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Power Dynamics in Sport Governance and the Potential of Scientific/Intellectual Movements (SIMs) for Maintaining the Balance of Power: Literature Review and Future Agenda

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Abstract

Problem. The modern sport governance is characterised by an unbalanced power dynamic, which often leads to controversy in decision making and distribution of resource. This imbalance not only influences the honesty of sport competitions, but also impedes sustainable development of sport organisation and its positive impact on society. Our approach constitutes an analysis of the impact of Scientific/Intellectual Movements (SIMs) on power structures in sport governance. Using a qualitative approach of analysing case studies and of examining the theoretical framework, we research into the ways in which actors in sport industry create the dynamic of power. The aim of this study is to reveal the mechanisms that enable using and contesting power in sport governance and to research the potential of SIMs for facilitating more honest power relations.

Study results. Power in sport governance is concentrated among a few main actors, who have a disproportionately large impact. However, the present study examined the ways in which SIMs can facilitate the balance of power relations, encouraging transparent, accountable, honest and inclusive governance.

Conclusions. To avoid imbalance in sport governance, it is necessary to embrace conscious and deliberate governance structures and ethical principles of governance. The study highlighted the decisive role of SIMs in contesting the existing power hierarchies and facilitating a more democratic and just paradigm of sport governance.

Keywords: power dynamics; sport governance; justice; democratic management, literature review.

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Introduction

Power is dynamic and mutually dependent social relations where individuals can to a greater or lesser extent determine social norms and impose their will upon others (Van Slobbe, 2022). Abraham Lincoln said that nearly all people can endure hardships, but a person's character should be tested by power. Power can be found in all types of relationships, including bureaucracy and mutual daily relations between individuals where one person depends on the other (Dunning, 1999). Based on Piven (2007), Lawrence & Carrington (2023) highlight that it is very hard to achieve the right balance of power, especially in our age of capitalism, characterised by the growing athletes' rights, the rebirth of politics directed at supporters and the issues facing the modern sport governance structures. Bottom-up power enables social transformation, and it can play a decisive role in the social change processes and political struggles (Lawrence & Carrington, 2023). Power can be considered as something belonging to people, either as an individual property or as an attribute of group relationships. Power is unequally divided, with some having more than others. Those with power can dictate to others and shape other people's lives.

The use of power should be honest and just. The ruling elite must assume the most strategically important positions in social structures, where resources are concentrated efficiently, which, in addition to power, provides wealth and fame (Lawrence & Carrington, 2023). The impact of power on human behaviour and nature is a complex and multi-layered phenomenon. Power can change a person's attitude towards other and his or her own personality in various ways. There is an assumption in society that power transforms people, making them arrogant and indifferent and facilitating the feeling of superiority over others – even morally strong people find it hard to overcome its power (Carr, 2010).

There exists a visible hierarchy of power in society, particularly in management structures, which practice and develop special ideologies, conceptual frameworks and structures to determine what is considered to be appropriate for the performance of power. Still, academics have the privilege of determining, formulating and controlling elements of the current power discourse, using academic studies, which can create a considerable base of empirical evidence. Harris & Adams (2016), referencing Houlihan (2011), emphasize that governments often ignore a considerable part of this evidence, especially if it consists of qualitative data (Harris & Adams, 2016). According to Foucault (1973), power is a process in which individuals can be involved, because its use often causes resistance. The central element of Foucault's theory is the study of the power's influence on scientific creation and the way power relations create various forms of knowledge and ideologies. In Foucault's opinion, power is omnipresent, it is fought for, obtained and lost by various groups of individuals (Harris & Adams, 2016).

Power is a vital and indispensable element of civil society, which ensures order and without which a civilized society cannot exist. It is necessary to have a person empowered to maintain peace and control the escalation of violence, someone who can stand out among the individuals striving to achieve personal desires and ambitions (Carr, 2010). Haiti is the first Latin American and Caribbean Sea region country to gain independence in 1804,

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and its history is uneven: slavery, revolution, dictatorship and anarchy. Francois "Papa Doc" Duvalier's authoritarian regime led to the current state of anarchy, creating a political culture that is based on violence and resistance to any opposition. It generated the heritage of corruption, impunity and insecurity, which has been preserved to this day. In turn, the current state of chaos and anarchy in Haiti is related to the weak central government power. Haiti's experience confirms that power in society must find a balance between authoritarianism and violence on the one hand and anarchy on the other. Too much of the former can lead to the suppression of basic human rights, and too much of the latter can create chaos.

Power is a limited resource belonging to a small group of people. Its three main sources are: economic power, military power and ideological power. Economic power proceeds from the need to use the resources that maintain human life and social systems. Military power is related to violence, such as death threats, and it is the best-known type of power. Power is the ability to make others do something they would not otherwise have done, creating relations of both cooperation and conflict. This notion of power shows that power exists not only in centralized forms, but also in our daily relations. Resistance is often a symbolic gesture or, alternatively, a radical refusal to recognise the legitimacy of institutionalised power. Those in power refuse to recognise the imbalance, stating that it is either natural or results from the uneven distribution of resources, created by moral or religious causes, such as the divine will. Based on Steven Lukes (2005), Lawrence & Carrington (2023) state that can shape a person's attitude and determine his or her wishes by imposing internal limitations (Lawrence & Carrington, 2023). When power is concentrated in the hands of a few prominent individuals or of a group, first oligarchy is created. However, over time, if this concentration is left uncontrolled, it can lead to the creation of authoritarianism. The leaders who first gained power democratically may gradually erode democratic institutions to establish their power. This phenomenon is called "the authoritarian turn." Stanley Feldman proposed the idea that authoritarian tendencies emerge from a conflict between social subjection and personal autonomy. Personal autonomy is related to a greater support of citizen rights and freedom of speech. The individuals who value social order highly have the most opportunities for demonstrating intolerance, particularly against the groups whose views differ from the existing social conventions. Authoritarianism strengthens the authority of people in power, confirms structural inequalities and can facilitate the preservation and reinforcement of the existing hierarchy. Authoritarianism erodes democratic institutions and reduces personal rights, leading to a reduction in political and citizen rights. It reinforces socio-political violence, ignores scientific studies and maintains illiberal policy, which infringes the rights of marginalized groups (Osborne et al., 2023). Accordingly, in the above-mentioned example of the political situation in Haiti, François Duvalier "Papa Doc" was elected president of Haiti in 1957; he promised to solve the issues of poverty and inequality in the country. His first years of presidency were characterized by economic growth and multiple political reforms, such as the land reform and the nationalization of the state industries. But these reforms were soon overshadowed by a growing authoritarianism and political violence, which enabled him to strengthen his control over the country. Papa Doc remained head of the government until his death in 1971, after which his son, Jean-Claude Duvalier, popularly known as Baby Doc,

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took over his father authoritarian government, until he was overthrown in popular uprising in 1986. Another study considers the relation between authoritarianism and the justification of the existing political system in the context of non-liberal democracy in Hungary. It is concluded that a lower social status is related to lesser support to the current system, yet electors of lower status can be more easily persuaded to change their views and to support the system, as confirmed by the 2018 elections in Hungary. The existing authoritarian system is mostly supported by people with a high status, who gain direct benefits from the current system, but obtaining support from high-status power representatives from the opposition is the hardest. The study showed that individuals can support social systems that contradict their personal or group interests, especially if they feel cognitive dissonance and the need to justify their problems (Lönnqvist et al., 2021).

Ideology has a decisive role in maintaining power in the political and social context. It provides a set if views, values and standards legitimising the performance of power. In determining the desirable behavioural parameters, ideology facilitates the creation of a sense of social order and stability. Ideologies include a strong adherence to the doctrinal, resistance to views based on evidence, a favourable view of one's own group and hatred against other groups. Often ideology is based on the metaphors of relation to ensure the sense of belonging and identity among the followers (Zmigrod, 2022).

In the opinion of the sociologist Anthony Giddens, ideology is a very controversial term with many meanings and definitions. Some of the most common definitions include the creation of new values in society, defence of a particular group's interests, legitimation of political power, disabling of communications, creation of a new identity, socially necessary illusions and confusion of linguistic and social reality (Lawrence & Carrington, 2023). In *The German Ideology*, Karl Marx states that the ideas of the governing elite dominate society and control both material and intellectual production. These ideas reinforce the existing inequality, denying or justifying it. Still, some scholars affirm that ideology is not only the instrument of domination, but also the means for struggle and resistance. At the basis of Marx's ideology is the concept of false consciousness, when individuals do not realise the structural powers shaping their lives and instead trust illusions about individual profits and choice. This false consciousness is reinforced by the dominant ideology, which cripples the grasp of reality to serve the interests of the governing elite. Ideology reproduction highlights the fact that people often debate and confront the ideas of the dominant elite rather than simply accepting them. A challenge to the ruling elite starts with questioning the legitimacy of the existing systems and hierarchies. Lawrence & Carrington (2023) have also considered the views of other scholars, such as the opinion of the French scientist Jean-Marie Brohm (1976), who believes that sport divorces athletes from ideals and turns them into the tools serving the ideological interests of the ruling economic elite. The capitalist power is maintained using sport ideology, which promotes the view that achievements can be earned by hard work, entrepreneurship and talent. However, this idealised view of sport does not reflect the reality, which includes violence and manipulation. Marxist criticism likewise stresses the dark side of sport, yet some scholars, including Richard Gruneau (2017), criticise it for facilitating too pessimistic interpretations that overstate dominance and do not acknowledge

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the numerous positive values of sport (Lawrence & Carrington, 2023). The theory of power dependence is a social theory that conceptualises the way differences control individuals and groups based on their relations or the control of resources. The theory underlines that power is based on dependence, where one person's will proceeds from a sort of another person's dependence. These relations become unbalanced if power is asymmetrical, so that individuals with less dependence have more power. The longer the asymmetry exists, the greater is the dominant power over the dependent groups (Emerson, 1962). McKenna (1996), studying Kanter's view (1977), states that in organisation theory there is a widespread opinion that the most efficient way of increasing power is by sharing it (McKenna, 1996). This method of power strengthening is the basis for creating oligarchy. The fundamental law of oligarchy is the political theory that was developed in 1911 by the Italian sociologist Robert Michel. According to this theory, the rule of elite or oligarchy as the "iron law" is inescapable in any democratic organisation, irrespective of how democratic its origins are. The iron oligarchy law determines that oligarchic tendencies develop in all forms of organisation over time, making true democracy practically and theoretically impossible (Drochon, 2020). Oligarchy as a form of government means that society is controlled by a narrow group that strives to achieve its personal goals. This form of rule is often related to uneven incomes and rights, impediments to economic growth, corruption and lack of responsibility. Oligarchy is also related to the imposition of a certain ideology, lack of long-term strategic planning, curbed competition, favouritism and in some cases threats to the state security interests (Davidian, 2018). Recommendations of the European Council CM/Rec12 (2018) in an explanatory note on the provision of good governance in sport states that the governance of sport organisations should be democratic, which includes prevention of oligarchic governance tendencies. Democracy is not static; it is a dynamic process that includes an ongoing struggle against oligarchic dominance (Drochon, 2020). Referencing the studies of Kelman & Hamilton (1989), Feldman (2003) indicates that the governing motif of maintaining the power of hegemonic groups is the exclusion of opposition. Hegemony is maintained as a continuous process, where potential resistance is foreseen, organized and conquered. Athletes and other involved individuals can either reproduce the dominating interests or oppose them. An efficient method of maintaining hegemony is by fostering people's submission. If people have a sense of submissiveness, it creates a natural internal motivation to submit to the existing order and power (Feldman, 2003). According to Enjorlas & Waldahl (2010), Lipset, Trow, Coleman (1962) have identified three factors that facilitate oligarchic control in voluntary organisations: 1) large-scale organisations that make officials into almost monopolists; 2) leaders who strive to preserve power for gaining personal benefits; 3) lack of active members, which enables the strengthening of oligarchs. These factors give advantages to the oligarchs compared to members, who have neither time nor resources to compete with those in power (Enjorlas &Waldahl, 2010). Therefore, depending on the power relations, sport can be either repressive or liberating (Lawrence & Carrington, 2023).

  The aim of the article is to facilitate the theoretical understanding of the notion and to open new methodological approaches to study power in sport.

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Materials and Methods

This study employs a systematic literature overview to include the existing studies of power and determine the variables governing the impact of power in sport governance. An overview of literature provides a significant contribution to conceptual, methodological and thematic development in multiple areas (Hulland & Houston, 2020; Palmatier et al., 2018). The study brings together an overview based on domains (Paul & Criado, 2020) and systems (Thompson, et al., 2023). Using systematic search methods, given in the overviewed articles, we searched relevant literature in online databases, such as EBSCO, Google Scholar, Scopus, and in the articles' bibliographies. Our search methodology enabled us to identify various articles on the impact of power in sport governance published over the last five years. Using multiple sources, these search strategies ensured that our overview included the studies that highlight power dynamics in sport. We used the following keywords: 1) "power in sports governance," 2) "power imbalance in sports governance," 3) "asymmetrical power in sports," 4) "organisational behaviour –malicious use of power in sports," 5) "hierarchical structures in sport," 6) "governance structures in sports," 7) "institutional power in sports," 8) "international power dynamics in sports," 9) "sport organisations exclusionary power," 10) "oligarchy in sports governance," 11) "democracy in sports governance"

Observations. There are multiple studies on asymmetrical power relations between athletes and their coaches or club managers (described as mobbing). There is a wide range of studies on unequal power relations in sports between men and women. Still, in searching with the keywords "asymmetrical power," the results mostly consist of the studies that consider society as a whole, politics, international relations and business rather than sport as such.

Results

Based on the theory defining power and its development, studies were sought on various aspects of power manifestation. Table 1 shows studies on power in sports governance.

Verschuuren's article identifies the factors that hindered whistleblowing, such as external pressure, personal peculiarities and seriousness of the offence. The study also emphasizes the issues relating to whistleblowing, especially in sports organisations with a high level of loyalty. Organisation's power, which includes resources and status, is often used to influence the decision-making process and prevent whistleblowers from informing about the infringements. Prior studies confirm that democratic governance facilitates alerting about infringements by protecting whistleblowers from revenge or other negative consequences.

Grix & Phillpots in their study consider the performance of policy of the engaged organisations depending on the resources and power asymmetry in the organisation. They confirm that governmental organisations serve to ensure the performance of a unified governance police. Examples of power misuses are included, because aims are determined without consulting the wider community or taking into account its views, resulting in contradictory priorities and negative long-term influence on the sport industry.

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Table 1

Power in sports governance

Article Title, Authors	Keywords	Objective	Results
Whistleblowing determinants and the effectiveness of reporting channels in the international sports sector (Verschuuren, 2020)	Whistleblowing, sports ethics, reporting mechanisms	To review whistleblowing determinants in sports and discuss the effectiveness of reporting channels	Identified sport-specific factors hindering whistleblowing and provided recommendations to foster ethical values and encourage reporting in sports organisations
Revisiting the 'Governance Narrative': 'Asymmetrical Network Governance' and the Deviant Case of the Sports Policy Sector (Grix & Phillpots, 2011)	Asymmetrical power relations, British politics and policy, governance narrative, sports policy sector	To offer an empirical counter-example to the governance narrative within British politics, focusing on the sports policy sector	Proposed the notion of 'asymmetrical network governance' to describe modified forms of governance that still rest on asymmetrical power relations in the sports policy sector

A further direction for studies of this aspect is the creation of efficient communication channels in sport organisations, which is decisive for successful work and achieving aims. Virtual marketing and social networking become increasingly important tools in organisations' communication strategies. The government's impact on the sports politics can be either supportive or limiting, depending on the political initiatives and requirements. Sports organisations should carefully consider their communication strategies and the political impact of the government in planning their long-term development.

In sports industry, the dynamics of power and cultural exchange processes are closely related to the ability of sports organisations to facilitate an embracing environment and to overcome systematic oppressions. Efficient governance that takes into account athletes' diversity and forms of using it is essential for achieving long-term impact.

An analysis of the introduction of new theoretical framework, particularly in relation to SFD (Sport for Development), will facilitate a better understanding and solution of power asymmetry, particularly in youth sports, as reflected in Table 2.

In SFD, the focus is on the study of social justice and the potential results of its programmes. Power asymmetry between SFD organisations can have a negative impact on the efficiency of programmes. Uneven distribution of resources can hinder the development and potential for growth of sports organisations (Shin, et al., 2020). SDP (Sport for Development and Peace) partnerships can strengthen imbalance of power and reproduce uneven relations between organisations. The essential factors are shared decision-making and careful management of the mechanisms that form the basis of the partnership. It is particularly important to bear in mind the opinions that are pushed out of the dominating power corridors (Clarke, 2023).

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Table 2

Power imbalance in sports governance

Article Title, Authors	Keywords	Objective	Results
A Longitudinal Study of Power Relations in a British Olympic Sport Organization (Feddersen, et al., 2021)	Power dynamics, Organisational change	Explore power dynamics during cultural changes	Identified divisions between systemic and informational power
Sports Equity: A New BJSM e-Edition. (Tuakli-Wosornu, et al., 2021)	Equity, Discrimination, Inclusion	Address systemic biases in sports	Highlighted discrimination forms, suggesting sports as a platform for social justice
A Guide to Understanding Athlete Abuse. (Tuakli-Wosornu, 2021)	Athlete abuse, Harassment	Enhance understanding of various forms of athlete abuse	Provided an overview of abuse types and their consequences
Advancing the sport for development field: Perspectives of practitioners on effective organizational management. (Shin, et al., 2020)	Sport for development, Organisational management	Examine SFD practitioners' views on effective management	Suggestions for managing SFD organisations for sustainability and impact
A holistic framework to understand power relations in international sport for development and peace partnerships. (Clarke, 2023)	Power relations, SDP partnerships	Introduce a holistic framework of power in SDP partnerships	Proposed a new theoretical framework for analysing power in SDP
Retrospective perceptions of power imbalance in childhood bullying among college students. (Oblath, et al., 2020)	Power imbalance, Childhood sports	Investigate power dynamics in childhood sports settings	Identified the prevalence of power imbalance and its impacts

Power asymmetry in youth sports is one of the main factors that cause mental health issues, lower self-assessment, emotional stress, anxiety and depression and have other negative consequences. To prevent it, democratic governance is to be encouraged, including just distribution of power, which furthers the democratic engagement of the society and the interested parties, the protection of human rights, social hierarchy and the decrease of structural imbalance. Democratic environment furthers the strategies for overcoming adaptive problems and improves physical and mental health.

The article included in Table 3 indicate that sports organisations play a pivotal role in creating a safe, supportive and inclusive environment. To attain this aim, it is necessary to improve whistleblowing procedures, to cultivate a constructive culture and to carry out preventative initiatives, which decrease cases of power misuse and promote manifestations of ethical culture in sports organisations.

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Table 3

Asymmetrical power in sports

Article Title, Authors	Keywords	Objective	Results
Examining institutional work that perpetuates abuse in sports organizations. (Nite, & Nauright, 2020)	Abuse, Institutional work, Legitimacy	Understand how practices perpetuate abuse in sports organisations	Found actions by university administrators that allowed abuse to continue, suggesting the need for better reporting and culture in sports organisations
Prevalence of maltreatment among Canadian national team athletes. (Willson, et al., 2022)	Maltreatment, Canadian athletes, Survey study	Assess maltreatment experiences of Canadian National Team athletes	High rates of neglect and psychological harm were reported, indicating a need for preventative measures
The emergence and perpetuation of a destructive culture in an elite sport in the United Kingdom. (Feddersen, et al., 2020)	Destructive culture, Elite sports, UK	Investigate harmful organisational cultures within UK elite sports	Radical changes and power struggles lead to a culture of denial and responsibility evasion
A review of emotional and sexual abuse of elite child athletes by their coaches. (Wilinsky, & McCabe, 2021)	Elite child athletes, Emotional abuse, Sexual abuse, Coach-athlete relationship	Review dynamics and consequences of abuse in elite child athletes	Emphasized vulnerability of elite child athletes to abuse due to the intensity of their training and close coach-athlete relationship

Power asymmetry between coaches and young athletes in elite youth sports leave athletes unprotected against violence. It is important to understand the risk of violence experienced by youth athletes in their relations with coaches, who have authority and control over them (Wilinsky, & McCabe, 2021). The athletes who have retired more often announce the harm they have been subjected to than active athletes. The results demonstrate important positive correlations between various types of harm, indicating that the environment that facilitates one type of harm can also promote several types of harm. Further studies are needed to consider ways to turn sports into a more and freer environment, using evidence-based methods for developing new talents (Willson, et al., 2022). The structural complexity of sports organisations can testify to misuses of power. Modern media and NGOs (non-governmental organisations) have an important role in revealing these infringements and in promoting change and justice. It is recommended to make further studies, including retrospective ones, to determine institutional processes related to hiding misuses of power. Misuses of power can develop if insufficient attention is paid to organisations' legitimacy (Nite & Nauright, 2020).

Table 4 includes the studies that consider the ways in which globalisation, social hierarchy, creativity and knowledge structuring shape and influence the economic, social and organisational aspects of sports industry. Globalisation processes have an important impact

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on the economic structure of the sports industry, facilitating its extension and integration in various other markets. The studies underline the importance of creativity in sports organisations, which is necessary to develop innovative solutions that can improve achievement and competitiveness. To optimise the flow of information and knowledge management in sports industry, it is vital to improve knowledge diagrams and hierarchic structures, thus supporting more efficient decision-making and strategy development.

Table 4

Hierarchical structures in sports

Article Title, Authors	Keywords	Objective	Results
Globalization and Sports Industry. (Orunbayev, 2023)	Globalization, Sports industry, Economic impact	Examine the impact of globalization on the sports industry	Globalization has significantly impacted the sports industry by expanding it and increasing commercial income.
Dominance, prestige, and the role of leveling in human social hierarchy and equality. (Cheng, 2020)	Dominance, Prestige, Social hierarchy	Explore the dual foundations of social rank: dominance and prestige	Dominance leads to instability in social hierarchies, whereas prestige creates more stable hierarchies.
Examining the factors influencing organizational creativity in professional sport organizations. (Smith, & Green, 2020)	Organisational creativity, Work environment, Innovation	Determine the antecedents of organisational creativity in sports organisations	Work environment with a clear vision and better work processes enhances organisational creativity.
TransRHS: a representation learning method for knowledge graphs with relation hierarchical structure. (Zhang, et al., 2020)	Knowledge graphs, Representation learning, Hierarchical structure	Propose a novel method to incorporate RHS into knowledge graph embeddings	TransRHS effectively fuses RHS information into knowledge graph embeddings, enhancing the model's prediction ability.

Sports organisations interpret mutual relations between people as material relationships, resulting in the commercialisation of the human body (Orunbayev, 2023). Social status plays an important role in power relations hierarchies. Dominating individuals can fuse social cohesion and limit the flow of information to protect their power and interests. It has been shown that egalitarian societies that facilitate collaboration and legitimate authority efficiently combat the negative consequences of inequality. Democracy, which includes even distribution of political power among individuals, if often considered as an important component in creating and maintaining an egalitarian society, because it enables performing a collective decision-making process, which can help prevent asymmetric power (Cheng, 2020).

It is important to adopt an integrated approach in further studies, which joins economic, sociological and technological perspectives to study the direct and indirect effects of globalization on sports industry economic indicators and market structure. Studies should

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be devoted to the ways in which perception of dominance and prestige in sports influence organisation strategies and athletes' careers. Moreover, programmes to stimulate creativity in sports organisations should be developed and assessed in order to improve innovation and adaptability.

The importance of implementing in practice in sports industry efficient governance, the choice of adaptable entrepreneurship model, integration of the principles of social responsibility and organisational transformation is the main element facilitating organisational success and ensuring a successful long-term development. The mutual correlation between these aspects provides strategic possibilities for improving efficiency and promoting positive changes (Table 5).

Table 5

Governance structures in sports

Article Title, Authors	Keywords	Objective	Results
An evaluation of good governance in US Olympic sport National Governing Bodies. (Pielke, et al., 2020)	Good governance, Olympic sports, SGO methodology	Assess governance of US Olympic NGBs	Found a wide range of governance scores among NGBs; discussed assessment utility and limitations
Sport business models: a stakeholder optimization approach. (Pittz, et al., 2021)	Business models, Stakeholder optimization, Ownership structures	Explore business models in sports	Highlighted differences in value optimization for stakeholders between US and European sports models
Organisational factors for corporate social responsibility implementation in sport federations: a qualitative comparative analysis. (Zeimers, et al., 2021)	CSR, Sport federations, Organisational factors	Identify factors influencing CSR in Belgian sport federations	Found key organisational factors influencing CSR levels; emphasized the role of innovation, financial autonomy, and resources
Understanding the impact of radical change on the effectiveness of national-level sport organizations: A multi-stakeholder perspective. (Thompson, & Parent, 2021)	Organisational transitions, Organisation theory, Qualitative research	Understand radical organisational change impacts	Identified varying impacts of radical change on organisational effectiveness from stakeholder perspectives

Assessing the US national Olympic organisations with the use of Sports Governance Observation (SGO) methods, a wide range of governance assessments was found. The highest assessment was 81 points out of the possible 100 points, and the lowest – 41 points. The study confirmed that even the sports organisations of the largest and best-developed

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countries can have markedly different governance indicators. The importance of the US Olympic Committee (USOC) and its control over National Governance Branches (NGB). Good governance in sports includes corporate or democratic governance principles, yet there are problems with efficient application of this principle. Albeit NGBs can theoretically take democratic decisions, contradictions can emerge between democratic values they support and implementing governance reforms. Moreover, the reality of Olympic sports structures' governance is complicated, with a strong and rooted resistance to any changes (Pielke, et al., 2020). In order to analyse, improve and assess the social indicators of sports organisations, it is important to bear in mind the interests of all the parties involved, but the opposite is often found in practice – governance based on the interests of a narrow group of people (Pittz, et al., 2021). To successfully implement corporate social responsibility (CSR) practices in sports federations, it is necessary to bear in mind organisational factors, where financial autonomy, knowledge and human resources are essential (Zeimers, et al., 2021).

At the basis of the success of sports organisations is efficient governance, which follows best practices in management, develops innovative development models, implements social responsibility initiatives and performs requisite structural changes. This approach not only improves internal organisational processes, but also reinforces reputation and relationships with the key stakeholders, facilitating sustainable development.

To better understand and facilitate the development of sports industry, it is recommended to further study the following areas: analysis of the influence of the introduction of good governance practices on the activity and development of sports, comparing the efficiency of business models of various sports industries and its impact on the stakeholders, as well as the study of the ways in which sports federations and organisations integrate and apply social responsibility principles and assess the impact of these initiatives.

Table 6 includes the articles that show how long-term development in sports industry can be facilitated by improving the activity of sports federations and organisations. This can be achieved through concentrating on the use of political capital and optimising governance practices with the aim of improving athletes' well-being and positive impact on corporate identity.

Executive power has a decisive impact on strategic changes in sports organisations. The aim of the democratic system is a more even distribution of power among its members. Still, dependence on the limited number of people can hinder the development of organisations. The traditional strong dependency and control model is outdated, and some sources of political capital, such as economic, social and knowledge capitals, can serve as power sources in organisations. The participants who have access to these capitals can influence the organisation's decisions, potentially prioritizing their own interests rather than those of the organisation (Ocasio, et al., 2020). Corporate activism (CA) serves as reaction to social issues rooted in the attitude and behaviour of the institutional environment's participants. CA is conceptualised as the company's readiness to accept a public position in social, political and economic issues with the aim of creating changes in society, this is achieved by influencing the attitude and behaviour of participants in the institutional environment (Eilert, & Nappier Cherup, 2020).

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An integrated approach is essential for the development of sports industry; this includes the use of the political capital, improvement of the best governance practices and preservation of the company's identity to encourage sports accessibility and protect athletes. This strategy not only improves the efficiency of the industry, but also strengthens its social responsibility. It is essential to create innovative methods for improving sports accessibility, bearing in mind various socioeconomic and geographical aspects.

Table 7 indicates a study that concludes that race and gender criteria have a critical impact on options for professional career growth and leadership in sports organisations.

Table 6

Institutional power in sports

Full Title and Authors	Keywords	Objective	Results
Sport-for-All policies in sport federations: an institutional theory perspective. (De Bock, et al., 2023)	Sport-for-All, Institutional Theory, Sport Federations	Investigate how sport federations adapt to Sport-for-All initiatives.	Identification of response clusters to trends challenging federations' missions.
Varieties of political capital and power in organizations: A review and integrative framework. (Ocasio, et al., 2020)	Political Capital, Organisational Power, Bourdieu	Review and integrate the concept of political capital within organisations.	A nuanced framework of political capital's role in organisational power dynamics.
Athlete Perceptions of Governance-Related Issues to Sexual Abuse in Sport. (Krieger, & Pieper, 2023)	Sexual Abuse, Sport Governance, Athlete Perceptions	Explore governance issues contributing to sexual abuse in US Olympic sports.	Key governance issues identified that contribute to a culture prone to abuse.
The activist company: Examining a company's pursuit of societal change through corporate activism using an institutional theoretical lens. (Eilert, & Nappier Cherup, 2020)	Corporate Activism, Societal Change, Institutional Theory	Examine how companies use corporate activism to influence societal change.	Corporate identity orientation's impact on corporate activism strategies' effectiveness.

Table 7

Sport organisations exclusionary power

Full Title and Authors	Keywords	Objective	Results
The sport intersectional model of power as a tool for understanding intersectionality in sport governance and leadership. (Simpkins, & Piggott, 2022)	Intersectionality, Governance, Sport Intersectional Model of Power (SIMP)	Examine the experiences of Black women in sport leadership and governance.	Challenges faced by Black women in leadership, including inequities and stereotyping.

To understand the correlation of these factors and find the ways for facilitating more balanced management structures, further studies are needed. The impact of race and gender on the access to managing positions should be analysed in view of social and cultural factors. Handicaps for leadership development are to be studied and supporting strategies are to be develop. It is also necessary to introduce intervention strategies to reduce inequality and facilitate diversity in management.

Table 8 includes article on the impact and role of oligarchy in sports governance. Thus, the current institutional system in Montenegro, which has residues of a one-party system, has created the standards and organisational structures that hinder athletic development and considerably reduce democratic abilities of sports movements.

Table 8

Oligarchy in sports governance

Full Title and Authors	Keywords	Objective	Results
The impact of political pressures on sport and athletes in Montenegro. (Begović, et al., 2021)	Politics, politicization, athletes, Montenegro, new institutionalism	Analyse the impact of political pressures within the sports domain in Montenegro.	Political influences restrict athlete development and democratic engagement within sports.
The gatekeepers of sport governance–nomination committees' shaping potential in national sport organizations' board composition processes. (Stenling, et al., 2023)	Board selection, good governance, member-based governance systems, national sport organisations, nonprofit governance	Explore the role and impact of nomination committees in the board composition process of national sport organisations.	Identified key components and aspects that significantly influence the shaping of board composition.
The 'iron law of oligarchy' and North-South relations in global union organisations: a case study of the International Dockworkers Council's expansion in the Global South. (Fox-Hodess, 2022)	Dockworkers, Global unionism, trade union bureaucracy, North/South divide, Latin America	Explore the challenges of bureaucracy and oligarchy in global union organisations through the lens of the IDC's expansion in Latin America.	Demonstrated successful regional organisation and activism, but raised concerns about global-level bureaucracy and oligarchy.
Examining collective board leadership and collaborative sport governance. (Shilbury, et al., 2020)	Sport governance, collective leadership, collaborative governance, federated sport networks	Investigate perceptions of collective board leadership and collaborative governance within the golf network in Australia.	Highlights the evolving nature of governance, emphasizing the importance of a collaborative approach.

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Sports organisations are influenced by the political environment, which creates an institutional environment determining the boundaries and values and making sports organisations adapt to survive politically. Besides, the use of sports to achieve political aims, especially at the events like the Olympic Games, testifies to the need to change the structure of sports organisations. It is very important to engage athletes in the process of decision making, as confirmed by the international guidelines and the 2020 Olympic programme, which acknowledges that athletes must form an integral part of sports organisations and their development for the future. The imbalance of power and its negative impact on development are emphasised, drawing attention to the fact that the decision-makers' monopolistic approach and the passivity of the stakeholders facilitate this imbalance. It is highlighted that political government have succeeded in modifying social preferences and worldviews, simultaneously promoting polarisation and creating "enemy" cultures in terms of politics and ideology. These activities resulted in the introduction of an undemocratic system with limited balance and power distribution, which legitimizes the introduction of undemocratic terms and standards (Begović, et al., 2021). It is likely that a similar situation may dominate also many other post-socialist countries. The government membership is an essential element in the efficiency and existence of organisations, especially in member-based federative sports systems. Representation, responsiveness and accountability to the members are important aspects of democratic governance. If they are not in balance, decisions can be made that do not reflect interests of a wider range of members, thus weakening the democratic process (Stenling, et al., 2023).

The subsequent sports science studies should turn to the four principal issues: the impact of political pressure on sports and athletes at various levels, the role of a nomination committee in shaping the governing board, the study of the global associations' structural and power dynamics and the impact of collective governance and collaboration practices on the organisation's efficiency. This type of studies will provide a more profound understanding of the complex corelations between the internal and external activity of sports industry, facilitating the ways in which strategies for improving the work organisations can be developed and the well-being of athletes can be promoted.

To promote the development of sports industry and ensure its sustainability, it is important to understand and evaluate such factors as political pressure, governance structure, the role of trade unions and the impact of collective governance. Further studies should concentrate on analysing these factors to develop efficient governance and collaboration strategies for sports organisations.

One of the most important aspects to be considered in sports governance is democracy and its manifestations (Table 9).

The ontological essence of sport emphasizes both the collective aim of the community and the mutual dependence of the competing parties. Sport can serve as a means for welding society and creating a sense of unity (Butterworth, 2020). Governance becomes efficient only in social collaborations, where people are involved. Efficiency cannot be based on formal processes only, as it also depends on trust and social capital. Power structures are less efficient if they do not practice collaboration with society. Internal legitimacy

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without external legitimacy is insufficient for the successful development of an organisa-
tion (Lehtonen 2020). Sports management institutions, for instance, those working under
the International Olympic Committee (IOC), affirm that they are apolitical, but this is mislead-
ing, because sports are politicized. Despite statements of neutrality, sports organisations
usually reflect conservative, aristocratic and undemocratic policies. Power concentration
in such organisations usually enables the development of autocratic regimes that further
politicize sports. If sports organisations are controlled by individuals or structures without
democratic supervision, the interests and rights of all the stakeholders, particularly athletes,
are not duly represented and considered. Such concentration of power without democratic
control can lead to exploitative practices and lack of representation. Only democratic gov-
ernance can provide good sports governance (Meeuwsen, & Kreft, 2023).

Table 9

Democracy in sports governance

Full Title and Authors	Keywords	Objective	Results
Sport and the quest for unity: How the logic of consensus undermines democratic culture. (Butterworth, 2020)	Athlete activism, Colin Kaepernick, NFL, unity, agonism, rhetoric, consensus	To analyze how claims of unity in response to athlete activism, like Kaepernick's, can undermine democratic culture.	Critical examination of the rhetoric of unity in sports and its implications for democratic culture and social justice.
Can sport clubs be represented? Pre-packed policy advocacy and the trade-offs for democratic responsiveness. (Stenling, & Sam, 2020)	Advocacy, interest representation, governance, professionalization, public policy	Explore how sport federation representatives understand club interests in advocacy.	Advocacy often based on centralized policy documents rather than direct wishes of member clubs.
Country profile of Ghana: sport, politics, and nation-building. (Charway, & Houlihan, 2020)	Ghana, politics, sport development, sport policy, sustainable development goals	Overview of sports' historical and contemporary relationship with politics and nation-building in Ghana.	Significant progress in sports policy and development, discussing challenges and successes.
A review of the level of good governance in international sport federations. (Cabello Manrique, & Puga González, 2023)	Sport, Good governance, International federations, Olympic sports, Management	To assess the level of good governance in Olympic ISFs.	Weaknesses in governance, particularly in democracy and checks and balances.
Professionalization and its consequences: How active advocacy may undermine democracy. (Stenling, & Sam, 2020)	Sport policy, modernization, governance, sport politics, organisational change	Understand the consequences of professionalization in sport federations' advocacy.	Professional advocacy can lead to a trade-off between efficiency and democracy.

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Table 9 *(continued)*

Full Title and Authors	Keywords	Objective	Results
The numbers game: quantifying good governance in sport. (Girginov, 2023)	Autonomy, governance codes, power, quantification, state-sport organisation relations	Examine the implications of the increasing quantification of good governance in sports organisations.	Challenges related to the quantification of governance and potential impacts on governance practices.
Sport and politics in the twenty-first century. (Meeuwsen, & Kreft, 2023)	Sport, politics, ethics, governance, agency	Critique the claim of political neutrality within sports governance.	Highlights contradictions in the relationship between sports, politics, and ethics.
To trust or not to trust? Governance of multidimensional elite sport reality. (Lehtonen, et al., 2022)	Elite sport, governance, network, trust	Explore the governance structure of Finland's elite sports system and the role of trust.	Importance of trust and personal relationships over formal structures.
Commercialization, Governance Problems, and the Future of European Football—Or Why the European Super League Is Not a Solution to the Challenges Facing Football. (Wagner, et al., 2021)	European football, governance, commercialization, European Super League, democracy, financial sustainability, gender equality	Critique the proposed European Super League and discuss governance and commercialization challenges.	Misalignment of the ESL with football's democratic and competitive traditions.

The engagement of sports industry in promoting social justice and strengthening democracy requires an integrated approach, which assesses and develops governance practices, political development and the process of professionalization.

To facilitate social justice and democracy in the sports industry, further studies should consider a wide range of topics in sports organisations' governance and political development. Such studies could provide insight into efficient strategies for solving the issues of social justice in sports, facilitating democratic practices and modelling political development, which would provide a model for other countries.

Discussion

Having considered other systematic overviews on power governance in articles published in the previous five years, it was found that Thompson et al., (2023) "A systematic review of governance principles in sport" considers the understanding of efficient governance principles. This study focuses on the systematisation of governance principles in sports, identifying and categorizing the principles that are essential for effective governance. The study stresses diversity and the need for consequent terminologies.

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In turn, Parent & Hoye (2018) in their study "The impact of governance principles on sport organisations' governance practices and performance: A systematic review" analyse the effects of particular governance principles on the effectiveness of organisations, offering an empirical data analysis.

A third study, by Ouyang et al., (2022), "A systematic review of the development of sport policy research (2000–2020)," is a systematic review and theoretical and empirical analysis of integrating sustainability into sports governance, promoting sustainable development and the importance of sustainability principles in sports.

In turn, the essence of this literature review is to consider the power dynamics in sports governance, focussing on the power dynamics and its impact on governance effectiveness in sports, stressing the importance of a just distribution of power and methodological approach to studying this dynamic.

All the analysed studies focused on sports governance, highlighting various aspects of it, such as management principles, power dynamics and sustainability. The stress is on the need to improve sports governance and practice. The aims and approaches of these studies reflect a wide range of issues and research possibilities in sports governance. This variety indicates that sports governance is complex and holistic, necessitating an integrated approach that would include both empirical and theoretical analysis.

Conclusions

The management of sports industry is a complex and dynamic process, with power aspects having a decisive role in creating and implementing organisational strategies. Studies show that efficient power balance in sports can facilitate the strengthening of ethical values, an inclusive environment and overcoming systemic handicaps. The aim of this literature review is to highlight the potential of SIMs in sports governance, paying attention to power dynamics and maintaining balance therein.

Reinforcing ethical and whistleblowing mechanisms in sports organisations is vital for promoting transparency and justice. Power asymmetry in sports can promote discrimination and exploitation, which is why more efficient and democratic governance and cultural change in organisations are needed. The theoretical frameworks of SIMs can help to analyse and prevent power imbalances, promoting justice and inclusiveness in sports. Globalisation and social hierarchies influence economic and organisational aspects of the sports industry, creating new challenges and possibilities. Following best practices in governance and integrating social responsibility are vital for a sustainable development of sports federations and organisations.

Directions for further study:

Development of efficient informing mechanisms in sport organisations to facilitate ethical practices and openness.

A more profound analysis of power dynamics and its impacts on athletes' well-being and organisations' culture.

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Extension of applying the SIMs theoretical dimension to understand and reduce asymmetry in sport.

Assessment of the efficiency of management and social responsibility in sport federations and organisations.

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