed questionnaires: board members (n=92), paid administrative staff (n=95), national coaches (n=60), scientific consultants (n=14), international officials (n=43), and national team athletes (n=129). *According to the authors, the sample was restricted to n=300.	Quantitative	Survey

Appendix A: Description of investigations measuring Organizational Performance in National Sport Governing Bodies.

Individual Vs Group measurement	Is the prioritization performed by a constituency?	Main Statistical data analysis	Models (description by authors)	Models (classification according to "traditional" approaches)	Author's Dimensions, variables and indicators	Findings
Individual measurement	No	Correlation coefficient Cluster analysis Hierarchical Analysis Distance of Ward	Contractual approach	Strategic constituencies	6 dimensions of performance: 1. Institutional, 2. Social Internal, 3. Social External, 4. Finance, 5. Publicity, 6. Organizational	Establishes a typology of 6 performance profiles of 40 NSO. Statistical analysis shows that dimensions of performance are significantly correlated. Economic and financial performance is correlated more with promotional performance than with the number of members.
n.d.	No	n.d.	It is used a key configurational theory (Lawrence & Lorsch, 1967) to explain OP in NSGBs	Goal attainment System resource Internal process Strategic constituencies	5 dimensions of performance: 1. System of governance, 2. Position in industry, 3. Quality of the operating network, 4. Facilitators, 5. Inhibitors	Proposal of a framework through which to explain NGB performance in the field of sport
Group measurement	Yes	n.a.	Three different sets of measures of effectiveness	Goal attainment, internal process, strategic constituencies	n.a.	Results focus on process effectiveness perception differences between volunteers and professional staff
Group measurement	No	Correlation coefficient	Goal model System model	Goal attainment, System resource	6 dimensions: 1. Input-mass, 2. Input-elite, 3. Throughput-mass, 4. Throughput-elite, 5. Output-mass, 6. Output-elite	Analyses of correlations indicated that the input dimensions should be viewed as input of human resources and input of monetary resources
n.d.	No	Data Envelopment Analysis (DEA)	Relational network Data Envelopment Analysis (DEA) model proposed by Kao (2009)	Goal attainment, internal process, strategic constituencies	4 factors selected as the inputs: 1. Volume of own resources of the Federations, 2. Volume of subsidies granted by the CSD to the Federations, 3. Volume of aid from the ADO program to athletes, 4. Volume of aid from the ADO program to coaches. 10 intermediate inputs: 5. Number of sports licenses issued, 6. Number of clubs registered, 7. Number of elite competition technical personnel, 8. Number of high-level athletes, 9. Number of scholarship holders in high-performance centers, 10. Number of athletes benefiting from the ADO program, 11. Number of coaches benefiting from the ADO program, 12. Number of World Championships and OOs in which the athletes have participated, 13. Number of European Championships in which the athletes have participated, 14. Number of other international Championships in which the athletes have participated. 3 outputs: 15. Number of gold medals, 16. Number of silver medals, 17. Number of bronze medals	The efficiency of the Federations in supporting the development of high-level athletes was greater than the effectiveness of those individuals when participated in the main international competitions. Moreover, the differences in efficiency distributions tend to disappear in the last year of the Olympic cycle
Group measurement	No	Reliability coefficient Correlations coefficient Confirmatory Factor Analysis (Normal X2, Goodness of Fit Index, Adjusted Goodness of Fit Index, Normed Fit Index, Comparative Fit Index, Root mean square error of approximation)	Competing Values	Competing Values	8 theoretically derived cells in the CVA model with 66 indicators: 1. Flexibility (5 indicators), 2. Resources (10 indicators), 3. Planning (9 indicators), 4. Productivity (14 indicators), 5. Availability of information (5 indicators), 6. Stability (9 indicators), 7. Skilled workforce (7 indicators), 8. Cohesive workforce (7 indicators)	The eight-factor model of effectiveness is an effective instrument to assess the organizational performance of non-profit sport federations
Group measurement	No	Reliability coefficient Path analysis Confirmatory Factor Analysis	Competing Values	Competing Values	4 quadrants: 1. Human relations, 2. Internal process, 3. Rational-goal model, 4. Open systems 8 sub factors: flexibility, resources, planning, productivity, organizational interaction, stability, cohesive workforce, skilled workforce.	Confirmatory factor analysis showed that productivity, stability and resource in NGBs of Iran and productivity, interaction and work force expert in NGBs of Iraq was the critical determinant of organizational effectiveness in NGBs
Individual measurement	No	Grounded Theory Method	Specific measurement system keeping in mind the environment, conditions, and other characteristics of federations.	Goal attainment System resource Internal process Strategic constituencies	5 dimensions, 19 concepts, 83 indicators: 1. Management and Leadership (5c, 32i), 2. Resources (4c, 23i), 3. Specific performance of federation (5c, 12i), 4. Information and communication (2c, 8i), 5. Education and research affairs (2c, 8i)	Proposal of a model for the OP measurement of the NSGBs
Individual measurement	No	Correlation coefficient	Goal model of effectiveness, Systems model of effectiveness	Goal attainment, System resource	Structural variables: 1. Formalization (publications, constitutions, job descriptions), 2. Centralization (budget, policy, personnel, new program, promotion decisions and total centralization), 3. Impersonality (formality or evaluation procedures), 4. Specialization (board member roles, executive member roles, salaried program staff, committees, clerical support staff, total specialization), 5. Clerical ratio (clerical ratio), 6. Professionalism (voluntary educational attainment, paid educational attainment), 7. Career stability (salaried program staff turnover, mean year of voluntary executive involvement) Effectiveness variables: 1. World ranking, 2. Effectiveness ranking, 3. Change in world ranking, 4. Total operating budget, 5. \$ increase in FAS support	Patterns of bureaucracy correlates positively with goal and systems effectiveness
n.d.	No	Correlation coefficient	Goal model System model	Goal attainment, System resource	Goal model: 1. World ranking, 2. Effectiveness ranking, 3. Changes in world ranking Systems model: 1. Total operating budget, 2. \$ increase in FAS support	Correlations between the goal and systems measures of effectiveness are positive but weak
Group measurement	No	Reliability coefficient Confirmatory Factor Analysis Structural Equation Model (path analysis method) Kolmogorov-Smirnov test Structural equation modeling	Competing Values	Competing Values	8 theoretically derived cells in the CVA model with 66 indicators: 1. Flexibility (5 indicators), 2. Resources (10 indicators), 3. Planning (9 indicators), 4. Productivity (14 indicators), 5. Availability of information (5 indicators), 6. Stability (9 indicators), 7. Skilled workforce (7 indicators), 8. Cohesive workforce (7 indicators)	Results of Structural Equation Model (SEM) based on path analysis method showed that factors of expert human resources, organizational interaction, productivity, employees' cohesion, planning, organizational stability, flexibility, and organizational resources had the most effects on OP
Group measurement	No	Correlation coefficient Confirmatory Factor Analysis (Comparative Fit Index, Normed Fit Index, Root SI Error of Approximation)	Multiple constituency model	Strategic constituencies	5 effectiveness factors with 33 items: 1. Calibre of the Board and External Liaisons (13 variables), 2. Interest in Athletes (6 variables), 3. Internal procedures (6 variables), 4. Long-term planning (4 variables), 5. Sports Science Support (4 variables)	Analysis indicated that the 5-factor model of effectiveness is workable in assessing the organizational performance of nonprofit sport organizations.

Appendix A: Description of investigations measuring Organizational Performance in National Sport Governing Bodies.

N	Author(s)	Year of publication	Journal	Title	Keywords	Aim / purpose of the study	Sample (Nation)	Sample (Sports)	Sample (Sport categories: Olympic, non-Olympic)	Sample (number of organizations)	Sample (persons)	Study design	Methods of data collection
13	Kasak, Winand & Morrow	2019	Managing Sport and Leisure	A stakeholder approach to performance management in Botswana National Sport Organisations	Performance Management National Sport Organisations Influence Strategies Stakeholder Salience	The study investigates how different stakeholders influence the implementation of performance management among National Sport Organisations	Botswana	n.d.	Olympic / non-Olympic	14	A total of 31 interviewees -board members, president, vice president, secretary general (n= 9) and operational staff: chief executive officers, administration manager, youth team development officer, sport development officer (n=12), stakeholders (n=10)	Qualitative	Focus group interviews
14	Koh-Tan	2011	Managing Sport and Leisure	The determinants of effectiveness of sporting associations in Singapore	National sports associations Effectiveness Communication/Athlete Management	Explores the different perceptions of OP among four constituent groups of stakeholders	Singapore	n.d.	n.d.	25	A total of 49 informants Athletes (n= 14), Board members (n=10), Coaches (n= 13) Secretariat Staff (n= 12)	Qualitative	Focus group interviews
15	Mudella, Bayle & Yone	2005	European Journal of Sport Science	The organisational performance of national swimming federations in Mediterranean countries: A comparative approach	National Sport Governing Body Performance Effectiveness Measurement Swimming Mediterranean Countries	Identify and analyze the key success factors for OP in NSGBs	Greece Italy Portugal Spain	Swimming	Olympic	4	Key actors: president, directors of the federations, etc. (n= n.d.)	Quantitative	Documentary analysis Survey Interviews
16	Mansour, Chanzjani, Dushgrazde & Javadi	2013	World Applied Sciences Journal	Presentation of a Entropy Decision Making Pattern to Develop a Comprehensive External Evaluation Model of Sporting Federations Performance Using Fuzzy approach	External Evaluation Performance Evaluation Sport Federations Fuzzy-Entropy	To develop a comprehensive external evaluation model of sport federations' OP in Iran using Fuzzy-Entropy decision making pattern	Iran	n.d.	n.d.	n.d.	Assistants, office managers, deputy chairmen of sport federation committees (n= n.d.)	Quantitative	Survey
17	Miller & Stevens	2012	Sport Management Review	Management training and national sport organization managers: examining the impact of training on individual and organizational performances	Transfer of Training National Sport Organization Managers Individual Performance Organizational Performance Performance Change Progression	Examines the impact of human resource training on OP	Canada	n.d.	n.d.	5	Executive staff and volunteers from NSGBs (n= 22)	Quantitative	Survey
18	Papadimitriou	1998	Managing Sport and Leisure	The impact of institutionalized resources, rules and practices on the performance of non-profit sport organizations	n.d.	Explore external pressures and constraints which impinge upon the performance of NSGBs	Greece	Swimming, Athletics, Skiing Rowing, Tae Kwon Do, Fencing, Boxing, Seiling, Cycling, Judo, Wrestling, Chess, Water Skiing, Table Tennis, Bridge, Tennis, Soccer, Volleyball, Handball, Basketball	n.d.	20	Various influential members working with NSOs and the CSSS (General Secretariat of Sports) and General managers of NSGBs	Quantitative / Qualitative	Documentary analysis Interviews
19	Papadimitriou	2007	International Journal of Public Sector Management	Conceptualizing effectiveness in a non-profit organizational environment: an exploratory study	Organizational Effectiveness Leisure Activities Non-Profit Organizations Greece	To identify a coherent set of OP measures, which attempts to accommodate the interests and expectations of the strategic constituencies of the NSGBs	Greece	Wrestling, Skiing, Tennis, Boxing, Table Tennis, Volleyball, Basketball, Fencing, Cycling, Bridge, Handball, Sailing, Swimming, Rowing, Water-skiing, Athletics, Chess, Football, Judo, Taekwondo	n.d.	20	20 general managers of each NSGBs. Some interviews with individuals of each constituency group. A total of 423 completed questionnaires: board members (n=82), paid administrative staff (n=95), national coaches (n=60), scientific consultants (n=14), international officials (n=43), and national team athletes (n=129).	Quantitative / Qualitative	Interviews Survey
20	Papadimitriou & Taylor	2000	Sport Management Review	Organizational Effectiveness of Hellenic National Sports Organizations: A Multiple Constituency Approach	n.d.	Identify the relevant constituencies of NSGBs. Development of an inventory to measure OP within the constituent groups. Identify differences in the rating of OP by constituencies.	Greece	n.d.	n.d.	20	Some interviews with individuals of each constituency group. A total of 423 completed questionnaires: board members (n=82), paid administrative staff (n=95), national coaches (n=60), scientific consultants (n=14), international officials (n=43), and national team athletes (n=129).	Quantitative / Qualitative	Interviews Survey
21	Shillbury & Moore	2006	Nonprofit and Voluntary Sector Quarterly	A study of organizational effectiveness for national olympic sporting organizations	Organizational Effectiveness Competing Values National Sporting Organizations Professionalization	Determine the psychometric properties of the subscales developed within each of the four quadrants composing the CVA to measure effectiveness in NSGBs	Australia	Basketball, Badminton, Judo, Synchronized Swimming, Canoeing, Baseball, Softball, Equestrian, Table tennis	Olympic / non-Olympic	10	Board members, paid staff, subcommittee members, players, coaches, officials, state representatives, sponsors, government agencies (n= 289)	Quantitative / Qualitative	Interviews Survey
22	Solstev & Osokin	2018	Managing Sport and Leisure	Designing a performance measurement framework for regional networks of national sports organizations: evidence from Russian football	Performance Measurement National Sports Organization Network Approach Football Development 2018 FIFA World Cup	To establish how a performance measurement framework for NSOs can be used to design development networks	Russia	Football	n.a.	82	Representatives of regional football federations and regional sport-governing bodies (n= n.d.)	Quantitative / Qualitative	Documentary analysis Interviews
23	Winand, Riboux, Quiliza & Zintz	2011	Sport, Business and Management: An International Journal	Combinations of key determinants of performance in sport governing bodies	Belgium Sport Governing Bodies Organizational Performance Determinants Performance Appraisal Qualitative Comparative Analysis	To analyze possible combinations of the key determinants of OP in sport governing bodies	Belgium	Canoe, Scuba diving, Gliding, Futsal, Shooting, Gymnastics, Basketball, Triathlon, Orienteering, Rugby, Handball, Pentaque, Swimming, Fencing, Wheelchair sports, Athletics, Archery, Jiu-Jitsu	n.d.	18	A total of 36 constituents: Chair (n= 18) and administrative manager (n= 18) of each organization	Quantitative / Qualitative	Documentary analysis Interviews
24	Winand, Riboux, Robinson & Zintz	2013	Nonprofit and Voluntary Sector Quarterly	Pathways to High Performance: A Qualitative Comparative Analysis of Sport Governing Bodies	Organizational Performance Sport Governing Bodies Nonprofit Sport Organizations Qualitative Comparative Analysis	To investigate combinations of key determinants that can be linked with high OP. To identify the pathways to high OP made up by these determinants.	Belgium	Canoe, Scuba diving, Gliding, Futsal, Shooting, Gymnastics, Basketball, Triathlon, Orienteering, Rugby, Handball, Pentaque, Swimming, Fencing, Wheelchair sports, Athletics, Archery, Jiu-Jitsu	Olympic / non-Olympic	49 Focused in 18	A total of 36 constituents: Chair (n= 18) and administrative manager (n= 18) of each organization	Quantitative / Qualitative	Documentary analysis Interviews
25	Winand, Steen & Kasak	2021	Journal of Global Sport Management	Performance Management Practices in the Sport Sector: An Examination of 32 Scottish National Sport Organisations	Sport federations Performance measurement Strategic plan Institutional practice Autonomy	Analyzing national sport organizations' performance management models and practices.	Scotland	n.d.	Olympic / non-Olympic	32	Content analysis of business or strategic plans (n= 32). Interviews to representatives of SGBs (n=4), CEO, COO, ex-board member, and Board member. Focus group. Representatives of SGBs (n=3) and local authority members (n= 5)	Qualitative	Interviews Focus group

Appendix A: Description of investigations measuring Organizational Performance in National Sport Governing Bodies.

Individual Vs Group measurement	Is the prioritization performed by a constituency?	Main Statistical data analysis	Models (description by authors)	Models (classification according to "traditional" approaches)	Author's Dimensions, variables and indicators	Findings
Individual measurement	No	n.d.	Stakeholder based model	Strategic constituencies	3 themes: 1. Type of stakeholder, 2. Resource made available, 3. Influence strategies used on OP 4 Subthemes: 1. Goal and objective setting, 2. Processes and activities, 3. Performance measurement, 4. Feedback and feedforward	Results reveal different stakeholders used influence strategies directly and indirectly to affect multiple performance management stages
Group measurement	No	n.d.	Perceptions among various constituent groups	Strategic constituencies	n.d.	It is confirmed multi-dimensional perceptions of effectiveness. Moreover the study uncovers three determinants of effectiveness that are not cited directly in the literature: communication, athlete management, and commitment/organisation of the management committee
n.d.	No	n.d.	Specific model with a systemic approach	Goal attainment System resource Internal process Strategic constituencies	5 dimensions: 1. Human resource (High level athletes/population, High level athletes/population, Referees/population, Coaches/population, Market share (members), Athletes/competition) 2. Finance (Funding per member, Alternative/traditional funding, Cost per high level sport performance, Cost per athlete in world ranking, Cost per high level athlete, Administrative cost/total cost ratio, Cost per high level athlete/sport index) 3. Institutional Communication, partnership and inter-organisational (Members in international organisations, Relations with N.O.C., Web site rate) 4. Volume of service (Referees per athlete, Coaches (competitive) athletes, Coaches/clubs, Courses/coaches and officials, International competitions organized, Club-population, Clubs/skeletons, Swimming facilities, Swimming facilities/athletes, Referees/competitions, Doping controls/competitions, Doping control/athletes, High level athletes, centres, Int. comp/H-level athletes) 5. International Competitive Performance of athletes and teams (Major international competitions results, Adjusted 150 FINA ranking, Elite competitive index, Results men/athletes Int. Comp)	The federations are compared initially on each individual dimension. Then the global performance of each federation is illustrated and finally compared to the others
Group measurement	Yes	Reliability coefficient Mathematical method of fuzzy – entropy	A comprehensive external evaluation model. Specific measurement systems combining multidimensional concepts.	Goal attainment System resource Internal process Strategic constituencies	5 dimensions, 16 components, 84 indicators: 1. Context (Current situation and Organizational priorities), 2. Input, 3. Process, 4. Output, 5. Outcome - Impacts (short, medium, long-term) Components: 1. Human resources, 2. Material resources, 3. Financial resources, 4. Managerial duties, 5. Championship and Professional sport, 6. Sport for all, 7. Educational, 8. Research, 9. Commercial, 10. Cultural-sport, 11. Talent identification, 12. Information and communication technology, 13. Welfare facilities, 14. Relationship and sharing, 15. Sport Law, 16. Medicine Sport	Proposal of a comprehensive external evaluation model for the OP of the sport federations
Group measurement	No	Correlation coefficient Univariate analysis of variance (ANOVA) t-tests Bootstrapping method	Internal process	Internal process	6 variables: 1. Learning, 2. Individual performance, 3. Organizational performance, 4. Motivation transfer, 5. Training design, 6. Organizational climate	Training improves the learning and individual performance of sport managers, as well as the organizational performance of NSGBs
n.d.	No	Correlation coefficient	Identify perceptions of organizational performance by influential members. Institutionalism and resource dependence theory.	System resource Strategic constituencies	1. New clubs registered, 2. Previous year's change in the NSO's total budget, 3. Attraction of private resources, 4. Competitions or events organized by the NSO, 5. Competitions or events where NSO's teams participated, 6. Seminars organized by the NSO, 7. Representation of the NSO in inter-national committees, 8. Representation of the NSO in European committees, 9. Performance ranking of the NSO's national male teams in European competitions, 10. Production of a manual for NSO rules and regulations, 11. Availability of a plan for excellence in their sport, 12. Availability of a plan for development of their sport	The low performance of the sport organizations is explained in terms of the influence of the institutional processes on their internal organizational behaviour
Group measurement	No	Correlation coefficient Exploratory factor analysis (Eigenvalue, Orthogonal Varimax Rotation) Reliability analysis	Multiple constituency model	Strategic constituencies	5 effectiveness factors with 33 items: 1. Calibre of the Board and External Liaisons (13 variables), 2. Interest in Athletes (6 variables), 3. Internal procedures (6 variables), 4. Long-term planning (4 variables), 5. Sports Science Support (4 variables)	The results illuminate the effectiveness-related expectations of the five constituent groups of the particular context
Group measurement	No	Factor Analysis Reliability coefficient Multivariate analysis of variance (MANOVA) Univariate analysis of variance (ANOVA) Fewise multivariate Hotelling's T2-test Univariate t-tests	Multiple constituency model	Strategic constituencies	5 effectiveness factors with 33 items: 1. Calibre of the Board and External Liaisons (13 variables), 2. Interest in Athletes (6 variables), 3. Internal procedures (6 variables), 4. Long-term planning (4 variables), 5. Sports Science Support (4 variables)	The multivariate and univariate tests of variance revealed that athletes, coaches and scientific staff are the least satisfied groups, while international officials and board members produce the most favourable ratings of effectiveness
Group measurement	No	Correlation coefficient Confirmatory factor analysis (Goodness of Fit Index, Adjusted, Goodness of Fit Index, Normed Fit Index, Comparative Fit Index, Root mean square error of approximation)	Competing Values	Competing Values	8 theoretically derived cells in the CVA model with 66 indicators: 1. Flexibility (5 indicators), 2. Resources (10 indicators), 3. Planning (9 indicators), 4. Productivity (14 indicators), 5. Availability of information (5 indicators), 6. Stability (9 indicators), 7. Skilled workforce (7 indicators), 8. Cohesive workforce (7 indicators)	Confirmatory factor analysis revealed that the rational-goal model, comprising Productivity and Planning, was the critical determinant of effectiveness in NOSOs
Individual measurement	No	Multicollinearity analysis (paired correlation coefficient) Cluster analysis: Ward's agglomeration procedure	Constructing a performance measurement system for and conceptualization of the model through qualitative stakeholder analysis and review of formal documentation	Goal attainment System resource Internal process Strategic constituencies	5 Dimensions, 4 performance indicators each: 1. Player development, 2. Elite sport, 3. Infrastructure, 4. Grassroots, 5. Development & promotion	Several regions directly involved in staging FIFA 2018 World Cup matches seem to show insufficient football development performance and risk dealing with "white elephants"
Individual measurement	No	Cluster analysis: Ward method (hierarchical ascendant classification) K-means (nonhierarchical) clustering	Specific measurement system combining multidimensional concepts QCA is a configurational comparative approach.	Goal attainment System resource Internal process Strategic constituencies	3 Dimensions, 5 variables, 8 indicators: 1. Elite sport (2v, 2), 2. Sport for all (1v, 3), 3. Customers (2v, 3)	Three generic combinations of the key determinants linked with high OP
Individual measurement	No	Cluster analysis: Ward method (hierarchical ascendant classification) K-means (nonhierarchical) clustering Crisp-set Qualitative Comparative Analysis	Specific measurement system combining multidimensional concepts. Qualitative Comparative Analysis (QCA) is a configurational comparative approach.	Goal attainment System resource Internal process Strategic constituencies	3 Dimensions, 5 variables, 8 indicators: 1. Elite sport (2v, 2), 2. Sport for all (1v, 3), 3. Customers (2v, 3)	High performance could be delivered by NSGBs that develop innovative activities for their members and are positive in elite sport services; or that develop innovative activities and involve paid staff in the decision-making processes; or that involve committed volunteers in decision-making processes and delegate activities they are not able to deliver
Individual measurement	Yes	n.d.	Specific measurement system combining multidimensional concepts.	Goal attainment System resource Internal process Strategic constituencies	10 Dimensions, 20 subdimensions (objectives), 43 indicators	Performance management practices of Scottish national sport organizations are affected by institutional pressures, making the use of performance management systems an institutionalized practice.

Appendix A: Description of investigations measuring Organizational Performance in National Sport Governing Bodies.

N	Author(s)	Year of publication	Journal	Title	Keywords	Aim / purpose of the study	Sample (Nation)	Sample (Sports)	Sample (Sport categories: Olympic, non-Olympic)	Sample (number of organisations)	Sample (persons)	Study design	Methods of data collection
26	Winand, Zintz, Bayle & Robinson	2010	Managing Sport and Leisure	Organizational performance of Olympic sport governing bodies: Dealing with measurement and priorities	Organizational performance Measurement Sport organisations Sport governing bodies	Development of a model for the measurement of OP in NSGBs. Clustering of NSGBs according to their performance. Measurement of priorities that Chairs of NSGBs attach to each dimension proposed by the authors.	Belgium	Yachting, Canoe, Weightlifting/ power lifting, Clay shooting, Shooting, Triathlon, Volley-ball, Wrestling, Baseball, Handball, Ice-skating, Gymnastic, Basketball, Ski, Judo, Cycling, Handgrip, Swimming, Table tennis, Tennis, Taekwon Do, Badminton, Archery, Athletics, Rowing, Fencing, Horse riding	n.d. Focus on: Olympic	27	A total of 13 surveys completed Chairs of NSGBs (n=10) Executive managers (n=3)	Quantitative / Qualitative	Documentary analysis Survey
27	Zeinerc, Lefebvre, Winand, Anagnostopoulos, Zintz & Willem	2020	European Sport Management Quarterly	Organisational factors for corporate social responsibility implementation in sport federations: a qualitative comparative analysis	Corporate social responsibility Sport governing bodies Non-profit sport organisations Professionalisation Configurational comparative approach	To explore how organisational factors could be leveraged to support Corporate Social Responsibility implementation.	Belgium	n.d.	Olympic / non-Olympic	19	6 Interviews: secretary-generals (n=4), deputy secretary general (n=1), CSR manager (n=1)	Quantitative / Qualitative	Documentary analysis Survey Interviews

Appendix A: Description of investigations measuring Organizational Performance in National Sport Governing Bodies.

Individual Vs Group measurement	Is the prioritization performed by a constituency?	Main Statistical data analysis	Models (description by authors)	Models (classification according to "traditional" approaches)	Author's Dimensions, variables and indicators	Findings
Individual measurement	Yes	Correlation coefficient	Specific measurement system combining multidimensional concepts.	Goal attainment System resource Internal process Strategic constituencies	5 dimensions, 10 subdimensions, 18 variables (objectives), 24 indicators: 1. Sport: Elite sport (2v, 3i), Sport for all (1, 2i), 2. Customer: Sport values and service to society (1v, 2i), Development of members (2v, 2i), 3. Communication and image: Image (2v, 2i), Communication (2v, 3i), 4. Finance: Financial resources management (2v, 2i), Financial Survival (2v, 2i), 5. Organization: Skills of the staff (1v, 2i), Internal functioning (3v, 4i)	The model measures the strategic objectives and operational goals of the NSGBs. In addition, the priority that the Chairs of 13 Olympic sport governing bodies attach to each dimension and each objective is assessed. Finally, there is a discussion of the comparison of their priorities and their organizational performance, which leads to the identification of four strategic orientations.
Individual measurement	Yes	n.d.	Specific measurement system combining multidimensional concepts.	Strategic constituencies	5 dimensions (size, staff involvement, professionalisation, financial autonomy, innovative capability, knowledge), 5 indicators	The study identifies four configurations associated with high CSR implementation and three configurations with low CSR implementation. Innovation capacity, financial autonomy, knowledge and human resources are necessary organisational factor for CSR implementation. Size is not a key condition.

Anexo 7.

Estudio III (publicado). Governance in regional sports organisations: An analysis of the Catalan sports federations



Governance in regional sports organisations: An analysis of the Catalan sports federations

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SPORT | RESEARCH ARTICLE

Governance in regional sports organisations: An analysis of the Catalan sports federations

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Abstract: In recent decades there has been an increasing concern among stakeholders surrounding sport organisations regarding the implementation of governance principles and processes. It is believed that these can help them to overcome sustainability problems and to promote organisational success. This research aims to analyse the governance of Catalan sports federations (CSFs), an area that has not been analysed to date. The study, based on previous approaches in the sport management literature, proposes a model to measure three dimensions considered key to good governance in sport organisations: democracy and participation, ethics and integrity, and accountability and transparency, which are measured by quantitative performance indicators. 38 CSFs were assessed, and the results showed considerable room for improvement with respect to metrics in divergent areas of organisational governance. Six clusters were determined using the Hierarchical Ascending Classification, and statistical correlations were also found between the dimensions analysed and the size of the organisations. In addition to the interest for stakeholders in the context of Catalonia, the authors believe that this research supports recent calls for good governance in sport and can serve as a foothold for scholars to investigate other contexts.

Subjects: Sport and Leisure Studies; Sports Development; Sport and Leisure Management; Sociology & Social Policy

Keywords: governance; sport organisations governance; sustainability; organisational performance; sport governing bodies; regional sport federations



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1. Introduction

Interest in governance in sport has not only increased substantially in recent years in academia (Dowling et al., 2018), but there has also been growing concern from the political spheres of international and national bodies (e.g., Scheerder et al., 2017). Recent trends pushing towards a broader domain of sport management: increasing commercialisation, professionalism, growing government involvement, and funding, among others (Shilbury & Ferkins, 2011), call for more formalised governance structures, processes, and principles (McLeod, Shilbury, et al., 2020). For, the consequences of their omission could affect the sustainability of the current sport system (Ferkins et al., 2005), and of sport organisations themselves, by directly affecting their resilience, capacity building or ability to continue to provide the services demanded by a changing society.

In an increasingly complex sporting world, national (and territorial at different levels) responsibility for the key functions of promotion, management and coordination of sport remains with sport federations (Cabello et al., 2011). Nonetheless, despite the outstanding contribution over the years to the development of sport at all levels (Winand et al., 2014), recent corruption scandals (Chappelet, 2018; Phat et al., 2016), and/or failures in their management to comply with viability plans (Puga et al., 2020), have made the governance problems of these entities a major focus of concern. According to Dowling et al. (2018), the implementation of the structures and processes of governance in the sport context should raise awareness of how sport organisations and systems are run and controlled. Indeed, as pointed out by authors such as Geeraert et al. (2014), the implementation of good governance principles can help organisations to overcome corruption problems and, in general, promote organisational success.

While there is a general consensus on what constitutes good governance in sport governing bodies (Chappelet, 2018; Geeraert et al., 2014), in recent decades, a wealth of analysis and research has emerged on assessing the implementation of “good governance” in sport organisations (e.g., Australian Sport Commission, 2012; Chappelet, 2018; Council of Europe, 2013; Geeraert, 2018; Muñoz & Solanellas, 2023; Parent, Hoye, et al., 2018; Pielke et al., 2020). All these checklists have the dual purpose of identifying good governance criteria that can be applied to the evaluation of sport organisations, and of helping entities to identify and understand the key factors and principles involved in good governance. In particular, various scholars such as (Chappelet & Mrkonjic, 2019; Henry & Lee, 2004; McLeod, Shilbury, et al., 2020) have stressed that transparency, democracy, accountability and social responsibility are considered important principles of sport governance that should be upheld.

To date, research has predominantly focused on sport organisations such as international and national federations, clubs, leagues, or organisations operating at multiple levels, however, territorial contexts have been analysed to a lesser extent (Dowling et al., 2018; Muñoz & Solanellas, 2023). The aim of this research is to expand the literature on sport governance by assessing Catalan sport federations (CSFs) on the implementation of good governance practices. A topical issue due to the society’s growing concern for better governed organisations. Specifically, the analysis focuses on aspects such as democracy and participation in sport governing bodies (SGBs), ethical and integrity aspects, as well as accountability and transparency. The importance of this paper is to generate new knowledge on the subject by examining the previously unexplored context of Catalonia. In doing so, it seeks to expand knowledge on governance in sport, as well as to provide a new approach to the analysis and discussion of aspects that deserve special attention for the improvement of the governance and structuring of Catalan sports federations, such as democratisation and participation in decision-making processes. We firmly believe that the exploration of the Catalan federative context, due to the great contribution it has on national sport at all levels, can be of great interest and act as a catalyst for future research in territorial contexts.

2. Literature review

Over the past decades, revelations of questionable governance practices in sport organisations have raised serious questions about the way in which they are governed (Stenling et al., 2022). Cases of corruption scandals in governing bodies (McLeod, Adams, et al., 2020), the need to fully understand the surrounding landscape of sport organisations (Dowling et al., 2018), as well as a greater strategic and organisational performance orientation (Hoye & Cuskelly, 2007), have brought sport governance to the forefront of public debate. As a result of this critical and reflexive process, sport organisations, and in particular federations, are under great pressure to adopt good governance practices that mitigate dishonest practices and promote sporting success (Chappelet, 2018). Principles that have been widely discussed in the literature, such as accountability, efficiency, effectiveness, sound financial management, anti-corruption, and transparency, among others (Geeraert et al., 2013).

The concept of governance has been described as vague and ambiguous. In their scoping review of governance in sport, Dowling et al. (2018) identified as many as seven different definitions of governance in sport used by researchers and which differ from each other in some respects. This could lead one to think that the term has too many meanings to be useful (Rhodes, 1996). According to Geeraert et al. (2014), definitions of governance depend on the research of the scholars or the phenomenon under study. For the categorisation of the different studies that were analysed in their work, Dowling et al. (2018) adopted the three general approaches or types of governance that Henry and Lee (2004) anticipated: organisational, systemic, and political. According to the authors, “organisational governance” refers to ethically based norms of managerial behaviour, or accepted norms, values, and processes in relation to the management and governance practices of sport organisations. “Systematic governance” focuses on competition, cooperation, and mutual adjustment between organisations within a given organisational system, in this case, sport. Finally, “political governance” is concerned with how governments, or any governing body in sport, “direct” or “indirect” influence the behaviour of organisations. Thus, the study of governance can be seen to consider both the structuring and manner in which organisations operate, as well as the role they play in a wider network of interconnected stakeholders subject to influence by the sport systems in which they are housed (McKeag et al., 2022; Renfree & Kohe, 2019). The present study is positioned within the domain of organisational governance. Aligning with Hoye and Cuskelly (2007), understanding how sport organisations (in this case the Catalan federations) adopt the known standards of good sport governance is crucial for their continuous development, improvement, and sustainability.

As mentioned earlier, although there are some guidance documents at international and national level that serve to provide some form of training and knowledge base structures, to date, there is no universal code of good governance used by most of the actors that make up the sport sector (McLeod, Shilbury, et al., 2020). However, across all the codes and assessment checklists developed by researchers and practitioners, a certain consistency can be identified in terms of the general principles that are promoted. It should be noted, however, that while these principles are widely used, the details of what they imply for each of the different codes developed may vary (Parent, Hoye, et al., 2018). For example, as McLeod, Shilbury, et al. (2020) points out, a code may consider transparency in a limited way, such as the publication of annual reports, or it may entail a broader range of requirements, including the publication of minutes of board meetings. Similarly, Parent, Hoye, et al. (2018), Parent, Naraine, et al. (2018) reported differences in the implementation requirements of governance codes. Depending on the demarcation of sport organisations, adherence to a governance code may be a legislative requirement, a voluntary option, or a prerequisite for receiving public funding. The authors pointed to these inconsistencies as an obstacle for researchers in the field to gain a deeper understanding of which guidelines improve governance performance. Despite these difficulties, authors such as McLeod, Shilbury, et al. (2020) noted that, in practice, there is a sufficient degree of congruence between governance codes to claim that there is a general understanding of what good governance looks like in sport federations. In particular, according to Chappelet and Mrkonjic (2019) the principles of transparency,

accountability and democracy feature prominently in virtually all guides. Principles and guidelines that aim to ensure efficient and ethically sound governance of sports organisations (Stenling et al., 2022).

Geeraert (2018), on the other hand, in his work on indicators and instructions for assessing good governance in national federations, indicated that, in general, there are four basic principles of good governance, which, in addition, according to authors such as Brown and Caylor (2009) lead to positive organisational results and economic growth. Evidence suggests that transparency, democratic processes, internal accountability and control, and social responsibility are pervasive principles of good governance (Geeraert, 2018). Specifically, one could point to transparency as an effective mechanism for mitigating corruption (Kolstad & Wiig, 2009), as well as for democratisation, as it can support stakeholders in challenging management (Mulgan, 2003). There is also a body of research that highlights the benefits of sport organisations having a broad orientation towards democratic and participatory processes leading to the development of policies that address stakeholder interests (Kohe & Purdy, 2016; McKeag et al., 2022; Renfree & Kohe, 2019). For example, by considering the representation of different constituencies in general assemblies (Geeraert et al., 2014), or in leadership positions, such as women (Nielsen & Huse, 2010; Post & Byron, 2015) or independent board members (Sport England, 2016). In terms of accountability and internal controls, a high implementation of measures related to this principle would lead to the promotion of democratic measures to monitor and control the conduct of governance, to avoid the development of concentrations of power, as well as to enhance the learning capacity and effectiveness of management (Aucoin & Heintzman, 2000; Bovens, 2007). Indeed, the authors themselves identified accountability as a cornerstone of governance, as it is the principle that informs the processes by which those who have, and exercise authority are held accountable (Aucoin & Heintzman, 2000). Finally, there is broad consensus that sport organisations should promote social accountability (Chappelet & Mrkonjic, 2019; Renfree & Kohe, 2016).

The evidence presented highlights the potential value of implementing the principles of good governance, which further strengthens the justification for this study. The aim of this study is to shed light on the situation of Catalan sports federations in terms of the implementation of good governance principles such as democracy and participation, ethical and integrity aspects, as well as accountability and transparency. The following section presents the measurement model implemented for the evaluation of these governance principles and practices.

3. Methods

When investigating good governance in sport one is confronted with the lack of a set of core and homogeneous principles (Geeraert et al., 2014). The research addresses the assessment of three dimensions considered key to good governance of sport organisations: democracy and participation, ethics and integrity, and accountability and transparency (Geeraert et al., 2014; Pielke et al., 2019). To this end, the research proposes a specific measurement model that is methodologically inspired by Boateng et al. (2018), Nardo and Saisana (2009), and Richard et al. (2009) who developed best practices for developing and validating scales and composite indicators. As a result of their contributions, we followed the next phases and steps:

(a) Items development:

- *Defining the measurement model that combines several conceptual dimensions and objectives.* The model applied to measure the governance of sport federations includes quantitative indicators that are considered to have the potential to measure the achievement of good governance practices in each of the conceptual dimensions. An exploratory set of parameters was compiled based on a review of the available literature on good governance (e.g., Chappelet & Mrkonjic, 2019; Geeraert et al., 2014; Geeraert, 2018; Kolstad & Wiig, 2009; McLeod, Shilbury, et al., 2020; McKeag et al., 2023, Post & Byron, 2015; Sport England, 2016; among others).
- *Construction and validation of indicators.* Validity of these indicators was reviewed by 15 experts in the field (practitioners and academics).

(b) Scale development:

- *Definition of specific procedures for normalisation.* Due to indicators' values have different measurement units, these values were normalized. Their rank was expressed as a percentage for all CSFs and then values obtained were reduced to a scale of 0 to 10.
- *Determination of the weighting of the indicators.* It was assumed that the performance of each dimension could be calculated through the average of the performance scores of its indicators. However, it is worth noting that the proposed indicators may have a different weight for the dimension it belongs, so the relative weight of them was assessed through a questionnaire sent to 15 experts (general secretaries of the CSFs and experts who are used to work with performance indicators in the sport management field). Experts assessed the relative weight of each indicator within its dimension, using a scale from 0 (not important at all) to 5 (highest importance). The average score derived from the experts' evaluations for each of the indicators was the reference for calculating the relative weight percentage within its dimension.

(c) Scale evaluation:

- *General validation of the consistency of the measurement system.* Consistency of the measurement model was tested through the Cronbach alpha test.

Table 1 shows the rationale for the inclusion of the indicators in the model implemented for the measurement of governance, as well as the details of the measurement scale and the relative weight of each indicator and dimension. Furthermore, to deepen the analysis of the relationships between the variables under study and the size of the sports federations analysed, variables that account for the size of the organisations (such as number of members, income, and total employees) were also included.

4. Research context

The Spanish sports system is structured as follows. The Ministry of Culture and Sport is responsible for proposing and implementing government policy on sport. The Consejo Superior de Deportes de España (CSD), an autonomous body attached to the Ministry of Culture and Sport, as the operational arm of the latter, directly exercises the powers of the General State Administration in the field of sport. Law 10/1990 of 15 October 1990 on Sport regulates the Spanish Sports Federations as associations of a legal-private nature, to which the exercise of public administrative functions is expressly attributed, dedicated to the promotion, management and coordination of certain sports recognised in Spanish territory (Royal Decree 1835/1991). Essentially, entities which, under the tutelage of the CSD, contribute to the development of sport at all levels (Guevara et al., 2021). This pretext also extends to the entire national territory, adapting the organisation of the federations to that of the State in Autonomous Communities. In other words, the Spanish sports federations are made up of sports federations at the autonomous community level, which represent them and exercise public functions delegated by the respective autonomous community (see, for example, Legislative Decree 1/2000, of 31 July, on the Law on Sport in Catalonia, which establishes the General Secretariat of Sport of the Generalitat de Catalunya as the body responsible for the management, planning and execution of the sports administration in Catalonia). In Spain there are 66 national federations, each with its corresponding sport modalities; however, in terms of regional organisation, not all of them have territorial representation in the 17 autonomous communities of the Spanish territory (CSD licences and clubs, 2021). In this study, we have focused on the 66 national sports federations that have territorial representation in Catalonia; an autonomous community that, with 7,763,362 inhabitants, is the second most populated region in Spain (National Institute of Statistics, 2021), and the first autonomous community in the Spanish ranking by number of licences and clubs (CSD licences and clubs, 2021).

Finally, it should be noted that both the Spanish national and regional federations take the form of voluntary associations, with a board of directors elected by the general assembly. The board of directors is the highest decision-making body and must act in the interest of its members (Hoye & Cuskelly, 2007). For although the general assembly, as the supreme governing body, elects the board of directors, and since it is very rare that the board's proposals are rejected, the assembly is

Table 1. Model implemented for measuring the governance of sport governing bodies

Dimension	α	Objectives	Performance Indicator	Justification of the indicator	Measurement Scale
Democracy and participation (**30%)	α 0.586	To improve the levels of democracy and participation.	<p>Committees that the sport organization have. (*28%)</p> <p>Holding of the general assembly. (*40%)</p> <p>Have equal representatives in the general assembly. (*32%)</p>	<p>The different committees of the organisation should enhance the participatory and democratic character, as they would help to consider the different actors concerned in the decision-making processes. (Committees: executive, financial, technical, elected board of members, referees and judges, sport, competition and discipline, appeals, ethics, supervisor of the board)</p> <p>The organisation of the general assembly becomes an obligation in terms of democracy and participation, as it is where the governing bodies are accountable for their annual management to the members of the federations.</p> <p>The more collectives are represented in the general assembly, the better the democracy and participation of the organisation (Representatives: clubs, athletes, coaches, referees, public organisation)</p>	<p>Numerical discrete. Number of committees/Max. number of committees asked (10)</p> <p>Dichotomic. (Yes=10, No=0)</p> <p>Numerical discrete. Number of representatives/Max. number of representatives (5)</p>

(Continued)

Table 1. (Continued)

Dimension	α	Objectives	Performance Indicator	Justification of the indicator	Measurement Scale
Ethics and Integrity (**41%)	α 0.722	To improve the implementation of ethical and integrity principles at the organizational level.	Gender equality on the board of directors. (*24%) Independent members on the board of directors. (*21%) President turnover. (*26%) Max. mandates and max. length of the mandates for a president. (*29%)	Organisations need women in positions of responsibility. Having members who are independent of the organisation will improve the integrity of decision-making. It is important to consider years of board turnover to avoid both uncertainty and monopoly (concentration of power). The existence of term limits and term lengths are indicators of healthy governance in sports organisations, as elections to the presidency can provide an opportunity for fair and open internal debates that bring new ideas to the management of the organisation and, at the same time, avoid problems of concentration of power.	Numerical discrete. Women/ Total members. (+20% internal range). (0% = 0; 1-10% = 2; 11-20 = 4; 21-30 = 6; 31-40 = 8; 41-50 = 10) Numerical discrete - Relative. Number of members. (0 = 0; 1 = 8); > 1 = 10) Numerical discrete - Relative. Average between the number of years. (0-3 = 0; 4-8 = 10; 9-12 = 5; >12 = 0) Numerical discrete. Term limit and length. (+20% internal range). (< 8 = 10; 8-12 = 8; 12-16 = 6; 16-20 = 4; >20 = 2; no = 0)

(Continued)

Table 1. (Continued)

Dimension	α	Objectives	Performance Indicator	Justification of the indicator	Measurement Scale
Accountability and transparency (**2.8%)	0.692	To be responsible for its own actions and provide sound reasoning.	Number and type of documents that account for the responsibility of its actions. (*30%)	Having written documents such as "Code of Governance", "Code of Ethics", "Conflict of Interest", etc. would make organisations accountable to their stakeholders. These documents would also contribute to improving the learning capacity and effectiveness of organisations by providing a system of rules and procedures to ensure that governing and executive bodies comply with internal rules and standards.	Numerical discrete. Number of documents they have/Max. number of documents asked (14)
		To carry out activities in an open and clear manner.	Financial results distribution before the assembly. (*39%) Publicly disclose documents on the activities of the organization. (*30%)	Publicly disclosing documents about the organisation's activities in a timely manner indicates a responsibility to be transparent about its actions. This would allow stakeholders the opportunity to understand, monitor, and challenge management. (Documents: statutes, strategic plan, good governance code, minutes and meetings of the Bd, delegation policy, code of ethics, regulations & democratic process, conflict of interest, annual sports report, organisational chart, annual budget, financial closing of the year, risk assessment, performance evaluation system)	Dichotomic. (Yes=10, No=0) Numerical discrete. Number of documents published/Max. number of documents asked (14)

NOTE: (*) Relative weight of indicators in their dimension, according to experts; (**) Dimension relative weight; according to experts

limited to an essential control function in terms of who gets access to formal positions of power in the sport (Stenling et al., 2022).

5. Data collection

Two sources of information to collect data were used:

- Secondary data: reports that the CSFs had submitted to the General Secretary of Sport of Catalonia in 2019 were analysed, as well as information that CSFs had publicly available on their websites.

- Primary data: a questionnaire was carried out. The preliminary questionnaire was evaluated and validated by 15 experts in the field, and based on their feedback, it was then modified for the pilot test. The resulting questionnaire was piloted among 10 sport organisations that did not participate in the study to ascertain length of completion and comprehensibility. Both stages helped to refine the final questionnaire to be administrated.

6. Sample

Thanks to the support of the General Secretary of Sport of Catalonia, the questionnaire was sent to the 66 CSFs. The response rate was 57.5%, which means that the final sample of the study is composed of 38 CSFs. It is also important to mention that all the CSFs participating in the study accounted for 85.76% of the total number of federation licences in Catalonia.

Through the invitation emails, organisations' president and general secretary were informed about the research project aim. In addition, online meetings were scheduled to discuss the project in more detail, as well as to resolve possible doubts about the questionnaire. The emails contained a personalised link to the online questionnaire that allowed respondents to log in and log out while completing the data. Respondents were required to complete the questionnaire based on the practices of their organisations and were asked to provide data in reference to the year 2019, the year before the questionnaire was administered because it was the latest household year completed.

7. Data analysis

The first step was to clean the database to standardise the data collected (i.e., check for completeness, duplications, anomalies, etc.) and to correct any errors detected. The consistency of the measurement model was checked using Cronbach's alpha test (see second column of Table 1; " α ").

The good governance practices were analysed using correlational relationship and the Hierarchical Ascendant Classification (HAC) with the Ward method (Ferguson et al., 2000; Marlin et al., 2007). The HAC is a clustering method which highlight homogeneous groups of cases according to the variables by which they are assessed. The first step is to group, in the same cluster, several cases that are close to each other, then the HAC groups close cases, in accordance with the distance were chosen. To determine this distance, the Ward distance, which minimizes the intra-group variance was used to obtain contrasted groups. When every case is grouped in one cluster, the process stops. Then, the analysis of the dendrogram enables the determination of the groups of interest (the clusters that make sense).

In accordance with the clustering, thresholds were defined to highlight scores from which it was possible to assume that a CSFs has achieved a standard level of an indicator. Table 2 and Figure 1, respectively, present the scores obtained for each indicator and dimensions of the 38 CSFs and the clusters obtained.

The collected data was analysed with Microsoft Excel 2019 (17.0) and Statistical Package for the Social Sciences (SPSS), Version 23, ©IBM. The following section presents the results of the study, which are presented in line with the research objective.

8. Findings

Table 2 presents the scores obtained by the 38 CSFs on each indicator assessed, and the results of the grouping are also presented. In addition, for the reader's ease of interpretation, Figure 1 shows the mean scores separately for the different groups in each of the dimensions (or principles of good governance) analysed, and for the 38 CSFs (mean).

The mean score for the 38 CSFs was 6.19 (median = 6.38; SD = 0.94) out of 10, with a maximum of 8.35 (Collective 13) and a minimum of 4.10 (Individual 14).

While the scores could be discussed individually, it was possible to identify some areas where the CSFs could focus their attention if they intend to improve management practices towards good governance. Among the three dimensions of analysis, in general, the CSFs performed better on aspects of democracy and participation in decision-making processes. On the other hand, the indicators that fall under the dimension of ethics and integrity showed very low scores (where it could be highlighted that only 2 of the 38 CSFs have independent board members). Furthermore, although the average score for the accountability and transparency dimension was around 6.10, overall, the CSFs showed great room for improvement in terms of transparency (with an average score of 3.52 for the corresponding indicator).

Six groups of CSFs were determined using HAC clustering, according to their performance in good governance practices.

Cluster 1 includes those CSFs that showed score levels close to the average on the first two dimensions. It could be argued that, although they could improve on the number of committees they have (e.g., the CSFs individual 1 scored low), they seem to demonstrate a high awareness of democracy and participation in decision-making processes by having several groups represented in the general assembly. On the other hand, regarding the dimension of ethics and integrity, it should be noted that they need to demonstrate a greater concern for the representation of women in the governing bodies, as well as that they do not have independent board members. However, the scores obtained in other indicators suggest that they have control systems in place to avoid the concentration of power, as the rotation of chairpersons seems to be adequate. Finally, regarding aspects related to accountability and transparency, this seems to be the group of federations with the greatest room for improvement.

Cluster 2, although some key areas for improvement can be identified, it could be argued that, in general, they show high levels of the governance variables analysed (when compared to the average of the CSFs). However, this is the group of federations that scored the lowest on the transparency indicator (publicly available documents).

Cluster 3 includes CSFs that indicated major shortcomings in aspects of democracy and participation in their governing bodies. In particular, it is important to note that these are CSFs, many of which did not organise a general assembly for the 2018–2019 financial year. They also generally showed below-average scores on ethical and integrity aspects such as having low levels of gender equity on boards or the provision of independent members. On the contrary, they seem to be quite open to sharing the information they have, as they showed an above-average level of performance on transparency.

As can be seen from Figure 1, Cluster 4 is a group of CSFs that, although they show room for improvement in the different indicators analysed, they generally scored around average in the three dimensions studied. Finally, Clusters 5 and 6 are the two groups of federations that showed

Table 2. Performance score of the 38 CSFs across the three governance dimensions analysed

Organisation Indicator	Democracy and participation			Ethics and Integrity				Accountability and transparency			Score (Out of 10)
	Committees	General assembly	Equal representatives	Gender equality	Independent members	President turnover	Max. mandates and length	Number of documents	Financial results distribution	Publicly disclosed documents	
Mean (38 CSFs)	5.21	7.89	4.78	5.05	0.47	7.36	8.84	6.49	9.47	3.52	6.19
SD	2.21	4.13	2.27	2.70	2.05	3.58	2.74	1.50	2.26	1.90	0.94
Cluster 1 (Mean)	3.50	10.00	6.67	3.00	0.00	7.50	10.00	5.24	0.00	2.15	5.13
1 Individual 1	1.00	10.00	6.67	4.00	0.00	5.00	10.00	6.19	0.00	2.86	4.89
2 Collective 1	6.00	10.00	6.67	2.00	0.00	10.00	10.00	4.29	0.00	1.43	5.38
Cluster 2 (Mean)	4.50	10.00	4.84	6.60	0.00	7.78	10.00	5.43	10.00	1.90	6.43
1 Collective 2	7.00	10.00	6.67	8.00	0.00	10.00	10.00	6.19	10.00	2.86	7.44
2 Collective 3	5.00	10.00	6.67	6.00	0.00	10.00	10.00	5.24	10.00	1.90	6.91
3 Individual 2	4.00	10.00	6.67	8.00	0.00	10.00	10.00	5.24	10.00	3.33	7.14
4 Individual 3	7.00	10.00	1.67	4.00	0.00	10.00	10.00	6.67	10.00	0.95	6.44
5 Individual 4	4.00	10.00	5.00	6.00	0.00	10.00	10.00	6.19	10.00	1.90	6.74
6 Individual 5	4.00	10.00	5.00	4.00	0.00	5.00	10.00	2.86	10.00	0.48	5.59
7 Individual 6	1.00	10.00	6.67	6.00	0.00	10.00	10.00	2.38	10.00	1.90	6.32
8 Individual 7	3.00	10.00	1.67	10.00	0.00	Md	10.00	8.10	10.00	1.43	5.74
9 Individual 8	7.00	10.00	6.67	10.00	0.00	5.00	10.00	5.71	10.00	1.43	6.92
10 Individual 9	3.00	10.00	1.67	4.00	0.00	0.00	10.00	5.71	10.00	2.86	5.08
Cluster 3 (Mean)	4.60	3.00	4.00	3.80	0.00	7.00	10.00	6.62	10.00	4.48	5.55
1 Collective 4	4.00	0.00	1.67	2.00	0.00	10.00	10.00	7.14	10.00	4.76	5.13
2 Collective 5	5.00	0.00	1.67	6.00	0.00	10.00	10.00	7.62	10.00	4.29	5.61
3 Collective 6	7.00	10.00	1.67	6.00	0.00	0.00	10.00	6.67	10.00	5.71	5.94
4 Individual 10	4.00	0.00	1.67	4.00	0.00	5.00	10.00	8.10	10.00	5.24	4.90
5 Individual 11	7.00	0.00	6.67	6.00	0.00	5.00	10.00	5.24	10.00	4.76	5.55
6 Individual 12	5.00	10.00	5.00	4.00	0.00	10.00	10.00	6.19	10.00	6.19	7.00
7 Individual 13	2.00	0.00	6.67	0.00	0.00	10.00	10.00	6.19	10.00	2.38	4.97
8 Individual 14	1.00	0.00	6.67	2.00	0.00	0.00	10.00	6.67	10.00	3.33	4.10

(Continued)

Table 2. (Continued)

9	Collective 7	7.00	10.00	1.67	2.00	0.00	10.00	10.00	7.14	10.00	4.76	6.61
10	Individual 15	4.00	0.00	6.67	6.00	0.00	10.00	10.00	5.24	10.00	3.33	5.72
Cluster 4 (Mean)		5.43	10.00	3.57	3.14	0.00	10.00	7.43	7.01	10.00	2.92	6.13
1	Collective 8	4.00	10.00	6.67	4.00	0.00	10.00	2.00	9.05	10.00	1.90	5.98
2	Collective 9	7.00	10.00	1.67	2.00	0.00	10.00	10.00	7.62	10.00	3.81	6.57
3	Collective 10	7.00	10.00	1.67	6.00	0.00	10.00	8.00	7.14	10.00	3.81	6.67
4	Individual 16	5.00	10.00	1.67	4.00	0.00	Md	2.00	5.24	10.00	2.86	4.23
5	Individual 17	3.00	10.00	3.33	2.00	0.00	10.00	10.00	5.24	10.00	2.38	6.06
6	Collective 11	7.00	10.00	3.33	4.00	0.00	10.00	10.00	8.57	10.00	2.38	6.88
7	Individual 18	5.00	10.00	6.67	0.00	0.00	10.00	10.00	6.19	10.00	3.33	6.52
Cluster 5 (Mean)		6.57	10.00	5.72	7.14	2.57	4.29	8.57	7.01	10.00	4.42	6.84
1	Individual 19	7.00	10.00	3.33	10.00	0.00	5.00	10.00	6.19	10.00	4.29	6.88
2	Individual 20	7.00	10.00	6.67	4.00	0.00	5.00	10.00	6.19	10.00	6.19	6.78
3	Individual 21	8.00	10.00	5.00	8.00	0.00	0.00	2.00	7.62	10.00	3.33	5.45
4	Individual 22	2.00	10.00	5.00	10.00	8.00	5.00	10.00	7.14	10.00	2.38	7.22
5	Individual 23	8.00	10.00	6.67	6.00	0.00	0.00	8.00	7.14	10.00	4.29	6.19
6	Collective 12	5.00	10.00	6.67	6.00	0.00	5.00	10.00	8.10	10.00	7.14	7.05
7	Collective 13	9.00	10.00	6.67	6.00	10.00	10.00	10.00	6.67	10.00	3.33	8.35
Cluster 6 (Mean)		8.00	10.00	7.50	5.00	0.00	10.00	2.00	8.81	10.00	7.62	6.96
1	Individual 24	8.00	10.00	8.33	8.00	0.00	10.00	2.00	8.10	10.00	8.10	7.32
2	Collective 14	8.00	10.00	6.67	2.00	0.00	10.00	2.00	9.52	10.00	7.14	6.61

*In blue = performance score greater than the mean: highest achievement; Md = Missing data. For reasons of confidentiality of the CSFs analysed, the results are presented by distinguishing between federations that are mainly active in collective or individual sports.

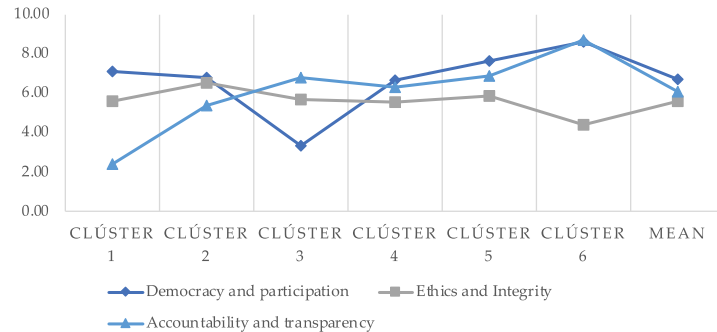
the best levels of performance in the good governance practices analysed (despite cluster 6 showing low levels of scores in the practices related to the ethics and integrity dimension).

8.1. Correlations analysis

With the aim of obtaining a broad perspective, the correlation analysis was carried out considering all the indicators that make up the measurement model implemented and some variables that account for the size of the organisations (Table 3). Correlation coefficients were interpreted according to the criteria of Safrit and Wood (1995): no correlation (score of 0–0.19), low correlation (0.20–0.39), moderate correlation (0.40–0.59), moderately high correlation (0.60–0.79), and high correlation (≥ 0.80). This section is presented highlighting some interesting findings.

In general, no correlations were found between the indicators analysed. This could indicate that, despite some trends (both positive and negative), overall, the CSFs show room for improvement in

Figure 1. Average score of the clusters in the dimensions analysed.



divergent areas. In other words, the results show that having good scores in, for example, the dimension of democracy and participation, is not correlated with showing the same in the dimension of, for example, ethics and integrity. Perhaps most strikingly, low, and moderate positive correlations (Pearson correlation: r) were found between the size of the organisations (members, total income, total grants, and total employees) and participation in their executive bodies (committees they have). While this might seem an expected finding, it appears that larger CSFs (more members), which also have more committees, tend to show better scores on accountability orientation and transparency ($r=0.402, p<0.05$; $r=0.426, p<0.01$). This could be related to the need for large sport organisations to address problems that are embedded in their own structural idiosyncrasies, such as the need to report to key stakeholders because of the legitimacy, impact, or pressures they may exert. This will be discussed in more depth in the next section.

9. Discussion

Following the lines proposed by authors such as Geeraert et al. (2014) or Pielke et al. (2020), based on the selection of indicators, this research shows the picture of Catalan sports federations in terms of key aspects of organisational governance such as democracy and participation, ethics, and integrity, as well as accountability and transparency. As can be seen from the results section, the metrics show some areas of improvement on which the governing bodies of the CSFs could focus their efforts to improve the governance of their organisations.

According to Mulgan (2003) the democratic perspective is very important as “citizens”, in the case of SGBs the members and stakeholders, must be able to control those in public (or power) positions. It will therefore be paramount that governance mechanisms are put in place to ensure that those who govern act in a way that is consistent with the interests of their stakeholders (Geeraert et al., 2014). According to Geeraert et al. (2014), the main way in which member organisations can hold their SGB accountable is through their statutory powers, i.e., members should be able to elect their chairperson and board of directors on the basis of voting rights. In this sense, it is well known that in SGBs, it is the general assembly that should be able to control the activity of the board (Hoye & Cuskelly, 2007) and, through at least one annual meeting, be able to criticise the government. Thus, having a general assembly that considers the different stakeholders will be an essential aspect of improving the democratic and participatory processes of SGBs' governing bodies (Geeraert et al., 2013). These aspects are noteworthy in our findings, as in general, the representativeness of the collectives in the general assemblies of the CSFs is questionable. In line with other findings (i.e., Geeraert et al., 2014; Houlihan, 2005), it seems that the main stakeholders of the CSFs, athletes, coaches, referees, public administration, and sometimes clubs, are kept out of the political processes that are decisive for the rules governing their

activities. Something which, according to Geeraert et al. (2014) could be considered undemocratic as those at the bottom of the pyramid, i.e., clubs and athletes, are automatically subject to the rules and regulations of the governing bodies. For example, it was found that the ten CSFs in cluster 3 (26.3% of the sample) showed a low orientation towards democracy and participation in their governing bodies. Many of them did not even organise a general assembly in the 2018–2019 financial year and reported a low level of representation of the different groups. Thus, it is not unreasonable to say that there is still much room for improvement in terms of stakeholder representation in the CSFs. Generally, federations would be expected to maintain a balance of stakeholder representation (Geeraert et al., 2013), to ensure that programmes and initiatives are internally consistent, ensure equal opportunities and include the interest of all groups. In this regard, it should be noted that, although the Catalan Law on Sport establishes that sports federations must be made up of associations or clubs and, where appropriate, athletes, coaches, referees, or other representatives of natural persons, at no point does it establish the minimum representativeness of these key actors in the general assemblies of the federations. Thus, in line with what authors such as Parent, Hoye, et al. (2018) anticipated, and in the specific case of the Catalan context, it could be corroborated that adherence to a code of governance (in terms of democracy and participation in the governing bodies of sports federations) tends to be more a voluntary option (implementation of good practice) than a legislative requirement or prerequisite for public funding (as there are no guidelines or consequences for a low representation of the different groups). However, it is important to note that this is an aspect that deserves further exploration, as while improving the representativeness of different collectives could be the first step towards a greater orientation towards democracy and participation, it could sometimes be argued that representation may not necessarily mean participation (Kihl & Schull, 2020).

According to authors such as McLeod et al. (2021), one of the key aspects of board composition is board diversity. In fact, Adriaanse and Schofield (2014), pointed out that it is an important driver of organisational and board performance. Moreover, not only for reasons of effectiveness and efficiency this diversity is notably important, but there is also a growing appreciation of the ethical need for greater diversity for reasons of social justice (Elling et al., 2018). The literature contains a few studies that have raised issues of equity in terms of leadership positions within SGBs, particularly with respect to gender (Henry & Lee, 2004). Furthermore, various public bodies have called for greater diversity within governing bodies (e.g., Council of Europe, 2012; 2019; Consell d'Associacions de Barcelona, 2019), as it has been found that the inclusion of women on boards leads to better governance as they bring a different voice to discussions and decision-making (Zelechowski & Bilimoria, 2004). The results of the present research indicate that, in general, there is an over-representation of male members within the governing bodies of CSFs. It is therefore important that they place female representatives in decision-making positions so that they can contribute their experiences and views. Furthermore, this gender myriad could contribute to women establishing themselves as role models for other women who would like to participate in the management of Catalan sports organisations (Geeraert et al., 2013). Also, in terms of board diversity, and in line with these findings, it would be advisable for CSFs to consider the possibility of incorporating independent board members. As authors such as Chappelet (2018) point out, these can be useful to connect with multiple stakeholders, and as a management control mechanism for governance bodies, to avoid concentration of power and ensure that decision-making is sound, independent, and free from undue influence (Arnaut, 2006). However, it is noteworthy that it appears that concentration of power by chairpersons is not a major problem in the vast majority of the CSFs analysed. In general, the CSFs scored acceptably on the indicators of chairperson rotation and the provision of rules regulating a maximum number of years and terms of office as a preventive measure (Schenk, 2011). While overall acceptable levels of chair rotation were found, which stands out as a symptom of good governance (Geeraert et al., 2014), the outliers are the federations that make up cluster 5, which scored below average on this particular indicator. It is important to consider that, while it was decided in the indicator what are acceptable levels of turnover (based on previous literature, e.g., McLeod et al., 2021; Schenk, 2011), one might think that term limits could work against talent retention and expertise. However, there is

a contrasting argument in the literature that term limits allow voters to selectively elect higher quality agents for a second term (Smart & Sturm, 2004). Thus, while CSFs show some weaknesses in terms of democracy and participation, as well as in their ethical and integrity aspects of organisational governance, it could be argued that, in general, the renewal of the core of the organisations occurs on a continuous basis.

Since SGBs are charged with caring for a public good (sport), and since they also rely heavily on the support of this sector (mainly at the financial level) (Guevara et al., 2021), it is to be expected that SGBs demonstrate a high degree of accountability to the community (Henry & Lee, 2004). However, Forster and Pope (2004) and Pielke (2013) pointed out that the governance of international federations is characterised by accountability deficits. Findings that can be collated in the present research on CSFs. As can be seen in Table 2, Catalan sports federations could strive to improve mechanisms that lead to better accountability, as few CSFs have documents such as a strategic plan, code of good governance, conflict of interest, ethics manuals or a document detailing regulations and democratic processes. It is remarkable how important the creation of these documents, together with the reflective process that accompanies them, can be for organisations. For, in addition to helping them become more accountable to their stakeholders and society at large, they could also serve as a mechanism for requiring managers to reflect on governance failures resulting from past behaviour (Bovens, 2007). In other words, it would allow working from the perspective of internal governance learning. Furthermore, in general, the CSFs scored even lower on transparency, something that according to authors such as Aucoin and Heintzman (2000), Mulgan (2003), and Bovens (2007) could provide a breeding ground for issues related to corruption, concentration of power and lack of democracy and effectiveness. Therefore, and although this is something that needs to be further explored, one could reflect again on the possibility that the existence of governmental regulations, or coercive pressures (DiMaggio & Powell, 1983), for CSFs to develop these documents and make them proactively available to their stakeholders, could contribute to the improvement of the governance of Catalan regional sport federations.

Finally, a note that could be highlighted from the correlation results is that, while one might expect larger organisations, with greater capacity to respond to challenges and address good governance (Pielke et al., 2019), to show higher scores on the implemented model, this was only the case for the dimension of accountability and transparency. This indicates that not only “small”, but also larger CSFs should be concerned about some aspects surrounding their governance.

10. Limitations and future lines of research

As anticipated by Dowling et al. (2018), organisational governance can be a useful perspective for examining traditional sport organisations (in this case, regional sport federations). However, since this research applies a specific model for the measurement of good governance practices, and while basing it on previous literature and the opinion of experts in the field, this methodology does not escape limitations of previous implemented approaches. Nardo and Saisana (2009) pointed out that these methodologies can summarise complex problems in order to support decision-making. However, they can lead to simplistic conclusions. Therefore, some limitations are outlined below to allow readers to make a fairer interpretation of the data presented.

First, it is worth noting that this is a model that comes from a purely quantitative measurement approach that attempts to quantify some aspects that it would be advisable to examine in greater depth. For example, the scoring of each indicator is not a completely objective exercise, as it depends on the evaluation criteria pre-established for each indicator. Moreover, it should be noted that the balance between indicators and dimensions could not be ensured, as the weighting decided by the experts would also have been an exercise in subjectivity. Also, note that the model applies indicators of different calibre. On the one hand, we would find dichotomous indicators that lead to scores of 0 or 10, and on the other hand, indicators that are more complex and in which it is difficult for organisations to achieve excellence (as in the case of the transparency indicator). It can therefore be argued that quantitative measurement of governance should encourage researchers in the field to contribute significant improvements.

Table 3. Correlational relationship between the variables analysed in the Catalan sports federations

	Democracy & participation			Ethics & Integrity			Accountability & transparency			General information					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Committees	-														
2. General assembly	0.228	-													
3. Equal representatives	-0.018	0.142	-												
4. Gender equality	0.17	0.204	0.083	-											
5. Independent members	0.239	0.176	0.167	0.432**	-										
6. President turnover	0.04	0.164	0.043	-0.236	0.026	-									
7. Max. mandates and Length	-0.29	-0.221	-0.144	-0.035	-0.12	0.015	-								
8. Financial results distribution	0.185	-0.122	-0.199	0.182	0.08	-0.009	-0.101	-							
9. Publicly disclose documents	0.381*	-0.194	0.099	-0.08	0.204	-0.099	-0.249	0.173	-						
10. Number of documents	0.327*	-0.041	-0.189	0.015	0.122	-0.005	-0.391*	0.2	0.420**	-					
11. Total members	0.361*	0.012	-0.01	-0.137	-0.063	0.027	-0.407*	0.058	0.426**	0.402*	-				
12. Total income (€)	0.404*	0.011	-0.003	-0.134	-0.096	-0.029	-0.437**	0.068	0.427**	0.440**	0.961**	-			
13. Total grants	0.371*	0.062	0.073	-0.077	-0.095	-0.036	-0.481**	0.113	0.367*	0.479**	0.839**	0.924**	-		
14. Grants/member	-0.246	-0.055	-0.008	0.133	0.022	0.029	0.087	0.115	-0.141	0.039	-0.201	-0.105	0.09	-	
15. Total employees	0.461**	-0.044	0.039	0.017	-0.064	-0.288	-0.439**	0.118	0.429**	0.423**	0.807**	0.881**	0.778**	-0.08	-

Note: *Correlation is significant at the $p < 0.05$, ** $p < 0.01$ levels

Secondly, while these externally applied tools can help raise awareness of good governance in relation to certain measures (Pielke et al., 2019), they may have little bearing on governance practice or how these relate to each other (e.g., providing details on organisational behaviours). That is, a good score on the indicators does not mean that the organisation is necessarily well governed. It simply means that it is doing a good job in relation to the metrics. Thus, from the approach of the present research, it is assumed that each factor could not be analysed in depth and there is scope for further studies to focus on different elements of these findings. In line with authors such as Dowling et al. (2018), we believe that there remains an explicit need to examine several additional specific areas, particularly within the field of organisational governance. We encourage researchers in the field to track information and other governance data, perhaps through qualitative approaches, to understand how factors relate to governance practices. To give some examples, it would be interesting if research could delve deeper into the decision-making power of different constituencies represented in assemblies, the range of meanings of board representation (possible implications of different viewpoints as in (Stenling et al., 2022)), or the depth of development of documents that account for greater accountability and how organisations make use of this knowledge. In fact, given that the present research is the first to shed light on a hitherto unexplored context (the governance of Catalan regional sports federations), we believe that it would be of interest to continue with this line of research, and even, for example, to open the range to comparisons between different regional federations that would allow researchers to identify differences according to the territories or the roles of the different regional federations in a broader context.

Finally, given the size of the research sample, it provides a snapshot at a given point in time and could be the first step for a longitudinal comparison in the future that would surely lead to a better understanding of the evolution of the governance of Catalan sports federations.

11. Conclusions

This research presents new insights into some aspects that have emerged as important about the governance of SGBs.

By addressing governance measurement through a specific model, this research can contribute to the body of knowledge on organisational governance in the continuous improvement of measurement systems that focus on the normative ethical principles and practices in which sport organisations should operate. Furthermore, to date, no other study has explored the context of Catalan sports federations. In doing so, this research can contribute to creating a basis on which to have a more informed debate on how the CSFs are governed. A regional context, with an important relevance in terms of the development of sport at all levels in the national territory of Spain as a whole.

While not intended to paint a complete picture of the governance problems of CSFs, our application of the proposed framework reveals a wide range of scores across organisations and considerable room for improvement with respect to the metrics. As the results indicated, the sports federations analysed should pay special attention to aspects related to the representativeness and participation of different groups in decision-making processes, gender equity in their governing bodies, as well as transparency and accountability towards their stakeholders. Of course, for some observers it is not necessary to quantify governance to understand that there are opportunities for improvement, however, this research can contribute practically by providing an external perspective to stakeholders in the Catalonia context. To know how CSFs adopt the known standards of good sport governance is crucial for their continuous development, improvement, and sustainability. Indeed, we hope that the mere exercise of having carried out the data collection with the presidents and general secretaries of the CSFs has contributed to raising awareness of how their sports organisations are managed and controlled, as well as helping them to identify the key factors and principles involved in good governance. In particular, the results will be relevant for stakeholders seeking to challenge management and decide on policies related to the governance of regional sport federations. The authors, however, are aware that even from the measurement of good governance principles, the governance of the CSFs will only improve with the engagement of stakeholders to develop a consensus on what constitutes good governance of sport governing bodies in the territory. Therefore, as noted in the previous section

on future lines of research, we encourage the research community to carry out further research on sport governance in specific territories, so that knowledge can be extended elsewhere and contribute to the exchange of best practice within the sport sector.

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Correction

This article has been corrected with minor changes. These changes do not impact the academic content of the article.

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