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| Supplementary Table 1: Examples citations of organisational governance studies | | | |
| Author | Year | Purpose | Key findings |
| Hamm-Kerwin, S., Doherty, A. | 2010 | To examine the nature of intragroup conflict in non-profit sport boards, and its impact on perceived decision quality, board member satisfaction, and commitment to the board. | The results indicated that task, relationship, and process conflict were negatively related to decision quality, satisfaction, and commitment, and relationship conflict was the most influential variable on all three outcomes. |
| Sherry, E., & Shilbury, D. | 2009 | This research identified processes and attributes that influence directors: selection processes, outside roles, experience, regulation, education, motivation and qualifications. | Key processes (selection processes and director education) and attributes (outside roles, experience, regulation, motivation and qualifications) of non-executive directors were identified. |
| Ferkins, L., McDonald, G., Shilbury, D. | 2010 | To develop and test a model for improving governing board performance | The authors propose a model of improving sport governing board performance |
| Ferkins, L & Shilbury, D | 2015 | To develop/ theoretical understanding of organisational strategic capability | Six factors of board strategic capability are discussed: contribution, operational knowledge, integration of regional entities, monitoring and control, strategy development, integration of strategy into processes |
| Inglis, S. | 1997 | To explore the roles associated with the boards of directors in the governing of amateur sport | 1. proposes a four factor framework of board structure/roles 2. community relations aren’t as important as previously suggested 3. significant difference in ratings of performance by gender (male domination of boards) 4. variety of roles important to sport organizations |
| Doherty, A., Hoye, R. | 2011 | To explore the relationship between multidimensional role ambiguity and individual board member performance within non-profit voluntary sport organizations. | 1. role ambiguity accounted for 29 percent of the variance in perceived board member performance 2. ambiguity is a strong predictor of self-reported performance |
| Adriaanse, J. | 2016 | To examine gender diversity in sport boards | 1. women remain under-represented with few countries have achieved a critical mass of 30 % representation and no continent has achieved the critical mass on any of the three indicators. 2. Women’s under-representation in sport governance is due to complex gender dynamics. 3. gender diversity on sport boards is associated with four interwoven dimensions of gender relations: production, power, emotion and symbolism |
| O’Boyle, I., Hassan, D. | 2016 | This paper examines the issue of board composition within non-profit sport organizations operating in a federated governance structure. | Findings show that the Association heavily relies on the delegate system of board composition, potentially limiting its ability to appoint a board that has a commercially orientated focus reflecting the professionalization and commercialization of the contemporary sport industry. |
| Healey, D. | 2012 | The article examines governance of sporting organisations from a number of perspectives and draws distinctions between standard assumptions about governance and the realities of sports governance in Australia. | A number of assumptions made about organisations in law and governance theory do not apply to Australian sporting organisations. It asks how these anomalies in assumption and execution affect ultimate good governance in sport and impact on the way directors approach their duties. |
| Chappelet, J.-L. | 2011 | To examine the accountability of the IOC | The analysis of each of them shows that although considerable progress has been made by the IOC since 1999, improvements regarding accountability remain both possible and desirable. |
| Breitbarth, T., Walzel, S., Anagnostopoulos, C., Van Eekeren, F. | 2015 | To provide practical and future research implications for the field of governance and corporate social responsibility (CSR) in sports | The authors find six themes: features and idiosyncrasies of sport in relation to governance and CSR; the relevance and impact of regional and cultural context; reflections on “content” of CSR in sport in difference to CSR through sport; the quest for the business case for CSR in sport and consumer reactions; the potential for interdisciplinary, multilevel and longitudinal research; and finding a critical voice and relating research (back) to industry and practice. |
| Dimitropoulos, P. | 2011 | Analyzes the impact of corporate governance quality (namely board size, board independence, managerial ownership, institutional ownership and CEO duality) on the earnings management behaviour of European Union's football clubs over the period 2006–2009. | Corporate governance quality mitigates aggressive earnings manipulation (income smoothing, accrual manipulation and reporting small positive income) by football managers and specifically clubs with increased board independence, managerial ownership and institutional ownership and small board size are associated with high quality financial reporting through the deterioration of earnings management behaviour |