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스포츠 매니지먼트 석사 학위논문

**Implementing good governance  
principles in the national sport  
association/federations in the  
Maldives**

몰디브 스포츠 조직 및 연맹의 거버넌스 발전  
방안 분석

2018년 12월

서울대학교 대학원 / 체육교육과

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Ministry of Culture, Sports  
and Tourism



Korea Sports Promotion Foundation

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이 논문은 문화체육관광부와 국민체육진흥공단 지원을 받아 수행된 연구임

This work was supported by Ministry of Culture, Sports, and Tourism and Sports Promotion Foundation

## **Acknowledgement**

In the name of Allah, the Most Gracious and the Most Merciful. Alhamdulillah, all praises to Allah for this opportunity, the determination, the strength and His blessing in completing this thesis.

I would like to express my thankfulness to a number of people that have been involved in order for my educational journey to be successful and make this thesis possible to write.

Firstly, I would like to thank my parents, Raihana Adam and Ahmed Moosa Manik. They were always supporting me and encouraging me with their best wishes and prayers. I also want to thank my husband, Mohamed Muslih, my daughter, Mariyam Malak Mohamed Muslih, my sisters and in-laws. My educational journal could not be successful without them, whose sacrifices, love and care I received throughout.

Secondly, I would like to thank Professor Lim Choong Hoon for accepting me as his student to complete this thesis. I would also like to thank him for the advice and guidance that he has provided. I am truly grateful. Special thank goes to my tutor, Ms. Inae Oh for her constant

help and support. The suggestions and improvements given was a great help to finish my thesis successfully.

Thirdly, I would like to thank the Dream Together Masters (DTM) program management and staff for their enormous support in this incredible journey studying in Seoul National University (SNU). Particularly I want to thank Professor Jo-Hoon Kang who is an inspiration to us all.

Fourthly, a special thanks to all who made my dream come true. I am forever grateful to Association of National Olympic Committees, Maldives Olympic Committee, the Korean Ministry of Culture, Sport and Tourism, Korean Sport Promotion Foundation and Korean Olympic Committee for their irreplaceable support.

Finally, I want to thank the DTM professors and to everyone who played an important role throughout. I am thankful for their aspiring guidance, invaluable constructive criticism and friendly advice. I am sincerely grateful to them all for sharing this wonderful journey.

**Abstract**

**Implementing good governance  
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Maldives**

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Governance is the way organizations are held accountable. It is how rules are regulated, norms and actions are designed and sustained. Good governance is about the processes for making and implementing decisions. Sport organizations are required to become more

professional and adopt better governing approach to their operations to serve the objectives of the organization.

This paper aims to examine the governance structure in the national sport association/ federations of the Maldives. Four principles, Transparency, Democracy, Accountability and control, and Societal Responsibility were selected among many good governance principles that are identified by other academicians.

This paper aims to measure the governance practice related to good governance. The purpose was to find out the issues related to good governance, identify the positive and negative aspects and find solutions for the negative aspects. Find out how good governance principles can be implemented.

A survey was conducted in order to verify the hypothesis that was formed. The survey results were then analyzed using SPSS to find the relationship between the independent variable and dependent variable. Interviews were done with experts from the sport industry in the Maldives to study the situation better.

The study is significant to the national sport associations and federations in the Maldives because outcome of the study will help future implementation of good governance principles in those organizations. It can be used as a guideline and indicator to measure the good governance implementation. The recommendation and positive feedback can contribute to the improvement of governance implementations.

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**Keywords:** Implementing Good Governance, Transparency, Democracy, Accountability and control, Societal Responsibility, Maldives, National Sport Associations and Federations

**Student Number:** 2017-27185



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## **List of Acronyms**

AAM – Athletics Association of Maldives  
BAM – Badminton Association of Maldives  
BBAM – Bashiball Association of Maldives  
BBFM - Bodybuilding Federation of Maldives  
CAM – Carrom Association of Maldives  
CBM – Cricket Board of Maldives  
FAM – Football Association of Maldives  
HM - Handball Maldives  
IOC – International Olympic Committee  
MBA – Maldives Basketball Association  
MCF - Maldives Chess federation  
MPBA – Maldives Pool Billiard Association  
MSA - Maldives Surf Association  
NAM – Netball Association of Maldives  
NSGO – National Sports Governance Observers  
SAM – Swimming Association of Maldives  
TAM – Tennis Association of Maldives  
TTAM – Table Tennis Association of Maldives  
VAM – Volleyball Association of Maldives

## **Chapter 1. Introduction**

This chapter introduces the thesis by covering the following five areas: describing the general background context; definitions of governance; about Republic of Maldives, geography and history of sport, sports governance structures and the sport participation pattern in the Maldives. Explaining the significance of research and stating the problem and finally outlining the research questions.

### **1.1. Background**

“Governance scandals have rocked the sports world in recent years” (Geeraert, 2015). According to Bang (2015) most sports federations fail in meeting the basic principles of good governance. Governance can be referred to the way that organizations are managed. “Rogge States; “Good governance and unity within the Olympic and Sports Movement and of course constructive relations with governments and intergovernmental organizations are key in this process” (International Olympic Committee (IOC), 2008).

Sport values also condensed in the concept of “Olympic spirit” are based on the philosophy that best performances (should) lead to best results and rewards. Sport aids as a symbol for respect, self-discipline,

health and deserved rewards as an outcome of athletic achievements. IOC has proposed some principles that all members of the Olympic Movement should adopt as their minimum standard, the Basic Universal Principles of Good Governance of the Olympic Movement.

“The framework and culture within which a sports body sets policy, delivers its strategic objectives, engages with stakeholders, monitors performance, evaluates and manages risk and reports to its constituents on its activities and progress including the delivery of effective, sustainable and proportionate sports policy and regulation” European Commission (2013, p5).

Sport governance systems in Asia varies from north to south and east to west. Likewise, there are differences between country to country. The sport governance system in China differs from other Northeast Asian countries. Sport governance system used in China is labeled as centralized sport governance system by Ming, Eric and Gonzalo (2012). As well, they mention that sport governance system adopted by other Northeast Asian countries like South Korea and Japan is referred as mix sport governance system.



The sports governance structure in Maldives starts from Presidents office, the Ministry of Youth and Sports comes under the President's Office. Under the Ministry of Youth and Sports are the National Sports Council, Maldives National Institute of Sports and National Olympics Committee of Maldives. All the associations and the federations related to sports comes under Ministry of Youth and Sports. Now there are twenty associations registered under the Ministry. Since 1981 when the first national sports association was registered, they have been playing a significant role in the development of sport in the Maldives.

## **1.2. Republic of Maldives, Geography, History of Sports**

Paradise on earth, Maldives is described as one of the beautiful countries in the world. Located in the Indian Ocean is a South Asian country. One of the most geographically dispersed country, it has 26 atolls with 1200 islands. Only 200 islands are inhabited, and another 100 islands are used as tourist resorts. Maldives is the smallest country both by area and population in Asia with a population of less than four hundred thousand inhabitants. A 100% Muslim country. Male' is the capital city. Speaks the native language of Dhivehi.

According to Countrymeters (2017) the population of Maldives was 373,522 at the end of the year 2016, a natural positive increase. There were 7952 births and 1391 deaths at the end of last year. The population declined by 11 because of external migration. As the given statistics on Countrymeters (2017) estimated daily change rates will be 22 live births average per day, 4 deaths average per day, 0 emigrants average per day. The population is said to increase by 18 persons daily in 2017. The sex ratio of the total population was 1016 males per 1000 females. As of end of 2016 there were 188,200 males and 185,322 females.

Maldives was a colony of Portuguese for 15 years and the Malabar from South India for a short period. In 1887 Maldives became a British Protectorate where the British ensured the defense of the Maldives but did not interfere the governing of the country. Maldives gained independence from the British on July 26<sup>th</sup>, 1965. The history of sports in Maldives began in the 19th century, when British introduced it during their presence in the country. This led to the gradual introduction and development of sports in the Maldives. This legacy has grown in importance over the years and is now regarded as one of the key elements

in nation building. In the early days sports was managed by clubs and associations run voluntarily by sports enthusiasts. Clubs were formed to manage training and competitions that were held between clubs and islands.

According to Musthafa (2016) cricket was the first sport introduced in the Maldives and football followed soon after. The introduction of organized sports in the 1940s led to the creation of football teams and in 1948 the first national football tournament was held. With growing interest in sports, especially football, 1950 an administrative office was opened to coordinate sports in the capital city Male' leading to a gradual introduction of other sports like tennis, volleyball, basketball, athletics and table tennis. Musthafa (2016) pointed out that for the first time Maldives was represented internationally in the year 1973 by a table tennis team in China. The sports governance and administration were introduced in 1977 and was centrally controlled. "The first major international competition that Maldives participated was the Indian Ocean Games of 1979" (Musthafa, 2016). The first international award was received in this competition, a silver medal in badminton.

As a hundred percent Muslim country, the biggest celebration in the country is the festival of Eid. Sports was introduced as part of celebration for Eid which is the festival of Muslims. While celebrating Eid, women also participated in the games and competitions at the festival. Later, during the 20<sup>th</sup> century, gradually other sports were introduced to the Maldivians. Athletics, netball, basketball, volleyball and football are some sports that were introduced during this time.

“Father of sports in Maldives” (Gayoom, 2016), Late Dr. Mohamed Zahir Naseer, had a huge role in the development of sports in the Maldives. Dr. Mohamed Zahir Naseer was the first chairman of the National Olympic Committee, he was chairman till 2008. He was the longest serving President of the Maldives Olympic Committee. Maldives first represented in the Olympics under his leadership.

As the most important, the key partner in the development of sports, the National Olympic Committee was formed in the year 1985. The National Olympic Committee played a major role in raising Maldives sports profile internationally. The National Olympic Committee has facilitated Maldives to participate in international sporting events and competitions. In the year 1988 a ministry was

established for sports with the focus of playing sports an integral part of nation development. In the year 1988 for the first time Maldives participated in the summer Olympics held in Seoul, South Korea. The team of seven men participated in athletics.

### **1.3. Sports Governance Structure in Maldives**

Since 1981 when the first national sports association was registered, they have been playing a significant role in the development of sport in the Maldives. The sports governance structure in Maldives is centrally controlled by the government, the Ministry of Youth and Sports comes under the President's Office. Under the Ministry of Youth and Sports are the National Sports Council, Maldives National Institute of Sports and National Olympics Committee of Maldives. All the associations and the federations related to sports come under Ministry of Youth and Sports. Now there are twenty associations registered under the Ministry.

The executive office of the President of the Maldives consists of immediate staff of the incumbent President of the Maldives and multiple levels of support staff reporting to the President. The President of the

Maldives ratifies the bills that are passed by the parliament. All the ministries come under the President's office.

As stated on PresidencyMaldives (2015), the sports bill was ratified by the President of the Maldives. The key purpose of the Sports Act is assisting the promotion of competitive sports and cultural activities at international level, national level and island level. The Sports Act outlines guidelines and policies formulated so that through the participation of the public will boost the development of the country. "The Sports Bill was revised to aid the development of individuals associating in the sports sector and support the advancement of the Maldives National Institute of Sports, sports associations and clubs" (PresidencyMaldives, 2015). The Sports Act specifies the authorities of national sports associations, federations and the Maldives Olympic Committee. Official permission was given in the Sports Act for the establishment and regulation of a modernized National Sports Council and Maldives National Institute of Sports.

The Ministry of Youth and Sports is the government organization in charge of all the sports activities in the Maldives. The Ministry will be responsive to the aspiration and needs of the youth, empowering them

for better future and fostering a culture of sports among the society. Responsible to create and enabling environment and act as a facilitator for the development of sports in the Maldives. Under the Ministry of Youth and Sports are the National Sports Council, Maldives National Institute of Sports and National Olympics Committee of Maldives.

National Sports Council comes under the Ministry of Youth and Sports. National Sports Council is the government body and primary funding authority for national sport associations. The main role of the council is to guide the associated bodies in the development of sport.

The Youth and Sport development Centre (YSDC) has been responsible for the training and educations related to sport since year 2000. Maldives National Institute of Sport officially came to existence in the year 2012. Now Maldives National Institute of Sport is the training body of sports personnel by the government. Functioning as a resource center for the development of sport was the purpose of National Sports Institute. To provide high quality education, training and research opportunities to improve the capacity of people involved in the sports sector. Develop specialized sports services to ensure athletes receive

first-class treatment for injuries and get scientific support for their development to reach their maximum performance.

The plan for the National Institute of Sports was developed by the Ministry of Youth and Sports in corporation with the relevant stakeholders in the country dealing with sports activities. The mission is to improve sports in the Maldives by achieving sporting excellence, enhancing national image and developing sporting professionals through sports education and scientific approaches.

The objectives of the plan are to create opportunities for all to participate in a variety of sports programs without discrimination, to improve healthy competition, and to provide exposure opportunities to all. To raise awareness and contribute to the process of sports education for all, placing the emphasis on physical and moral well-being and high-quality physical and sports education. Raise awareness on sports nutrition and provide for the learning processes including activities guidelines to modify body composition, metabolism and health. To provide proficient training and development of skills and to offer specific training targeted to specific groups and outcomes.



Diagnose, treat, research educate and prevent sports injuries and work to enable the athletes to safely return to sports after a medical problem or injury. Create information sources, providing comprehensive information to stakeholders, supplying links to networks partners, reports, scientific data websites etc. and establishing focal points for improved communication. Promote personal and professional development, to encourage careers in sports and long-term optimal athlete development through specific and well-planned practices. Promote fitness, set performance profiles, encourage participation in well planned physical education and provide for physical assessment testing.

The National Olympic Committee was created in 1985 and recognized by the International Olympic Committee in the same year. An important role was played by the National Olympic Committee in the development and in facilitating the country to participate in international competitions. Maldives has participated in all summer Olympics Games after the first participation in 1988, however Maldives has not won any medals at the Olympic Games yet.

The Maldives Olympic Committee belongs to the Olympic Movement, respects the provisions of the Olympic Charter and the World Anti-Doping Code and abides the decisions of the International Olympic Committee. Maldives Olympic Committee is an independent body formed under the Maldivian Constitution under the Law number 1/2003 (the law governing associations). The Constitution of the Maldives Olympic Committee is the official rules and regulations that govern the operations and running of the Maldives Olympic Committee.

The mission of the Maldives Olympic Committee is to ensure that the Olympic Movement is developed, established, expanded and carried out in the Maldives in accordance with the Olympic Charter. The vision of the Maldives Olympic Committee is to be an organization that is recognized locally, regionally, continentally and globally as one which promotes and develops sports. Red, Green and White are the official colors of the Maldives Olympic Committee. Better life for the athletes through the spirit of Olympism is the motto of the Maldives Olympic Committee.

The members of the National Olympic Committee are the registered associations and federations. The executive board includes

president, vice president, secretary general and the treasurer. There are seven commissions that is under National Olympic Committee. They are Athlete's Commission, Non-Olympic Sports Commission, Ethics Commission, Olympic Sports Commission, Culture and Education Commission, Anti-Doping Commission and Media Commission. There are nine employees working at the secretariat.

After 1981 when associations started forming, sports were introduced to schools as well. School children were introduced to athletics, table tennis, badminton, football, netball, volleyball and basketball. Inter house tournaments were held in schools and selections were made for the interschool tournaments. From the interschool tournament the selections are made for the national squad. Modern sports became famous during the early nineties as it was introduced to all the schools.

Maldives has twenty Sport Associations/Federations. The most popular sport in the Maldives is football. Most common sport among female is netball. A sport that is played by both male and female is volleyball. Similarly, swimming is very common and popular among Maldivians. Although some sports are common and popular among the

society, not much progress can be visible at national level and international level. There can be various reasons to this. Mismanagement and lack of good governance are possible causes. As such the purpose of the thesis is to evaluate the national sport associations/ federations in the Maldives.

#### **1.4. Sports participation pattern in the Maldives**

In Maldives the people have been very active since ancient days, doing the activities of daily life which involves a lot of physical activities. Example can be fishing, agriculture and farming etc., Participation in sports has an extensive history. Sports were introduced as part of celebration for Eid which is the festival of Muslims. Traditionally people played traditional games like basiball (traditional game played by females), thinmugoali, vaadhemun and baibala.

Later, during the twentieth century, other sports were gradually introduced to the Maldivians. Athletics, netball, basketball, volleyball and football are some sports that were introduced during this time.

Maldives has participated in all summer Olympic Games after the first participation in 1988, the Olympic Games held in Seoul, South Korea. The team of seven men participated in athletics. Since then has

send a team of 4 to 7 athletes in 2 sports, athletics and swimming. In 2012 Olympic Games for the first time participated in badminton. Maldives has not participated in any winter Olympic Games yet and has not won any medals at the Olympic Games.

Maldives first participated in the Commonwealth Games in the year 1986, since then have participated in every game. Maldives has participated in eight Commonwealth Games and has not won a medal yet. Other sporting events Maldivian athletes participate in are Children of Asia International Games, Asian Beach Games, South Asian Games. Have won three medals at the South Asian Games.

Women's participation in sports has a long history. Although the women participation in sport was low in number, female athletes have represented Maldives in international competitions for the last twenty-five years. With barriers, discrimination and gender inequalities still there in sports, female athletes have shown great accomplishments and has helped women and girls to be empowered. Participation in sports has shown a great improvement in the lifestyle of women have gained many health benefits from an active life style.

## **1.5. Purpose of Study**

The objective of the thesis is to evaluate the governance structure in the national sport associations/ federations in the Maldives. Find out the problems as well as identify the negative aspects, find out how good governance principles can be implemented and find solutions for the negative aspects. The research aims to study the principles of good governance. Measure the governance practice in the national sport associations/ federations in relation to good governance principles.

After the research is completed, it will be useful for the associations/ federations as a guideline and indicator to measure their good governance. The research will aid in creating an approach for better governance practices that could be adopted at the Maldives sport industry. Provide recommendation and positive feedback to the associations to improve the governance.

## **1.6. Significance of study**

Implementing of the good governance principles is very important because there is no literature in Maldives which covers the importance of good governance in the sport associations/federations in

the Maldives. Finding of this study will there for contribute immensely to the following:

- i) Academic literature - When this study is completed it will help to reduce the academic gap by contributing to the group of research and studies on sport governance since there is no research evaluate and implement the principles of good governance in the Maldives and countries with similar issues. Can be a future reference for better understanding of good governance practices that can be perceived by sports associations.
- ii) Policy making – Finding of this research will be important as it will allow to have an approach for setting a framework of better governance practice that could be adopted at the Maldives Sport Policy or implemented in the Maldives Sport Law.
- iii) Sport and Society - As sport is an integral part of the society and as society always is keen to know how the associations are managed and governed. This study will contribute for a

better understanding and evaluation of the sport associations of the Maldives.

### **1.7. Problem statement**

As Maldives sport fails to maximize its development to its highest potential, a cause can be struggles of poor governance. Maldives has not done any studies to determine good governance in sports associations/ federations. This research examined the knowledge gap of the governance at the national sport association of the Maldives. Measures the governance practice, find the negative aspects. As there is no proper evaluation of the sport association/ federations of the Maldives, this research will find out how much the sport association/ federations have implemented the good governance principles.

### **1.8. Research Questions**

The research will be guided by the following questions:

RQ1. What is the current level of good governance in sport associations/ federations in the Maldives?

RQ2. What is the level of implementation of the good governance principles in the sports associations in the Maldives?



RQ3. To what extent good governance is needed in sport associations/  
federations in the Maldives?

RQ4. What actions can be taken to develop governance practice in sport  
associations/ federations in the Maldives?

## **Chapter 2. Literature Review**

Chapter two discusses the literature on the definitions of governance, its application in sport in general and specially within the organization itself. The international models that are used to assess governance in sport organizations are discussed. The literature used explains rationality of good governance principles are defined and explained.

### **2.1. Definitions**

“Derived from the Greek verb ‘kubernân’ (‘to steer a ship’), ‘governance’, a term widely used today, has no universal definition and has come to mean different things in different contexts” (Halleux, 2017). Australian Sport Commission states that governance is the system by which organizations are directed and managed. Achievement and setting of organizational objectives are influenced, spells out the rules and procedures for making organizational decisions and means of optimizing and monitoring performance are determined, including how risk is monitored and assessed.

Governance is the way organizations are held accountable. It is how rules are regulated, norms and actions are designed and sustained. The level and type, level of formality of governance depend on the organizations size, type, stakeholders and internal rules. As such, governance may take many forms and can be driven by many different motivations and with many different results.

“Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization” (Businessdictionary, 2017)

Sport organizations are required to become more professional and adopt a more transparent and accountable approach to their operations. Principles of good governance and transparency influence is required by the future leaders and decision makers of sports.

“Groups such as sports federations and professional sports leagues that engage in any Olympic-listed sport are required by the International Olympic Committee (IOC) to comply with their regulatory

code, the IOC Universal Principles of Good Governance” (IOC 2015). To maintain a degree of fair play and ethical behavior in the global sport community, the IOC enforces the governance principles on both national and international sports organizations.

“Good governance is about the processes for making and implementing decisions. It’s not about making ‘correct’ decisions, but about the best possible process for making those decisions”, (ASC, 2012). As stated in Expert Group Good Governance (2013) good governance is the structure and culture within which a sport federation conveys its effectiveness, delivers sustainable and proportionate sports policy and regulation, reports its progress and activities to its stakeholders, manages and evaluates its risks, monitors its performance, engages its stakeholders, delivers strategic objectives, sets policies.

“Bad governance is being increasingly regarded as one of the root causes of all evil and suffering within our societies. It is the complete opposite of good governance and involves abuse of human rights, corruption, lack of transparency, lack of responsiveness, and lack of accountability. (Kalbaq, 2015). Bad governance could occur from

management inexperience, conflicts of interest, inadequate controls and poor internal reporting systems (ASC, 2012).

The structure of good governance includes input of democracy, distribution of power, transparency and accountability/control plus efficiency, responsibility and solidarity. Output of good governance includes autonomy, legitimacy and authority. It is to ensure that the decisions are made in an efficient way and really serves the objectives of the organization. With good input it is easy to get good output.

## **2.2. International Models to assess governance in sport organizations**

There are many principles of governance in sport from academics, international governmental organizations, non-governmental organizations, sports organizations, transnational corporations and sport governance observer surveys. In chronological order, the main sources of model to measure governance in sport organizations are highlighted as follow: academic (Henry and Lee), International Governmental Organization (European Union) ISGBs (International Olympic Committee), Basic Indicators for Better Governance in International

Sport (BIBGIS) and Play the Game (Sport Governance Observer Survey).

#### 2.2.1. Henry and Lee (2004)

Henry and Lee (2004) are among the first scholars who defined the concept of good governance in sport. They focus on the relationship between governance and ethical management practices in the business of sport. Henry and Lee (2004) mentioned 3 key approaches that are interrelated which help the understanding of sport governance and 7 principles are proposed.

The three approaches are systematic governance, organizational governance and political governance. The first approach, systemic governance is concerned with the competition, corporation and mutual adjustment between organizations in business and/ or policy systems. The second approach organizational or good governance is concerned with the normative, ethically-informed standards of managerial behavior. The third approach, political governance is concerned with how governments or governing bodies in sport ‘steer’, rather than directly control, the behavior of organizations (Henry and Lee, 2004, p.25).

The 7 principles are; transparency, accountability, democracy, responsibility, equity, effectiveness and efficiency (Henry and Lee, 2004, p.31).

1. Transparency – Clarity in procedure and decision-making, particularly in resource allocation. Organizations charged with care of public good such as sport have a particular obligation not simply to act in a fair and consistent manner but also to be seen to do so. The work of the organization should as far as possible be open to public inspection.
2. Accountability – Sporting organizations are not only responsible for financial investors also to other investors as well, who invest other resources. Other emotional investors like athletes, coaches, parents, supporters, sponsors etc.
3. Democracy – access to representation in decision-making should be available to those who make up the organization's internal constituencies such as players, supporters and managers as well as owners.

4. Responsibility – for the sustainable development of the organization and its sport, and stewardship of their resources and those of the community served.
5. Equity – in treatment of constituencies – for example gender equity and participants/ employees with disabilities
6. Effectiveness – establishing and monitoring of measures of effectiveness with measurable and attainable targets
7. Efficiency – the achievement of such goals with the most efficient use of resources.

#### 2.2.2. International Olympic Committee - Basic universal principles of good governance of the Olympic and sports movement

The famous incident in 2006, case of Meca-Medina and Majcen challenged the autonomy of sports organizations in the production of rules. Aware of these issues the IOC organized seminars on autonomy of the Olympic and sport movement in the years 2006 and 2008. The 2008 seminar discussed principles of good governance and adapted the Basic Universal Principles (BUPs) of good governance of the Olympic and Sport Movement (2008). According to Romon (2011) the BUPs are



organized around 7 themes, 34 criteria and comprise a total of close to 110 items (Chappelet and Mrkonjic, 2013).

The 7 themes are; vision, mission and strategy, structures, regulations and democratic process, highest level of competence, integrity and ethical standards, accountability, transparency and control, solidarity and development, athletes' involvement, participation and care, harmonious relations with governments while preserving autonomy and 34 criteria comes under these 7 themes (Chappelet and Mrkonjic, 2013).

### 2.2.3. Basic Indicators for Better Governance in International Sport (BIBGIS)

Models have been developed to measure good governance. The Basic Indicators for Business Governance in International Sports (BIBGIS) (Chappelet & Mkrivic, 2013) are recent models developed to measure good governance. BIBGIS are indicators for ISGBs are organized along 7 broad dimensions.

The 7 dimensions are organizational transparency, reporting transparency, stakeholders' representation, democratic process, control mechanism, sport integrity and solidarity. These dimensions are

measured by an equal number of indicators. Has a scoring system with a scale ranging from 0 to 4.

#### 2.2.4. Sport governance observer survey

Action for Good Governance in International Sports Organizations (AGGIS) is a framework developed to measure good governance. This was the outcome of a collaboration from Play the Game/ Danish Institute for Sport Studies with six European Universities and the European Journalism Centre in years 2012-2013. The project identified guidelines, stimulate the debate and analyzed the state of affairs regarding good governance in international sports organizations.

Play the Game aimed to make it a practical benchmarking tool with a scoring system that can be used to assess the degree of good governance in international sports federations based on basic good governance criteria. In addition, they aimed to test it on large group of federations. The good governance indicators of the sports governance observers are distributed in 4 dimensions. Dimension 1 is transparency and public communication. Dimension 2 is democratic process. Dimension 3 is checks and balances and dimension 4 is solidarity.

## **2.3. Rationality of Good governance principles**

### 2.3.1. Transparency

“There are many other stakeholders in sport, and if more actors are able to monitor the organizations, it will decrease the likelihood of unethical behavior. If you know that more people are watching you, you will have less incitement to behave unethically” (Geeraert, 2015).

Stakeholders of any organization or federation would want to know what is going on and will want clear answers. Stakeholders want the federations to be transparent. The availability of the clear and frequent information to the stakeholders makes it possible for them to see the work done in the federation and the progress and smooth running of the federation.

“Transparency will lead to an open culture, that will benefit us all” ((Hood, 2006) as cited by Geeraert, 2015). “The focus in transparency literature is on governments. Government failures are blamed on a ‘culture of secrecy’” ((Roberts, 2006) as cited in Geeraert, 2015). “Transparency can be conceived as an intrinsic value of democratic, accountable organizations – and thus a value in itself – or it

can be seen as a means to achieve other important goals, such as less corruption” ((Grimmelikhuijsen, 2012, p. 52) as cited by Geeraert,2015).

“Publishing the agenda and minutes of statutory meetings allows for public scrutiny of the relationship between senior sports officials and member federations” (Geeraert, 2015). Grimmelikhuijsen (2012, p. 55) defines transparency as “the availability of information about an organization or actor allowing external actors to monitor the internal workings or performance of that organization” (as cited in Playthegame by Geeraert,2015). “Transparency has been trumpeted as the key to good governance” ((Grimmelikhuijsen 2012, p. 17) as cited in Geeraert,2015).

Making more information available is an empowering act that will help rebuild trust between stakeholders and the federation. “If trust in sport is lost and people can no longer believe what they are seeing on the field of play or hearing from those in charge, then public trust in any institution may be irreparably undermined” (Verhaert, J., 2016).

### 2.3.2. Societal responsibility

Societal responsibility measures the degree the sport organization helps their principle stakeholders, especially by programs and income

redeployment. Sport development activities, responsibility to take care of the grass roots activities are contribution to social responsibility programs.

These contributions to the stakeholders in return affects, the success of the organization. This responsibility is expressed towards employees and more generally towards all the stakeholders affected by business. The member associations are benefited through these programs financially and administratively. As well as the members or athletes of the organization are benefited. The grassroots, the kids and their parent's involvement must be noted. This creates a new network, to reach the younger target groups.

“In turn, this can influence the success of a company, differentiating itself from competitors and building a better image and reputation and creating consumer goodwill and positive employee attitudes and behavior, resulting in a ‘win–win’ scenario for the company and its community” ((Whetten, Rands, and Godfrey, 2002; Kotler and Lee, 2005; Valentine and Fleischman, 2008) as cited in Playthegame by Geeraert, 2015).

### 2.3.3. Democracy

Lack of term limits can lead to difficulties in problem solving, no new ideas to solve the issues. Concentration of power is highly possible. No term period limits the diversity and fresh ideas. According to Geeraert (2015) abuse of power, lack of accountability, weak internal democracy, adverse power accumulation risks are increased when the international sports federations lack the term limits. Duration of the term of the office is an important point while term limits may drain an organization of its important knowledge and experience.

### 2.3.4. Accountability and Control

According to Geeraert (2015) the implementation of the separation of powers in the organizations governance structure and a system of rules and procedures that ensures that staff and officials comply with internal rules and norms are referred to as internal accountability and control of an organization. Also, that stimulates learning and decrease the likelihood of power imbalances, abuses of power and unethical conduct.

## **2.4. Assumptions**

There are some assumptions made by Phillips (2011), rationale for introducing good governance code, specific nature of sport federations, central analysis done and some other assumptions. According to Phillips (2011).

## **2.5. Aims of Governance**

According to Said (2015) governance is considered as one of the most important processes necessary for improving work within the institutions and confirming the integrity of the administration and ensuring the achievement of its objectives. Bob Tricker defines the significance of governance and its indirect impact on organizational performance. He wrote, “if management is about running a business, governance is about seeing it run properly” (Tricker, 1984).

“Governance seeks to prevent manipulation, distortion, and deception, and reduce the negative impact of management through mechanisms to achieve oversight and control of the performance within the institutions and in the interests of all parties” (Said, 2015). Said (2015) states that good governance achieves a set of objectives which is mentioned as below;

- To maximize the performance of institutions and organizations,
- To set and develop control systems on the performance of employees in institutions and bodies
- To Establish rules and procedures for the conduct of work within the bodies and organizations, which include objectives achievement of governance
- To set up systems to Enterprise Management basis on the structure to determine the distribution of all of the rights and responsibilities within the administrative work
- To develop systems to ensure avoiding or reducing fraud and conflicts of interest and unacceptable behavior administratively and financially and morally.



## **Chapter 3. Methodology**

This chapter describes the research methodology used in this study. Firstly, an introduction to the methodology, research design, research approach, research setting, sampling methodology and data collection instrument used are presented.

### **3.1. Research Design and Research Approach**

As research goals are tightly tied with the research questions, the goals of the current research are to measure the current level of governance, evaluate how much good governance is implemented and to what extent good governance is needed. Also, find out what actions can be taken to improve.

For the purpose of this research, after examining the objectives of the study, the type of research adopted was qualitative and quantitative research. As for the data collection method interviews and questionnaire were used. After collecting data, Statistical Package for Social Science (SPSS) was used to analyze the data.

### **3.2. Sampling Method**

For the current research the sampling method that was used is simple random sampling method, because it is considered the simplest, most convenient and bias free selection method.

The data was collected using quantitative and qualitative method. The questionnaire was the tool for gathering data for quantitative method in this study. The questions of the survey were selected from the National Sport Governance Observer (NSGO), indicators of good governance on national federations, preliminary report 2017. Which will be useful to answer the RQ1 and RQ2, measuring the current level and implementation of governance in the national federations/ associations in the Maldives.

The other instrument to collect data involved semi' instrumented interviews which was conducted via online call where geographical distance of the participants to the research made online call interview more efficient. In total 3 interviews were conducted. All the interviews were conducted within two-months period with each interview lasted between 20 and 35 minutes, was conducted by researcher. This was useful to answer the RQ3 and RQ4, find out the extent to which good

governance is needed in the national federations/ associations in the Maldives and what actions can be taken to develop governance practice.

### **3.3. Population**

Targeted population for the research was staff from 20 sports association of the Maldives. All associations and federations registered under Maldives National Olympic Committee are chosen. The 3 participants chosen for the interview have expertise in the sport industry. Targeted population was 500 staff/members from different organization. The population considered for the purpose of this research were members of the board, administrators, staff at different level of the organization, clubs and other members of the associations and federations. A pie chart will show the demographic view of the population under survey.

### **3.4. Sample Size**

The targeted sample was staff from departments and units directly involved in the selected organizations. A formula propounded by Cochran (1963) was used to determine the size as follows:

$$\text{Sample } (n) = \frac{N}{1 + Ne^2}$$

Where,

n = desired sample size

N= size of the population

e= Limit of error tolerance which was assured to be 8% (0.08)

Computing with the above formula, the Sample Size is:

N = 500, e = 8% or 0.08. Therefore;

$$\text{Sample } (n) = \frac{500}{1 + 500(0.08^2)} = \frac{500}{4.2} = 119.05$$

The sample size adopted was 120. Therefore, in order to arrive at a statistically valid conclusion, questionnaire was sent to 120 respondents.

### **3.5. Data Collection Instrument Used**

In various types of methods, qualitative and quantitative methods are the two methods that are used mostly. These two types are widely used and the specific way to collect data depends on the research questions and type of the research. Mix approach or one of the methods can be chosen by the researcher to collect data. According to Dey (2003), the difference between the two methods data is the differences between meanings and numbers. Quantitative deals with numbers and qualitative deals with meanings. How both methods were used is explained below.

### 3.5.1. Quantitative Approach

In order to evaluate the governance structure, identify the negative and positive aspects and to evaluate the level of good governance principles implementation used two stages of study was conducted. The first stage was a comprehensive review of the literature to further understand and to state an overview of the topics concerned in the research. The second stage includes data collection by preparing a questionnaire with the help of indicators used in the NSGO project 2017. During this period the collection of lists of participants and collection of email addresses and telephone numbers were carried out. Research contacted the participants through email, text messages and online phone calls.

A survey research method was adopted to address the research questions, using the questionnaire as the main instrument. Survey data was obtained through pre-determined questions that were sent to the respondents via internet.

Questionnaire method was used by considering the following points by Kumar (2005).

1. If the study was about issues that respondents may feel reluctant to discuss with an investigator, a questionnaire may be the better choice as it assures anonymity.

The current research is conducted in Maldives and the respondents are board members, committee members, staffs and club members from the national sport associations/federations. Some of the questions are sensitive questions. Therefore, anonymity is essential, and confidentiality is also very much essential.

2. The geographical distribution of the population. Questionnaire was the best choice when the potential respondents will be scattered over a wide geographical area.

The scope of the current research is Maldives as the researcher is not present in the scope of the research the best method to reach the potential respondents was online survey (Questionnaire method).

The questionnaire was designed with reference to indicators taken from the NSGO project 2017. “The indicators were devised by the author of this report on the basis of insights from related theories and a review of more than 30 relevant sets of good governance principles that exist

worldwide.” (Geeraert, 2017). The four variables adopted are the four good governance dimensions chosen in the NSGO project 2017. “In line with the Sports Governance Observer 2015 indicators, the NSGO indicators are dispersed over four good governance dimensions that emerge from the academic literature, namely transparency, democratic processes, internal accountability and control, and societal responsibility” (Geeraert, 2017).

The questionnaire consisted of seven sections. There are seventy questions. All questions are close ended questions. Table 1 shows details of the questionnaire designed.

Table 1. Questionnaire Designed

<b>Section</b>	<b>Description</b>
Request for participation	Brief explanation about the research and request for participation
User characteristics	Personal data about the respondent
Transparency	Ask about the transparency level
Democracy	Ask about the democracy
Accountability and Control	Ask about the accountability and control
Societal Responsibility	Ask about the societal responsibility
Thank you note	Thanking the respondents and information about the program

According to Neuman (2007) scaling creates an ordinal interval or ratio measure of a variable expressed as a numerical score. Scales are

common in situations where a researcher wants to measure how an individual feel or thinks about something. And author further explains that objective of the scaling is to help in conceptualization and operationalization process, scaling produces quantitative measures and can be used with other variables to test hypotheses.

There are many types of scales, among them the most popular are Likert scales. Likert scale offers a range of values to be selected on clearly stated anchor points over the length of scale. When deciding on a range it has to be thoroughly thought. It should help the respondents to relate the options they choose with the context.

After careful consideration a decision was made to have a seven-point ratio Likert scale to obtain a precise level of fulfilled/unfulfilled. The items used in constructing the survey for this study were adapted from NSGO project research. All the adopted items were modified for the context of this study and, if necessary, paraphrased to suit the seven-point Likert scale (Highly fulfilled, fulfilled, slightly fulfilled, no knowledge or opinion, slightly unfulfilled, unfulfilled, highly unfulfilled) as shown in the questionnaire provided in appendix 1.



The format of seven levels Likert scale used in the sixty-four questions among the seventy questions in the questionnaire are:

1. Highly fulfilled
2. Fulfilled
3. Slightly fulfilled
4. No knowledge or opinion
5. Slightly unfulfilled
6. Unfulfilled
7. Highly unfulfilled

For measuring the user characteristics in section two different nominal scales were used as shown in the questionnaire provided in appendix A.

Section three has thirteen questions which ask the respondents about the transparency level. Section four consists of fourteen questions related to democracy level. Eighteen questions about the level of accountability and control was asked in the section five. While in section six nineteen questions about level of societal responsibility was asked.

### 3.5.2. Qualitative Approach

Qualitative research is primary exploratory research, involves finding the detail reason and meaning of one or more variable. It is used to gain an understanding of opinions and motivations. Qualitative research can help provide insights into the problems and can be used uncover deep thoughts and opinions. The sample size used are normally small. Methods can be focus groups, individual interview or observations.

According to Denscombe,1998 and Merriam,2001 there are three types of interview formats; structured, semi-structured and unstructured. Structured format is very rigid; it is basically an oral survey. Semi-structured interviews are more flexible. The format usually in a set of questions and the interviewer can ask for a deeper explanation concerning certain questions. The unstructured interview is open ended, have no formal agenda, may lead in any direction. The three ways of interviewing are face-to-face, by telephone and electronically.

In order to answer RQ 3 and RQ 4 (to evaluate the extent to which good governance is needed in sport associations and federations, to find out actions that can be taken to develop good governance practice in sport associations and federations), interviews were conducted.

The participants are experts from the sport industry in the Maldives. The scope of the current research is Maldives as the researcher is not present in the scope of the research the best method to reach the experts was electronic interviews.

The questionnaire was designed with reference to indicators taken from the NSGO project 2017. The interviews include open ended question design to encourage the participants to express themselves.

The questionnaire consisted of one section with twelve questions. The first question asks participants knowledge about principles of good governance in sport. Question two is about the good governance principles. This question is to know the level of understanding of principles of good governance of the participant.

Question three to question six is related to the four variables (Transparency, Democracy, Accountability and control and Societal responsibility). The questions are designed to reveal the knowledge the participant has about the specific variable and to discover the opinion and feedback of the participants towards the association/ federations.

Questions seven asks about the advantages and disadvantages of good governance and implementing them. Question eight ask about the current level of good governance in sport associations/ federations and which principle need to be focused more. This is to understand which principle in the participants' opinion is the most important.

Question nine and ten ask the participants about the actions and roles of the sport associations to practice and implement good governance. The last two questions which ask the participants their opinion as shown in the questionnaire provided in appendix B. These questions are asked expecting to know what the participant is recommending for the better governance.

The purpose of interview was to get clear results on the participants understanding with regards good governance. The final outcome expected was for the participants to provide recommendations and positive feedback to the associations to improve and be better in future.

The data produced with the help of this method is used to answer the last two research questions. The lengths of the interviews varied from 20 minutes to 35 minutes depending on the participants familiarity with

the good governance concept. The participants subject to interview are individuals who have worked in the sports industry in the Maldives for more than 20 years. The participants have been part of the system which means that the participants have witnessed and are exposed to the governance cultures and structures.

For collecting data experts were chosen carefully those who have experience in the field and who has knowledge about the national sport associations/federations. The experts who participated have been athletes themselves, have educational background in the sports field and have work experience in the sport industry.

Experts were informed about the purpose of the research; the interviews were conducted through electronic call at a time convenient to the participant. The interviewee inquired about this research. The experts shared their stories and experiences. Talked about the changes the industry has gone through and the future of the sport industry. The interview session was beneficial in terms of connection with experts. They showed positive attitude towards the research and appreciated.

## **3.6. Data Collection Procedure**

### **3.6.1. Quantitative Data Collection**

For the quantitative data collection, the questionnaire was hosted online on [www.docs.google.com](http://www.docs.google.com). In order to widely advertise the questionnaire all of the following ways for circulation were explored.

1. Web address (online link) of the questionnaire

The web address link was provided to the respondents directly to the respondents via Viber, Messenger and Instagram. It was also shared on Facebook so that people who are not known to the researcher but relevant to the research topic will be able to participate in the survey.

2. Viber and Email

Author of this thesis used Viber to contact his personal contact matching the participant criteria, inform them regarding the survey and asked to participate.

Online survey was sent to some of the top management, board members, committee members, staffs and club members whom author new from past work experience and from information provided by the National Olympic Committee. Messaged and emailed asked them to

participate and provide their opinion on the survey and the research topic. Emailed all the national sport associations/federations in the Maldives.

The survey was conducted for two months (September and October). Periodic follow up with the recipients were planned to encourage them to return the completed questionnaire.

### 3.6.2. Qualitative Data Collection

As good governance is not academically studied, and no research is done on the level of good governance in the sport in the Maldives. Semi structured interviews gave a better understanding of the good governance implementation in the national sport associations/federations of the Maldives. The interviews had helped to evaluate the extent to which good governance is implemented, and actions to be taken to improve governance.

Furthermore, the information gained from participants during interviews provides critical insight, created broader understandings, and highlight issues related to the research focus that goes beyond the study's boundaries. This research was conducted in the sporting industry of Maldives.

The primary instrument utilized to collect data involved semi-structured interviews which were conducted via online call. The geographical distance of the participants to the research made online call interviews more efficient. In total, 3 interviews were conducted. All interviews were conducted over a month period with each lasting between 20 and 35 min, and interviews were conducted by the researcher in Dhivehi language.

Each participant was contacted and information about the study was given. Ask for permission and time that the interview can be done. The semi structured interviews began with reaffirmation of the purpose of the study and an open-ended question was asked to find about the knowledge on the topic. Questions related to governance principles follow up questions explored issued such as term limit issues, and social responsibility issues.

### **3.7. Reliability and Validity**

Reliability has to do with the absence of random error. Random error results from people guessing the answers to the question, literally people responding to questions randomly. The more random errors in responses, the less reliable the questions are. Random error may result



from people guessing responses. Random error can also happen when people accidentally choose a response category that they didn't intend to select.

When a survey is "validated" it means that the researcher has come to the opinion that the survey is measuring what it was designed to measure, or the researcher has received a statement from another researcher indicating that they believe the instrument is measuring what it was designed to measure. If the researcher knows that his research is valid then he can be confident on the findings that really show some uniqueness in the issue being studied.

### 3.7.1. Reliability

According to Fraenkel & Wallen (2006) reliability refers to the consistency and stability of the responses or data over time, location and circumstances.

For the current research the Cronbach  $\alpha$  values for the five dimensions is .97 (refer to Table 2). The figures indicate adequate internal consistency associated with most of the measures.

#### **a) Cronbach's Alpha for the Independent Variables**

Table 2. Cronbach's Alpha for the independent variables

<b>Independent Variable</b>	<b>Number of respondents</b>	<b>%</b>	<b>Number of items</b>	<b>Cronbach Value</b>
Good Governance level	131	99.2	5	.967

Gliem and Gliem (2003) indicated that Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer alpha value to 1.0 the greater the internal consistency of the items in the Likert-type scale.

### 3.7.2. Validity

Mugenda and Mugenda (2003), defines validity as the accuracy and meaningfulness of inferences which are based on the research results. Validity refers to the appropriateness, meaningfulness and, usefulness of evidence that is used to support the interpretations (Cooper & Schindler, 2003). Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. It is correctness and reasonability of data. Validity refers to getting results that accurately reflect the concept being measured. Establishing validity for a survey testing focuses on the use to which the instrument is put, not on the survey itself (Tashakkori, & Teddlie, 2003).

The validity of this research is calculated by sending a questionnaire to the members/staffs in the associations/federations in the Maldives. Online questionnaire link sent to board members, committee members, staffs and club members of the sport associations/federations.

There are 54 employees in the association and 27 responded to the survey. This is 50% of the employees. The questionnaire was sent to ten chosen respondents whom confirmed the validity of the questionnaire. Hence, the research is said to be valid.

### **3.8. Pre-testing the questionnaire**

According to Pamela Grimm (2010) pretesting or pilot testing of a survey is conducted to test the survey instrument and data collection procedure before data collection begins. The objective is to ensure that the questions being asked accurately to reflect the information the researcher desires and that the respondent can and will answer the questions.

There are many types of problems that might arise from a survey designed. Misinterpretations of questions, wordings, unwillingness to answer questions, the length of time required to answer the questions and the layout of the questionnaire are some of the problems that may occur.

Therefore pre-testing the questionnaire should be considered a critical step when conducting a survey. The questionnaire that was prepared for the current research was sent via online to ten of the selected respondents from the sample.

### **3.9. Ethical Considerations**

The Ethical Standards of the American Educational Research Association (AERA) states, “It is of paramount importance that educational researchers respect the rights, privacy, dignity, and sensitivities of their research populations and also the integrity of the institutions within which the research occurs. Educational researchers should be especially careful in working with children and other vulnerable populations” (American Educational Research Association, 2002, p. 3)

Whether a researcher is a psychologist, educator, or anthropologist, the primary responsibilities to participants are clear: obtain consent, protect from harm, and ensure privacy (ethical issues in conducting research, 2007). The current researcher has adopted the above method to ensure the ethical issues in conducting the research were followed.

### 3.9.1. Obtain Consent

Consent is to permit, approve or agree to happen or do something. In other words, getting or giving permission. The researcher's task is to ensure that participants have a complete understanding of the purpose and methods to be used in the study, the risks involved, and the demands placed upon them as a participant (Best & Kahn, 2006; Jones & Kottler, 2006)

In the current research before and after sending the questionnaires the author informs the respondent that this is not a mandatory thing to do, he/she have the full right to withdraw from the study at any time. And also, at the beginning of the questionnaire the author mentions it is a voluntary survey (See appendix 1).

### 3.9.2. Protect from harm

Psychologists must take reasonable steps to avoid harming their clients/ patients, students, supervisees, research participants, organizational clients, and others with whom they work, and to minimize harm where it is foreseeable and unavoidable. (American Psychological Association, 2002, p. 6).

The current researcher has made sure that even though some of the questions are sensitive in nature no harm would be done to any respondent. The participants are voluntary and participated with willingness in the current research.

### 3.9.3. Ensure privacy

A researcher cannot ignore privacy in any study. If a potential problem exists, consent should always be obtained. In addition, the participants should be assured that the data will be held in strict confidence to protect anonymity (ethical issues in conducting research, 2007).

In the current research the questionnaire was sent with a cover letter (see appendix 2) to every respondent informing them that this survey is strictly confidential. During the designing of the questionnaire the respondents name was not asked in order to keep it anonymous and the data collected from the research is only used by the current author to analyze and to answer the research questions and to check the hypotheses. The respondents were reminded of the strict confidentiality because there are sensitive questions asked in the survey.

### **3.10. Data Analysis – Statistical Tools Used**

Data collection from the survey was analyzed using descriptive and inferential statistical techniques. An advance and accurate analysis method was needed to arrange the large body of data in a systematic, fast and reliable way. For this purpose, the computer software Statistical Package for Social Science (SPSS) was chosen as the best options available.

SPSS is a software package used for statistical analysis. SPSS is used widely for statistical and social science. But other disciplinarians like market researchers, survey companies, government, and education researchers also use it. Feature other than statistical analysis, data management and documentation can also be done by SPSS.

### **3.11. Limitations of study**

The main limitation to the research was limiting the number of organizations and population to 500, as only national sport associations/federations are used. As such the research was limited to the capital area of Maldives. This was mainly because of the time available and author not being present in the research area.

Online survey had some draw backs like, having to remind the respondents to participate. Bryman and Bell (2003) suggest that one of the limitations of survey research is the problem of meaning, where respondents may vary interpretation of questions. This is a limitation for this study as response from all the participants may not generate the required information.

Due to limited or no previous work done on this topic, the current author had few difficulties, when the research was conducted. Getting information from the relevant organizations was difficult and the main and most important reason for this was that the current author was not present in the research area/country.

Even though the current research had reliability and validity of the data collected, and structured interview was done with few selected people. Conducting interviews with all the associations/federations would have been an added advantage.

Despite these limitations, it should be noted that an educational study of this nature would hopefully contribute to the generation of new ideas and perspectives about what is needed and what actions can be



taken for good governance and betterment in the sport system of the Maldives.

### **3.12. Assumptions**

The decision to use quantitative or qualitative methods is replete with assumptions concerning the nature of knowledge and reality, how one understands knowledge and reality, and the process of acquiring knowledge and knowledge about reality. When one chooses a particular research approach, one makes certain assumptions concerning knowledge, reality, and the researcher's role. These assumptions shape the research endeavor, from the methodology employed to the type of questions asked.

For the current research quantitative method was chosen therefor researcher made assumption on the following.

1. The respondents are independent and unaffected by the current author
2. Respondents filled the survey with honesty
3. All the respondents who are in the sample size have the knowledge to fill the survey

4. For this research data is analyzed qualitatively and the findings are based on the data collected through questionnaires. Hence, the validity and truth of the conclusions will entirely be based on the findings.

For the current research qualitative method was chosen therefore researcher made assumption on the following.

1. The respondents are independent and unaffected by the current author
2. Experts express their honest views
3. The experts who participated have experience and knowledge to answer the interview questions
4. For this research data is analyzed and the findings are based on the answers given by the experts. Hence, the validity and truth of the conclusions will entirely be based on the findings.

This chapter described the research methodology, population, sample, data collection instruments as well as strategies used to ensure, reliability and validity of the study.

The study used explanatory, quantitative methods. A questionnaire survey was carried out in adherence to the quantitative method adopted. The researcher's research setting was in the Maldives. The questionnaire was distributed to 200 respondents. The questionnaires were checked for validity and reliability before starting the actual survey.

Ethical consideration was given very much when conducting the survey. Anonymity and confidentiality were given importance during the survey.

The biggest limitation in the research was that the author was not able to be present in the research setting. Even with the limitations and the assumptions made the author was able to meet the requirement of the survey conducted. The next chapter (Chapter 4: Analysis and Results) will discuss the analysis, results and findings of the survey and interviews.

## **Chapter 4. Analysis and Results**

This chapter includes the data analysis, the results and findings. Have 2 sections; the quantitative analysis and result section and the qualitative analysis and result section. The first section includes the response rate of survey, demographic characteristics of respondent's analysis, reliability test analysis, correlation test analysis and independent sample t-test analysis. The second section includes qualitative analysis and results. The second section of this chapter concentrates on answering the last two research questions.

Data analysis represents “the process of bringing order, structure and meaning to the mass of collected data” (de Vos 2002, 339). This chapter discusses the results of the data analysis of the survey conducted at organizations in the Maldives. Additionally, the data gathered by the qualitative will be analyzed as well. The main goal of this study is to find out the level of good governance implementation in the Maldives and find out to what extent good governance is needed. The data obtained from the completed questionnaires will be presented and analyzed.

The data were subject to analysis using SPSS Version 25. Prior to analysis, the data were examined to ensure that they were amenable to

the use of these techniques. This involved examining the responses to each question for invalid responses, missing values and for conformity to the normal distribution. Based on the four main variables, 4 hypotheses were generated from the two research questions of this research (see Table.3).

Table 3. Data Analysis Overview

<b>Research Question (RQ)</b>	<b>Hypotheses (H1: <math>\mu_1=\mu_1</math>)</b>		<b>Data Analysis Method</b>
<b>RQ1</b> What is the current level of good governance in sport associations/federations?	<b>H1</b>	There is a significant and positive relation between good governance and transparency	Analysis, Reliability analysis and Correlation Analysis
	<b>H2</b>	There is a significant and positive relation between good governance and democracy	
	<b>H3</b>	There is a significant and positive relation between good governance and accountability and control	
	<b>H4</b>	There is a significant and positive relation between good governance and societal responsibility	
<b>RQ 2</b> What is the level of implementation of the good governance principles in associations/federations?	<b>H1</b>	There is a significant difference in good governance principles between males and females	Independent t-test and means
	<b>H2</b>	There is a significant difference in good governance principles between young adults and middle-aged adults	
	<b>H3</b>	There is a significant difference in good governance principles between executive members and staff/club	
	<b>H4</b>	There is a significant difference in good governance principles between ordinary and higher education level	

## **4.1. Quantitative Analysis and Result**

This section describes in detail the data analysis, results and findings of the questionnaire data. Firstly, an introduction to data analysis, response rate of survey, data analysis and demographic characteristics of the respondents. The discussion then will try to accomplish all the objectives and test the research questions outlined in chapter 1 (see section 1.6 and 1.8).

### **4.1.1. Response rate of survey**

The questionnaire was the main source of data collection in the current research. The questionnaire was sent via online and email to the respondents. The data collection instrument and the data collection procedure are explained in chapter 3. Questionnaire was sent to 200 respondents from which 132 responses were received. Among the questionnaires the author received, all questionnaires were valuable to the research, no questionnaire were discarded, and 68 questionnaires was not received by author.

Clarification of the non-response questionnaire and discarded are as follow:

1. The non-response questionnaires were those that the author did not receive at all.
2. The discarded questionnaires were those that are incomplete, part or some of the questions incomplete by the respondents.

During the collection of data anonymity and confidentiality was assured. Figure below shows the response rate of the survey in graphical form.

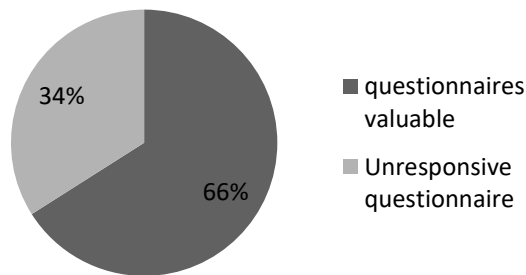


Figure 1. Rate of respondents

#### 4.1.2. Demographic characteristics of the Respondents

In this study, the sample includes 132 personal who are directly involved in the national sports associations/ federations. The respondents

of the questionnaire are Board members, Committee members, staffs and club members of 17 different national sports associations/ federations in Maldives with characteristics of the respondents as follows.

**a. Character Respondents Based on Gender**

Table 4. Gender of respondents

Gender		
	Frequency	Percentage
Male	90	68.7
Female	41	31.3
Total	131	100

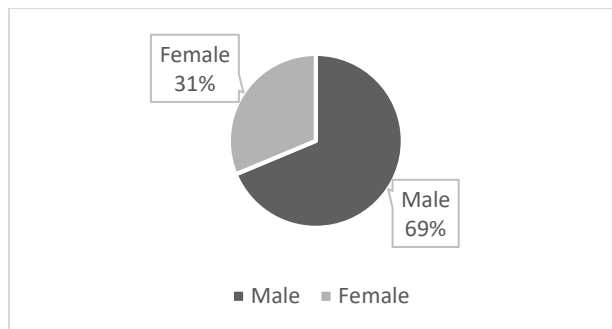


Figure 2. Gender of respondents

Table 4 shows the gender distribution of the respondents in the researcher’s questionnaires which indicate that male respondents were 90 (69%), while female respondent were 41 (31%). This implies that there are more male respondents than female respondents.

**b. Character Respondents Based on Age**



Table 5. Age of respondents

Age		
	Frequency	Percentage
18-25	17	12.9
26-35	50	37.9
36-45	54	40.9
46-55	11	8.3
Total	132	100

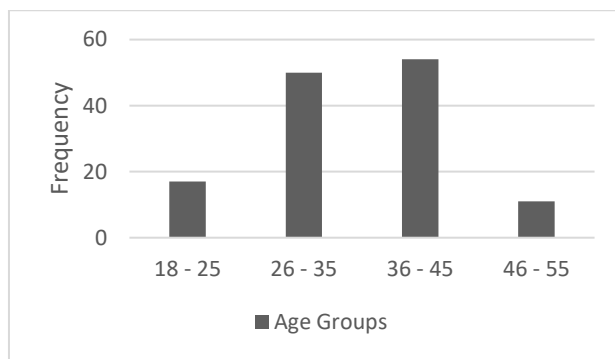


Figure 3. Age of respondents

Respondents' characteristics of age can be seen table 5. That shows the characteristics of respondent age less than 25 years as many as 17 (12.9%) people. Ages of respondent between 26 - 35 years are as many as 50 (37.9%) people. Ages of respondents between 36 to 45 years are as many as 54 (40.9%) people. Did not get any respondents from people aged above 55 years. So, it can be concluded that the characteristics of respondents by age dominated by respondents aged between 26 to 35 and 36 to 45 years.

### c. Character Respondents Based on Education Level

Table 6. Education level of the respondents

Education Level		
	Frequency	Percentage
Ordinary level	83	62.9
Bachelor's degree	21	15.9
Master's degree	22	16.7
Other	6	4.5
Total	132	100.0

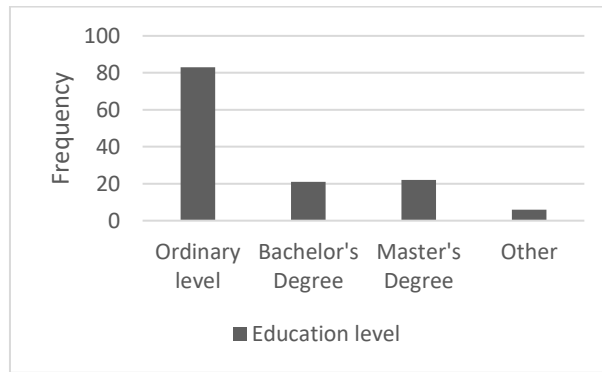


Figure 4. Education level of respondents

With regards to education level, Table 6 shows the character respondents based on it. Respondents with ordinary education level are the largest group of respondents comprising 83 (62.9%) in number. Bachelor's Degree holders are 15.9% of respondents comprising 21 of the respondents. Holders of master's degree are 22 (16.7%) respondents. There are 6 (4.5%) of respondents who have other level of education. None of the respondents has PhD education level.

**d. Character Respondents Based on position in the organization**

Table 7. Respondents role in the organization

Role in the Organization		
	Frequency	Percentage
Board Member	17	12.9
Committee Member	11	8.3
Staff	58	43.9
Club Member	46	34.8
Total	132	100.0

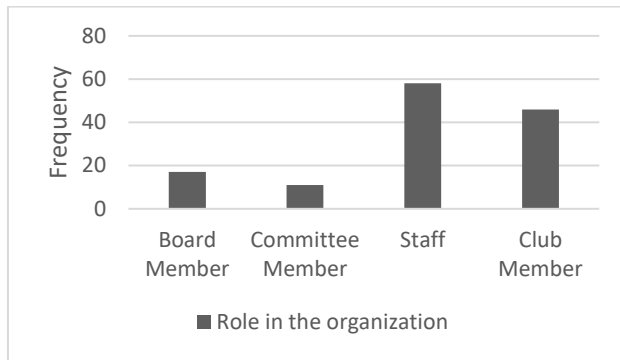


Figure 5. Respondents role in the organization

Table 7 shows the role of respondents in their respective organizations. In the research, 17 (12.9%) of the respondents were Board members. There are 11 (8.3%) respondents who are Committee members. Most respondents are staffs which is 58 (43.9%) of respondents. There are 46 (34.8%) respondents who are club members. This table implied that the second largest group of respondents are club members in this research.

**e. Character Respondents Based on the organizations**

Table 8. Organization distribution of the respondents

	Organization	
	Frequency	Percentage
FAM	65	49.2
NAM	14	10.6
VAM	5	3.8
MBA	11	8.3
AAM	5	3.8
BAM	5	3.8
CAM	1	.8
CBM	3	2.3
SAM	6	4.5
TTAM	1	.8
TAM	1	.8
MPBA	2	1.5
HM	5	3.8
MCF	1	.8
MSA	2	1.5
BBFM	1	.8
BBAM	4	3.0
Total	132	100.0

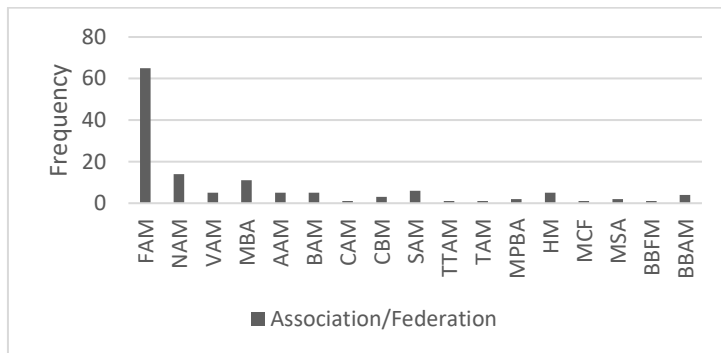


Figure 6. Organization distribution of the respondents

Table 8 shows the Organization distribution of the respondents in the researcher’s questionnaires which shows that responses were received

from 17 associations/federations. The results indicate that FAM respondents were 65 (49.2%). This implies that largest group of respondents comprise of respondents from FAM. NAM respondent were 14 (10.6%) which is the second largest group. Respondents belonging to MBA are 11 (8.3%). While 6 (4.5%) respondents are from SAM. There are 5 (3.8%) respondents from VAM, AAM, BAM and HM. Respondents from BBAM are 4 (3.0%) and CBM are 3 (2.3%). There are 2 (1.5%) respondents from MPBA and MSA. CAM, TTAM, TAM, MCF, and BBFM are 1 (3.8%) respondents. Did not get any respondents from SHAM. So, it can be concluded that the characteristics of respondents by organization is dominated by respondents from FAM.

**f. Character Respondents Based on knowledge about Good Governance principles**

Table 9. Respondents Knowledge about good governance principles

<b>Know Good Governance principles</b>		
	<b>Frequency</b>	<b>Percentage</b>
Yes	96	72.7
No	36	27.3
Total	132	100

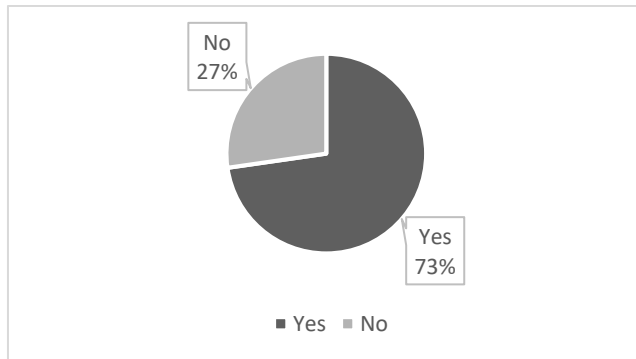


Figure 7. Respondents knowledge about good governance principles

Table 9 shows the respondents knowledge about good governance principles which indicate that respondents who know about the good governance principles were 96 (72.7%), while respondents who have no knowledge about the good governance principles are 36 (27.3%). This implies that there are more respondents who are aware of the principles of good governance.

#### 4.1.3. Reliability Analysis

The Cronbach  $\alpha$  value for the four dimensions ranged from 0.969 to 0.991 (refer to Table 10). The figures indicate adequate internal consistency associated with most of the measures. The Cronbach  $\alpha$  values were compared with leading journals revealing that the produced Cronbach  $\alpha$  values were on par with leading journal findings lending further credibility to the generated survey instrument in this study.

According to Chan, Suhaiza and Yudi (1998) Cronbach’s alpha value more than 0.60 shows variable was in the same group and successfully measuring what they were intended to measure. Therefore, for the current research all the values were above 0.60 the variables were accepted. These results are based on 132 respondents.

Table 10. Reliability Test for the four principles

<b>Reliability Test</b>					
	<b>N</b>	<b>%</b>	<b>Excluded</b>	<b>Cronbach’s Alpha</b>	<b>No. of Items</b>
Transparency (TR1 – TR3)	127	96.2	5	<b>.970</b>	13
Democracy (DC 1 – DC14)	126	95.5	6	<b>.969</b>	14
Accountability and Control (DC 1 – DC18)	124	93.9	8	<b>.986</b>	18
Societal Responsibility (SR 1 – SR19)	123	93.2	9	<b>.991</b>	19

Reliability test was conducted as a method to convey answers to RQ 1 and RQ 2. To analyze the current level of good governance and to find out the level of implementation of good governance. A reliability test was conducted on 64 questions based on the indicators from NSGO report 2017, which is used to measure the good governance principles “The indicators were devised by the author of this report on the basis of insights from related theories and a review of more than 30 relevant sets

of good governance principles that exist worldwide”. The transparency questionnaire which consists of 13 questions. There was a total of 127 (96.2%) respondents who responded to each 13 variables. 5 (3.8%) of the respondents were excluded. Cronbach’s alpha showed the questionnaire reach acceptable reliability,  $\alpha = 0.970$  (See Table 10).

The democracy questionnaire which consists of 14 questions. There was a total of 126 (95.5%) respondents who responded to each 14 variables. 6 (4.5%) of the respondents were excluded. Cronbach’s alpha showed the questionnaire reach acceptable reliability,  $\alpha = 0.969$  (See Table 10).

The accountability and control questionnaire which consists of 18 questions. There was a total of 124 (93.9%) respondents who responded to each 18 variables. 8 (6.1%) of the respondents were excluded. Cronbach’s alpha showed the questionnaire reach acceptable reliability,  $\alpha = 0.986$  (See Table 10).

The Societal Responsibility Questionnaire which consists of 19 questions. There was a total of 123 (93.2%) respondents who responded to each 19 variables. 9 (6.8%) of the respondents were excluded.



Cronbach's alpha showed the questionnaire reach acceptable reliability,  $\alpha = 0.991$  (See Table 10).

#### 4.1.4. Correlation Analysis

Correlation analysis results between the independent variables and the dependent variables. Correlation analysis was conducted to measure the strength of the linear relationship between the independent variables and the dependent variable.

##### **a) Transparency (TR) Vs Democracy (DC), Accountability (AC), Societal Responsibility (SR)**

The analysis of the bivariate correlation between Transparency (TR) principle and the Democracy (DC), Accountability (AC) and Societal Responsibility (SR) principles reveal all positive figures. The results (refer to table 11) reveal that transparency is positively correlated to DC ( $r = 0.830$ ), AC ( $r = 0.840$ ), SR ( $r = 0.771$ ) these correlation coefficients suggest a strong and positive linear relationship which is highly significant at  $p < 0.0001$ .

##### **b) Democracy (DC) Vs Transparency (TR), Accountability (AC), Societal Responsibility (SR)**

The analysis of the bivariate correlation between Democracy (DC) principle and the Transparency (TR), Accountability (AC) and Societal Responsibility (SR) principles reveal that there is positive correlation. The results (refer to table 11) reveal that changes in one variable are correlated with changes in the other variable TC ( $r = 0.830$  and  $p < 0.0001$ ), AC ( $r = 0.865$  and  $p < 0.0001$ ), SR ( $r = 0.773$  and  $p < 0.0001$ ). So, it can be concluded that there is strong and positive statistically significant correlation between the two variables.

**c) Accountability (AC) Vs Transparency (TR), Democracy (DC), Societal Responsibility (SR)**

The analysis of the bivariate correlation between Accountability (AC) principles and the Transparency (TC), Democracy (DC) and Societal Responsibility (SR) principles reveal a positive figure (refer to table 11). Pearson correlation value ( $r$ ) is 0.840 for TC, ( $r$ ) is 0.865 for DC, ( $r$ ) is 0.845 for SR. This means that there is a positive relationship between the two variables. Changes in one variable are strongly correlated with changes in the other variable. As the sig. (2 tailed) result is less than 0.0001. Therefore, that can be concluded that there is a statistically significant correlation between the two variables. Increases

or decreases in one variable do significantly relate to increases or decreases in the second variable.

**d) Societal Responsibility (SR) Vs Transparency (TR), Democracy (DC), Accountability (AC)**

The analysis of the bivariate correlation between Societal Responsibility (SR) principle and the Transparency (TC), Democracy (DC) and Accountability and control (AC) principles reveal a positive figure (refer to table 11). Pearson correlation value (r) is 0.771 for TC, (r) is 0.773 for DC, (r) is 0.845 for AC. This means that there is a positive correlation relationship between the two variables. Changes in one variable are strongly correlated with changes in the second variable. As the sig. (2 tailed) result is less than 0.0001. Therefore, that can be concluded that there is a statistically significant correlation between the two variables. Changes in one variable do significantly relate to increases or decreases in the second variable.

Table 11. Correlations Analysis

<b>Correlations</b>				
<b>Variables</b>		<b>Pearson Correlation</b>	<b>Sig. (2-tailed)</b>	<b>N</b>
<b>Transparency</b>	Transparency	1		132
	Democracy	.830**	.000	131
	Accountability	.840**	.000	131

	Societal responsibility	.771**	.000	131
<b>Democracy</b>	Transparency	.830**	.000	131
	Democracy	1		131
	Accountability	.865**	.000	131
	Societal responsibility	.773**	.000	131
<b>Accountability</b>	Transparency	.840**	.000	131
	Democracy	.865**	.000	131
	Accountability	1		131
	Societal responsibility	.845**	.000	131
<b>Societal Responsibility</b>	Transparency	.771**	.000	131
	Democracy	.773**	.000	131
	Accountability	.845**	.000	131
	Societal responsibility	1		131

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4.1.5. Independent sample T-Test Analysis

The independent sample t-test compares two means. It assumes a model where the variables in the analysis are split into independent and dependent variables. In order to provide answer to RQ 1 and RQ 2 of the research, a significance test was conducted. There was a total of 132 participants who responded to the questions. The questions were divided into four hypotheses.

##### a) **H1 – There is a significant difference in good governance principles between males and females**

Table 12: The significant differences in gender groups and the four principles of good governance; transparency, democracy, accountability and control, and societal responsibility.

Table 12. Significant differences in gender group

Gender T-test					
	Gender	N	Mean	Std. Deviation	p Value
Transparency	Male	90	5.67	.98	.019
	Female	41	5.11	1.34	
Democracy	Male	90	5.71	1.01	.024
	Female	40	5.18	1.28	
Accountability	Male	90	5.51	1.19	.013
	Female	40	4.91	1.37	
Societal Responsibility	Male	90	5.40	1.34	.008
	Female	40	4.59	1.64	

As shown in the Table 12; the significant test was done on gender it shows that there is significant difference between all the principles in the gender group. There is statistically significant difference between the males and females in the principle of transparency. The respondents have scored significantly higher in males than females. It shows that male M (SD) 5.6672 (0.97712) versus females M (SD) 5.1058 (1.33826) respectively,  $t(60.192) = 2.409$ ,  $p < 0.05$ .

It also indicates that there are statistically significant differences between the males and females in the principles of democracy. It shows that males have scored significantly higher M (SD) 5.7124 (1.01083) versus female M (SD) 5.1833 (1.27512) respectively,  $t(61.718) = 2.320$ ,  $p < 0.05$ .

Additionally, it shows that there are statistically significant differences in males and females in the principle of accountability and control. It shows that males have higher significant score than females. It shows males M (SD) 5.5090 (1.19343) versus female M (SD) 4.9121 (1.37227) respectively.,  $t(128) = 2.511, p < 0.05$ .

Furthermore, the table 12 shows the statistical differences between the gender group in the principles of societal responsibility. The male respondents have scored higher significant score than female group. It displays that male M (SD) 5.3958 (1.34125) versus female M (SD) 4.5889 (1.64206) respectively,  $t(63.126) = 2.730, p < 0.05$ .

**b) H2 – There is a significant difference in good governance principles between young adults and middle-aged adults**

Table 13: The significant differences in age groups and level of application of the principles of good governance, significant impact on good governance. The young adult consists of age group between 18 to 25 and 26 to 35. The middle-aged adult group comprises of age group between 36 to 45 and 46 to 55.

Table 13. Significant differences in age group

Age T-test					
	Age group	N	Mean	Std. Deviation	p Value
<b>Transparency</b>	Young Adult	67	5.27	1.13	.02
	Middle aged Adult	65	5.72	1.08	
<b>Democracy</b>	Young Adult	67	5.41	1.07	.12
	Middle aged Adult	65	5.71	1.16	
<b>Accountability</b>	Young Adult	67	5.21	1.11	.30
	Middle aged Adult	65	5.45	1.42	
<b>Societal Responsibility</b>	Young Adult	67	4.99	1.42	.20
	Middle aged Adult	65	5.32	1.53	

In the Table 13 it shows that there is statistically significant difference between the age groups in 1 (of the 4) principles. For the principle of transparency and age groups of young adults and middle-aged adults. The young adults' respondents have scored higher significant score than middle-aged adult group. It displays that young adult M (SD) 5.27 (1.13) versus middle-aged adult M (SD) 5.72 (1.08) respectively,  $t(130) = -2.32$ ,  $p < 0.05$ . However, there were no statistically significant differences in the scores for the principle of democracy, accountability and control and societal responsibility.

- c) **H3 – There is a significant difference in good governance principles between executive members and staff/club.**

Table 14: The significant differences in roles of respondents in the organization and level of application of the principles of good governance, significant impact on good governance. The Exco. Group consists of board members and committee members. The staff and the club members are included in the S/C group.

Table 14. Significant differences in role in the organization

Role T-test					
	Role in Organization	N	Mean	Std. Deviation	p Value
Transparency	ExCo	28	5.95	1.00	.02
	S/C	104	5.37	1.13	
Democracy	ExCo	28	6.09	1.10	.00
	S/C	104	5.41	1.08	
Accountability	ExCo	28	5.64	1.38	.14
	S/C	104	5.24	1.23	
Societal Responsibility	ExCo	28	5.50	1.54	.16
	S/C	104	5.06	1.45	

\*ExCO = Executive members

\*S/C = Staff / Club

Likewise, table 14 shows that there are statistically significant differences between the role in the organization and 2 (of 4) of the principles. The respondents have scored significantly higher in ExCo than the staff/club group in transparency. It shows that Exco M (SD) 5.95 (1.00) versus staff/club M (SD) 5.37 (1.13) respectively,  $t(130) = 2.446$ ,  $p < 0.05$ .



Additionally, there were statistically significant higher differences ExCo and staff/club group in the principle of democracy. It shows that ExCo M (SD) 6.09 (1.10) versus Staff/Club M (SD) 5.41 (1.08) respectively,  $t(129) = 2.95, p < 0.05$ . However, there were no statistically significant differences in the scores for the principle of accountability and control and societal responsibility.

**d) H4 – There is a significant difference in good governance principles between ordinary and higher education level.**

Table 15: The significant differences in education level and level of application of the principles of good governance, significant impact on good governance. The education level of ordinary and others complied to make as one group which is Ordinary. The higher education group consists of bachelor’s degree and master’s degree level of educations.

Table 15. Significant differences in education level

<b>Education T-test</b>					
	<b>Education Level</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>p Value</b>
<b>Transparency</b>	Ordinary	89	5.65	1.01	.02
	Higher Education	43	5.16	1.28	
<b>Democracy</b>	Ordinary	89	5.75	.78	.02
	Higher Education	43	5.17	1.55	
<b>Accountability</b>	Ordinary	89	5.56	1.00	.01
	Higher Education	43	4.85	1.61	

<b>Societal Responsibility</b>	Ordinary	89	5.52	1.07	.00
	Higher Education	43	4.41	1.88	

Furthermore, the Table 15 shows statistically significant differences between all principles in the education groups. The ordinary level education group respondents have scored higher significant score than higher level education group in transparency principle. It displays that Ordinary M (SD) 5.65 (1.01) versus Higher Education M (SD) 5.16 (1.28) respectively,  $t(130) = 2.39, p < 0.05$ .

Similarly, it shows that there are significant differences in ordinary and higher Edu level in the principle of democracy. It shows that ordinary has higher significant score than higher education level group. It shows that ordinary M (SD) 5.75 (0.78) versus Higher Education M (SD) 5.17 (1.55) respectively,  $t(52.54) = 2.30, p < 0.05$ .

Additionally, it shows that there are significant differences in ordinary and higher education level in the principle of accountability and control. It shows that ordinary level has higher significant score than higher Edu level. It shows ordinary M (SD) 5.56 (1.00) versus higher education M (SD) 4.85 (1.61) respectively,  $t(58.09) = 2.67, p < 0.05$ .

It also indicates that there were statistically significant differences in education level group in the scores given for principle of societal responsibility. It shows that ordinary M (SD) 5.52 (1.07) which is higher versus higher education M (SD) 4.41 (1.88) respectively,  $t(55.58) = 3.58, p < 0.05$ .

#### 4.1.6. Mean differences

Table 16. Mean differences in organizations

<b>Organization</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
FAM	65	<b>6.00</b>	.62
NAM	14	<b>3.85</b>	1.26
VAM	5	<b>4.05</b>	1.57
MBA	11	<b>4.69</b>	1.24
AAM	5	<b>5.39</b>	.72
BAM	5	<b>4.92</b>	1.77
SAM	6	<b>5.67</b>	.84
HM	5	<b>5.37</b>	1.16

The Table 16 shows mean differences between 8 organizations that has received most responses to the survey. The rest of the 9 organizations are not showed as the responses were low. The table displays that FAM has the highest mean with a M (SD) 6.00 (0.62). While NAM has the lowest mean with a M (SD) 3.85 (1.26).

## **4.2. Qualitative Analysis and Result**

The second section of this analysis concentrates on answering the last two research questions. RQ3 “To what extent good governance is needed in sport associations/federations?” and RQ4 “What actions can be taken to develop governance practice in sport associations/federations?”, through analyzing the data collected from the qualitative research. The results are mentioned below to produce the findings that give a clear description on level of good governance that is needed and about actions that can be taken to develop governance practice in the sport associations/federations.

As noted above, examining the extent to which good governance is needed in the associations, it helped to identify what can be done and how critical issues can be addressed. The experts highlighted that the associations/federations lack the good governance practice. That all associations need to improve governance.

Interviews were transcribed after the completion of the entire data collection period. Over 30 pages of single-spaced interview data were generated through the transcription process. Responses from experts were translated and categorized. Colors were used to categories

the similarities. Similarities like similar words, and meanings, it helps to come up with themes.

The categories became the themes and then sub themes were made. One of the themes identified were “transparency”. The process was undertaken for each of the 4 interviews. Once all the data sets were sorted, 4 major themes emerged. The researcher went through all the data in each theme to ensure there was a message and removed the irrelevant data that would be placed under a different theme. This process provided the structure of the study. For the purpose of the current study, these themes were further refined in to more focused themes. Themes that focus on specific issues.

#### **a. Transparency**

Related to transparency; all participants highlighted the point that not enough information is passed on to the public. They stated that the stakeholders have very limited knowledge of what is happening in the associations. “They are not just minimizing, they are putting a barrier between the general public and the associations”, as one of the experts said.

The visions, organizational chart, the rules and regulations, strategic plan, agenda, minutes of the meetings, board decisions. Member information, affiliated athletes, financial statements, detailed relevant information's are some of the very important things that associations need to be transparent about. As all the experts highlighted that the level of spreading of information is very limited.

Almost in all associations/federations it is important to improve the level of spreading or communicating information. "Transparency in governance means that information is freely available and accessible to the public, particularly to those who will be affected the most by such decisions and their enforcement" (Lam, 2014).

Furthermore, another issue that was noted by the experts was about the political influences and the high corruption level in the national sport associations/ federations. Corruption can be led by lack of transparency. As such for all the associations/ federations to improve the transparency it is important to have effective communication.

Accordingly, it is important for the stakeholders to be informed about the activities of the associations/federations. The policy decisions, financial conditions, the rules and regulations, strategic plan, agenda,

minutes of the meetings, member and athlete's information's, detailed relevant information's are necessary to be available to the public. "Spreading of the information and making stakeholders more aware can be something that can be done to improve the transparency of the associations" says an expert.

#### **b. Democracy**

Another key point that was highlighted was lack of democracy in the associations/federations. According to an expert, "Monopolization of the existing administrators influence the implementation of democracy". As stated by the experts the existing administrators use their power to influence the democracy within the organizations. The board members are not democratically appointed. The elections are not held in the correct systems.

Monopolization of power due to lack of term limits can raise poor democracy in the associations/federations. This issue can lead to not generating new ideas, difficulties in problem solving and concentration of power. As stated by Geeraert (2015) lack of term limit can lead to power abuse, lack of accountability, poor democracy and increase in adverse power accumulation risk. As term limits can drain an

organization it is important knowledge and experience, duration of term limit is important.

As highlighted by the experts, lack of guideline to follow during election leads to not having good governance. As such the ministry/ sport council need to have term limits for proper democratic system in the association/federation. Proper administrative guide line, criteria and standardized rules can make the associations/ federations go in line. “Honestly implementing the terms and rules can help improve democracy” says expert 1. “Should look in to countries like Singapore and New Zealand’s governance systems that have good democratic systems” says expert 2.

It is a major strength if the association federation have written rules and procedure for the appointment of board members, have clear voting rules, establishing quorums. On the other hand, it can be seen as a weakness of the association/federation if the federation does not take action to promote gender equality according to Geeraert, (2017). In supporting this “there are proportionately high differences between men and women. Men dominance is very high in comparison to women” says expert 1. Looking at the current situation it can be observed that there are



very few women in the administration of the sport. As noted by all expert majority of the associations do not practice gender equality.

**c. Accountability and control.**

Additionally, the associations are not taking enough responsibility to regulate and promote the sport. The accountability is not done as it should be done. The associations are not supervised appropriately. According to the experts the associations are not evaluated well. There is no proper mechanism to audit and check the associations/ federations.

The ministry/ sports council need to implement mechanism to supervise and audit to make the association/ federation more accountable. Standardize the auditing and checking, have one audit firm to audit and ethic committee to evaluate all the performance of the associations/ federations.

**d. Societal responsibility**

Likewise, it was noted by the experts that the associations/federations are not practicing the principle of societal responsibility for good governance. As expert 3 highlighted the sport

industry is one of the most important party in taking societal responsibility. The associations, federations have a huge duty to be more concerned and take actions about the society.

Despite the fact that a lot of private parties are taking the initiative to promote sport for all and grassroots development, all experts suggested that this can be improved. This highlighted the importance of the role of the associations and federations in the development of the respective sport. Moreover, all the experts noted that promotion of sport for all is important as societal responsibility of the associations/ federations. Development of grassroots activities for the development of the future of the sport is necessary.

Data collection from different participants helped to get a better understanding of the situation. And it helped to answer RQ 1 and RQ 2 which was presented in the first section. With the data collected from the interviews with experts, the second section includes the qualitative analysis and results. It helped answer the RQ 3 and RQ 4. The results in this chapter are discussed in the next chapter.

## **Chapter 5. Discussion**

This research examines the implementation of good governance principles in the Maldives. 4 principles have been selected as variables that have been identified by Geeraert on NSGO report 2017. Those factors were tested to answer the research questions. A qualitative approach and quantitative approach were used.

Namely self-completion questionnaire was used to collect data. The questionnaire was sent to 200 personals, which included board members, committee members, staff and club members. 132 respondents were received, among all questionnaires were valuable to the research. The response rate was 65%. The data was analyzed using SPSS v25.

As for the qualitative approach one on one interview was done through online calls. Open ended questions were used. 5 experts were requested to do the interview. One expert refused, and one was not available for the interview. The interview was done with 3 experts who has been in the sports industry for a long time. Those who agreed to answer the interview questions were interviewed through online phone calls. The interviews took 20 to 35 minutes.

## **5.1. Current level of good governance**

Over the past few years the issues of good governance have scaled to the highest of sport political agenda according to Play the Game (2018). Good governance is the process by which strategic directions are set and prioritized, policies are set, manages risk, the activities are monitored and evaluated. As stated by King (2017) “good governance is part of the ‘hardware’ and ‘software’ of sport organization in the sense that it is manifested in the fundamental documents of a given organization and the mechanisms and principles underpinning decisions and actions” as claimed by International Sport and Culture Association (2013).

Maldives sports has been developing since 1981 when the first national sport association was registered. Although it is developing, the success in international arena is low. Poor governance can affect the speed of its development. As such this research aimed to examine the governance level.

Usually the term good governance is not used, however the principles associated are somehow discussed. When the elections of boards and members, when spreading of information is involved, when

competitions do not fulfill the needs of the society the issues can be raised. These issues related to governance in sport organization have been spoken about a lot in the recent world. Many principles have been highlighted and a number of tools have been developed to measure good governance level.

Academic and sport leaders are brought together by the Play the Game/ Danish Institute for Sports Studies who coordinates the NSGO project. “The main aim of the project was to assist and inspire national sports federations to enhance the quality of their governance by measuring governance and building capacity” (Geeraert, 2017). This research questionnaire was made with reference to the indicators and 4 dimensions used in NSGO 2017 project.

This research examines the current level of good governance in the national sport association/federations in the Maldives and it's not new to many as shown from the results. In order to provide answers to RQ 1 of the research, regarding current level of good governance in sport association/ federation this study indicates that according to the results it showed that respondents knowledge about the good governance is 73%.

This indicates that most of the staff/employees in the national sport associations/federations know about the principles.

The results of reliability test shows that all the variables were accepted. Cronbach's alpha showed the questionnaire results reached acceptable reliability. As such it shows that the current level of good governance practice in the national sport associations/ federations needs improvement although the results reached acceptable reliability. There can be many reasons to this.

## **5.2. Level of implementation of good governance**

To find the level of implementation of the good governance principle in associations/federations. Correlation analysis was done to measure the strength of the linear relationship between the independent variables and dependent variables. The use of correlation analysis revealed that all the dependent variable; transparency, democracy, accountability and control and societal responsibility has positive correlation.

The result shows very high statistically significant; as such the null hypothesis was rejected and assume that the four independent variables scores are positively, linear associated in general. The

correlation coefficients suggest a strong and positive linear relationship between variables. Changes in one variable are correlated with changes in the other variable. This means that if implementation of transparency increases, can increase the implementation of other principles.

In order to provide answers to RQ 2 also an independent sample t-test was done. As shown above, results show general implication of mean differences by the respondents to perceive overall males recorded higher “mean” than females. The results show that there is significant difference between all the principles in the gender group.

Likewise, general implication of mean differences by the respondents to perceive overall middle-aged adult group has higher ‘mean’ than younger adult age group at each significant point value ( $p < 0.05$ ) of the good governance principles which reject the null hypothesis.

Similarly, general implication of mean differences by the respondents to perceive overall Exco member group has higher ‘mean’ than staff/club group at each significant point value ( $p < 0.05$ ) of the good governance principles which reject the null hypothesis.

Furthermore, general implication of mean differences by the respondents to perceive overall ordinary education group has higher 'mean' than higher education group at each significant point value ( $p < 0.05$ ) of the good governance principles which reject the null hypothesis.

The findings of the current research indicated that all the variables are implemented or are trying to implement in some of the national sport associations/federations in the Maldives. The purpose of this research was to implement good governance in the sport associations/federations of the Maldives. Thus, the significant difference or gap in the application of good governance indicates that there is need for academics to engage in research that actually analyze impact of practicing good governance in the sport in Maldives

### **5.3. Extent to which good governance is needed**

From the results of RQ 3 shows that there is an integration gap with regards to the level of good governance implemented and extent to which good governance is needed. From the qualitative analysis the experts have highlighted number of issues that need improvement to make governance practice better.



Spreading of information was pointed out in relation to transparency in the results of the qualitative analysis. As highlighted by Octraria, (2015) the Indonesian Olympic committee needs to maximize the use of social media platform that can be an advantage to the organization. By doing this the organization can reduce the bureaucracy process. The staff and employees perform better when the trust is enhances, can be done through transparency according to Geeraert (2017).

“Democracy means the open and frequent access for members of the organization to influence the political and strategic direction and leadership of the organization” (King, 2017). The results show that monopolization, gender inequality, hindrance of term implementation and rules and regulation were noted. “Democracy allows for more effective policies because stakeholders contribute specialized knowledge to the decision-making process and more easily accepts when they feel a sense of ownership over those policies” (Geeraert, 2017).

Abuse of power, unethical conduct and power imbalance can be stirred by poor accountability and control. Not having proper mechanism to audit and check was noted in the results. A mechanism needs to be

developed to monitor and evaluate the activities of the organization. Societal responsibility is an area a large majority of organizations struggle with according to (NSGO, 2018). To gain the trust of the society, societal responsibility plays an important role. A good relationship with stakeholders can benefit effective policies.

#### **5.4. Actions to be taken**

“Good governance in sport is a complex network of policy measures and private regulations used to promote integrity in the management of the core values of sport such as democratic, ethical, efficient and accountable sports activities; and these measures apply equally to the public administration sector of sport and to the non-governmental sports sector” (King, 2017).

Actions can be taken to develop governance practice in sport associations/federations. Based on the findings, the following recommendations are made; train and develop appropriate expertise in the industry (education and training programs), make comprehensive plans for the future, plan for long term (curriculum plan, systematic hierarchy), collaboration between the governing bodies and the associations and other facilitators of the sport industry. “The sports

movement and sport bodies are responsible for and should continue to build on the steps already taken to promote and support good governance at all levels”, (EU, 2013).

As for to improve the good governance level in the national sport association/federations there is need for the policy makers/ government to amend and make relevant changes to the rules and regulations, make comprehensive plans so that administrators and people involved can make the governance better in the associations. Try to implement these changes in the sport industry of Maldives within 5 years.

### **5.5. Limitation of the findings**

Although the research has achieved its aim and objectives there were few unavoidable limitations identified. This research was conducted on a small size of the population who responded to the questionnaire survey and few experts’ inputs. To generalize the results for a larger group, the study should have gotten more participants to respond by using different email listings. The research data and findings depended greatly on the clarity, transparency and insights of the participants’ answers. Therefore, it is important to evaluate and measure

the effectiveness of the data and information provide in order to increase the standing and strength of the research.

Another limitation of this research is that the author was not present in the research setting. The data collected was only through online questionnaire survey and online call interviews. The data collected from national sport associations/federations only, as such conduction a survey throughout all the atolls in the Maldives would strengthen the research.

## **5.6. Areas for further research**

This study begins to examine the implementation of good governance in the national sports associations/federations in the Maldives. The objective of this study was to evaluate the governance structure in the national sport association/ federations of the Maldives. The purpose was to find out the problems, identify the positive and negative aspects in the associations/federations. Find out how good governance principles can be implemented.

The objective of the study was to find if there is any positive and significant impact on the chosen 4 principles by the demographics. The current research shows the factors do have positive and significant

impact on the principles. However, these principles are not the only principles that are in good governance. Other principles that are mentioned in literatures as in chapter 2 can be included.

The analysis of the data shows a gap between quantitative analysis and qualitative analysis. It shows that most respondents of quantitative agreed that good governance principles are implemented well. On the other hand, the qualitative analysis results contrasted this finding. Therefore this needs to be investigated further for better understanding of the implementation of good governance principles.

Furthermore, the focus of the current research is to examine the current level of good governance and to find out the implementation level of good governance. Also, to find out what action can be taken toward the negative aspects and improve the good governance in the national sport associations/federations. The current author believes that it is essential to conduct surveys to find the good governance level in the whole industry. Future research could be to carry out a survey in other parts of the Maldives within all the main sport bodies in the sport industry in the Maldives.

## **Chapter 6. Conclusion**

The research examines the implementation of good governance in the national sport association in the Maldives. In order to realize this objective, this study utilizes a questionnaire survey method to obtain data to answer the questions. The finding of the quantitative study showed transparency, democracy, accountability and control and societal responsibility has a significant impact on the good governance in the national sport association/federations.

It shows that most of the respondents agree that the national sport associations are implementing the principles of good governance to a certain level. On the other hand, qualitative study shows the national sport associations/federations lacks good governance and a lot of improvement is needed. Actions and recommendations are derived. Changes need to be done within and with pressure from outside.

The ultimate goal is to examine the good governance level in the national sport associations/federations in the Maldives. By doing this the current author hopes to help the management, administrators involved in the sport associations/federations to use this as a guideline and indicators to measure good governance. The recommendations and feedback can

improve the level of good governance for the betterment of the sport industry in the Maldives.

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# Appendix

## Appendix 1. online Survey Questionnaire (Sample)

### Implementation of good governance principles in the National Sport Associations/Federations of the Maldives

#### Survey Questionnaire

#### User Characteristics

Please answer these questions before starting the survey

1. Gender

1) Male

2) Female

2. Age

1) 18 – 25

2) 26 – 35

3) 36 – 45

4) 46 – 55

5) 56 – 65

6) 66 or above

3. Education level

1) Ordinary level

2) Bachelor's degree

3) Master's degree

4) Ph.D

5) Other

4. What is your role in Maldives Sport system?

1) Board member

2) Committee member

3) Staff

4) Club member

5. Which organization do you belong to?

1) Football Association of Maldives

2) Netball Association of Maldives

3) Volleyball Association of Maldives

4) Maldives Basketball Association



- 5) Athletics Association of Maldives
- 6) Badminton Association of Maldives
- 7) Carrom Association of Maldives
- 8) Cricket Board of Maldives
- 9) Swimming Association of Maldives
- 10) Table Tennis Association of Maldives
- 11) Tennis Association of Maldives
- 12) Shooting Association of Maldives
- 13) Maldives Pool Billiard Association

6. Do you know the Principles of Good Governance in sport?

- 1) Yes
- 2) No

Kindly take time to respond to the following questions

### 1. Transparency

	Highly fulfilled	Fulfilled	Slightly fulfilled	No Knowledge or opinion	Slightly unfulfilled	Unfulfilled	Highly Unfulfilled
1) The Vision of the organization is clearly defined and communicated							
2) The organization publishes its statutes/constitution							
3) The organization publishes its internal regulations							
4) The organization publishes its sport rules							
5) The organization publishes its organizational chart							
6) The organization publishes its strategic plan							
7) The organization publishes the agenda and minutes of its general assembly meeting							
8) The organization publishes its board decisions							
9) The organization publishes basic biographical information about its board members and senior officials							
10) The organization publishes information about its members, affiliated athletes and clubs							
11) The organization publishes its annual report including financial statements							
12) The organization publishes regulations and reports on the remuneration including compensation and bonuses of its							

	board members and management						
13)	The organization publishes main event reports with detailed and relevant information						

## 2. Democracy

		Highly fulfilled	Fulfilled	Slightly fulfilled	No Knowledge or opinion	Slightly unfulfilled	Unfulfilled	Highly Unfulfilled
1)	The board members are democratically appointed							
2)	The elections are on the basis of secret ballots and clear procedures detailed in its governing document/s.							
3)	The organization offers to the candidates standing for election opportunities to present their program/ manifesto							
4)	The board have a document establishing the desired profile, to achieve a differentiated and balanced composition of its board							
5)	The organization has a nomination committee							
6)	The organization defines a quorum in its governing document/s for its decision-making bodies							
7)	The decisions on allocation of major events are made through a democratic, open and transparent process							

8)	The organization's major policy decisions are taken by ballot in the general assembly/congress or similar.							
9)	The organization's elected officials have a term limit							
10)	The organization's general assembly meets at least once a year							
11)	The organization's governing body meets regularly							
12)	The organization has gender equity guidelines for its leading officials							
13)	The criteria for a bid for major events are communicated to its members in good time							
14)	The organization provides opportunity for stakeholders to be represented/ participated within the organization, in its policy processes							

### 3. Accountability and control

	Highly fulfilled	Fulfilled	Slightly fulfilled	No Knowledge or opinion	Slightly unfulfilled	Unfulfilled	Highly Unfulfilled
1) The general assembly supervise the board appropriately							
2) The general assembly approved a multi-annual policy plan							
3) The organizations internal regulations establish general procedures regarding the premature resignation of board members							

4)	The organization define in its statues those circumstances in which due to a serious conflict of interest, a person is ineligible to serve as a member of the board						
5)	The organization apply a clear governance structure according to the principle of separation of powers.						
6)	The organization has an independent body (e.g. Ethics Committee) to check the application of the rules						
7)	The organization has or recognizes an Ethics/Integrity Code for all its members and officials						
8)	The organization's decisions can be contested through internal channels specified in its governing document/s						
9)	The board supervise management appropriately						
10)	The organization has an internal financial or audit committee						
11)	The organization implement a financial control system						
12)	The board annually evaluates its own composition and performance						
13)	The organization's finances been externally audited by an independent auditor						

14)	The organization have a code of conduct that applies to the members of the board, management and personnel.						
15)	The organization board establish procedures regarding conflicts of interest, that apply to the members of the board.						
16)	The organization board establishes procedures for the processing of complaints in the internal regulations						
17)	The organization establish procedures that allow athletes, coaches, referees, delegates and clubs to appeal against a sporting sanction.						
18)	The board have a document outlining an annual meeting schedule?						

#### 4. Societal Responsibility

	Highly fulfilled	Fulfilled	Slightly fulfilled	No Knowledge or opinion	Slightly unfulfilled	Unfulfilled	Highly Unfulfilled
1)	The organization offer consulting to its members in the areas of management or governance						
2)	The organization have a formal (written) policy that outlines objectives and specific actions aimed at mitigating the health risks of sporting activities						
3)	The organization take actions aimed at preventing or						

	mitigating the specific risks							
4)	The organization implement a formal written policy/ code of conduct combating sexual harassment in sport							
5)	The organization have rules aimed at promoting the physical integrity of athletes							
6)	The organization implement an anti-doping policy							
7)	The organization have a formal written policy that outlines objectives and specific actions aimed at preventing, detecting and combating doping practices							
8)	The organization implement disciplinary rules to combat doping in conformity with the world anti-doping code							
9)	The organisation implements a policy on social inclusion through sport							
10)	The organisation implements a policy combating discrimination in sport							
11)	The organisation implements a policy to promote gender equality in sport							
12)	The organization implements a policy to combat match-fixing							
13)	The organisation implements a policy for the promotion of environmental sustainability							
14)	The organisation implements a policy on promoting the dual career of athletes							

15) The organization implements a policy on promoting sport for all							
16) The organisation ensures the fair treatment of professional athletes							
17) The organization allocates specific resources for the global development of grass-root activities							
18) The organization has legacy requirements for communities in which its events are hosted							
19) The organization inspects and audits the use of funds given to its internal stakeholders							



## **Appendix 2: Participant Consent Form**

### **Implementation of Good governance principles in the national sport association/federations of the Maldives**

Dear Respondent,

I am a master's student studying Global Sport Management at Seoul National University (SNU), South Korea. I am conducting a final year project. I am trying to analyze the good governance level in the national sports associations/federations in the Maldives.

Your participation will be greatly appreciated. It will take few minutes of your time to answer this questionnaire. Your participation in this study is voluntary. Any information that you give here is strictly confidential and will not be published anywhere.

If you have any questions concerning the research study or any suggestions, please feel free to contact me.

Your participation and corporation on this survey is highly appreciated.

Thank you.

Sincerely,

Aminath Nashida

[naashee12@gmail.com](mailto:naashee12@gmail.com)

## **Appendix 3. Interview Questionnaire**

Data Collected for the study on

### **Implementing good governance principles in the National Sport Associations/Federations in the Maldives.**

1. Do you know the principles of good governance in sport?
2. What is your opinion about principles that need to be there to have good governance? Why?
3. What is your opinion about the transparency in the associations/federations? Are they transparent enough? What do they do to be transparent and what they don't? what do they need to do to be more transparent?
4. What is your opinion about democracy in the in the associations/federations? Are they democratic enough? What do they do to be democratic and what they don't? what do they need to do to be more democratic?
5. What is your opinion about accountability and control in the associations/federations? Are they accountable enough? What do they do to be accountable and what they don't? what do they need to do to be more accountable?
6. What is your opinion about Societal responsibility of the associations/federations? Are they Societal responsible enough? What do they do to be Societal responsible and what they don't? what do they need to do to be more Societal responsible?

7. What is your opinion about advantage and disadvantage of having good governance principles and implementing them?
8. is your opinion about level of good governance needed in the associations, in which principles need to be focused more?
9. What is your opinion about actions that can be taken to develop governance practice in the associations and federations?
10. What is your opinion about the role of governing bodies and what is their role in coordination with national federations to have good governance?
11. What are your recommendations to the organization's betterment in near future?
12. Do you have any final comment?

## 초 록

# 몰디브 스포츠 조직 및 연맹의 거버넌스 발전 방안 분석

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거버넌스는 조직에 책임을 부가하는 방식이다. 즉, 규칙이 규제되는 방식 및 규범과 행동이 고안되고 유지되는 방법을 의미한다. 올바른 거버넌스는 의사 결정을 내리고 구현하는 과정을 말한다. 스포츠 조직은 그들의 목표를 달성하기 위해 더 전문적이어야 하며 운영에 대하여 보다 나은 통치 접근 방식을 채택해야 한다.

본 연구는 몰디브 스포츠 조직의 거버넌스 구조를 조사하는 것을 목표로 한다. 이에 선행 연구를 기반으로 확인된 훌륭한 거버넌스 원리 중에서 투명성, 민주주의, 책임 및 통제, 사회적 책임이라는 네 가지 요소가 선정되었다. 또한 본 연구는

훌륭한 거버넌스와 관련된 거버넌스 요소를 측정하는 것을 목표로 한다. 이를 위하여 훌륭한 거버넌스와 관련된 문제를 탐색하여 스포츠 조직의 긍정적이고 부정적인 측면을 파악하고, 부정적인 측면에 대한 해결책을 찾아 훌륭한 거버넌스 원리를 구현하는 방법을 조사하고자 한다.

연구문제를 검증하기 위하여 SPSS를 이용하여 독립변수와 종속변수 사이의 관계를 탐색하였고, 몰디브 스포츠 조직의 현재 상황 개선을 위하여 몰디브 스포츠 전문가들의 인터뷰를 실시하였다.

본 연구는 몰디브 국가 스포츠 조직 및 연맹 해당 조직에서 더 나은 관리 원칙을 구현하는 데 도움이 될 것이라는 점에서 중요한 역할을 한다. 또한 본 연구는 훌륭한 스포츠 조직을 창조하는 측정지침 및 지표로 사용할 수 있을 것이며 긍정적 피드백을 통해 거버넌스 개선에 기여할 수 있을 것으로 보여 진다.

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주요어: 거버넌스, 투명성, 민주주의, 책임감, 통제, 사회적 책임,  
몰디브, 국가 스포츠 연맹

학 번: 2017-27185