

# ФІЛОСОФІЯ ОСВІТИ PHILOSOPHY OF EDUCATION

UDC 005.35:796(477)

DOI <https://doi.org/10.32782/hst-2025-24-101-18>

## APPLICATION OF THE PRINCIPLES OF GOOD GOVERNANCE IN THE ACTIVITIES OF A SPORTS FEDERATION

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### Abstract

The application of the principles of good governance in sports organisations is an important topic due to the aim of ensuring transparency and accountability, management of conflicts of interest, effectiveness, sustainability and innovation. Good governance is a concept that conditions the effective and ethical management of a sports organization, but sports organizations face challenges in the application of good governance. Sporting activities, due to their obvious social and cultural benefits and the well-being they provide, not only to the sports community, but also to society, are a means of promoting and implementing ethical values in practice, which, by their very nature, should serve as an example not only for the sports community, but also for other groups in society. **The aim of the study** – to evaluate the application of the principles of good governance in the activities of the sports federation and to provide recommendations for the improvement of governance. **Methods.** The quantitative research method used to achieve the objective of the survey – questionnaire survey. During the study, the principles of good governance were assessed: transparency, management of conflicts of interest, effectiveness, innovation and sustainability. 95 members of the federation community participated in the survey: managers and council, athletes and other respondents (judges, coaches). **Results.** Different community groups in the federation have different views on the application of the principles of good governance. Judges and managers rated the application of the principles of good governance better than athletes. The differences between the stakeholders indicate their unequal involvement and experience in the activities of the federation. Good results in one area of good governance are often linked to good results in others, which requires a coherent and integrated approach to the application of all principles of good governance, involving and coordinating decisions with all stakeholders. **Main conclusions.** The Sports Federation is based on the principles of good governance, but their application is assessed differently between different groups of community members. Improving professional competencies, increasing transparency and accountability, achieving effectiveness, implementing innovations and sustainability are prerequisites for improving the quality of the federation's activities. The Statutes, Code of Ethics and Discipline, Financial Statements and other documents of the Sports Federation formally include the principles of good governance and their application, but insufficient communication with all stakeholders does not ensure the dissemination of the results of the application of the principles and the involvement of all members. The study shows the need to strengthen communication and inclusion in the development of good governance mechanisms in order to ensure democratic governance and trust among community groups.

**Key words:** Principles of good governance, sports federation, interest groups.

**Introduction.** The application of the principles of good governance is becoming increasingly relevant in both the public and private sectors, including sports organisations that seek efficiency, transparency and public trust (Kulakauskas, 2019;

Cabello Manrique & González, 2023). Sport, especially professional sports, is a very powerful tool that unites a lot of different groups of people, can influence the processes that take place in the country, so it is very important to adapt the principles of good governance in sports organisations. Sports federations are an important link in the sports system, interacting with a large number of state, international and other institutions that have their own rules, recommendations and approaches to sport and its processes. Principles such as transparency, accountability, conflict of interest management, effectiveness, sustainability and innovation are essential to ensure honest

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operations, objective decisions and long-term success of organisations (Alloa & Thoma, 2018; Karsono, 2023). For motorcycle sports federations, these aspects are particularly important due to the specific environmental challenges related to pollution, noise and resource use, so it is necessary to comply with both sports and environmental standards, while raising community awareness (Hoye et al., 2020; Mura, Vicentini & Portaluri, 2022). Innovative management solutions and advanced technologies can strengthen the organization's competitiveness and adaptation to the changing environment, helping to solve both economic, social and environmental challenges (Hemphill, 2020; Eggers, Turley & Kishnani, 2018). The aim of the research to evaluate the application of the principles of good governance in the activities of the federation and to provide recommendations for the improvement of governance. **Tasks.** To analyze the principles of good governance from a theoretical aspect; to discuss the peculiarities of the activities of sports federations in the context of the principles of good governance; disclose the application of the principles of good governance on the basis of the sports federation operational documents; to evaluate the application of the principles of good governance from the point of view of the members of the sports federation community and to make recommendations for improvement.

#### **Methodology and organization of the research.**

To achieve the aim of the research, the analysis of the scientific literature was carried out; the analysis of documents and other sources of information; the quantitative research – questionnaire was carried out; descriptive statistical analysis (means, deviations). In order to reveal the views of the interested parties, a quantitative study was chosen. This method allows you to see the situation

not only from the side of the management, but also reveals the opinion of the federation community. The structure of the survey questionnaire is shown in Table 1.

The research questionnaire is based on research conducted by Geeraert (2018), Thompson et al (2023), Parent & Hoye (2018), Musonye, (2017), Thompson, Lachance, Parent & Hoye (2023).

**The contingent of subjects.** The study involved 95 subjects, whose predominant age ranges from 18 to 61 years. Of these, there were 11 heads and council members of the Lithuanian Motorcycle Sports Federation, 62 athletes, 7 judges and 15 representatives of the group «Others» (coaches, mechanics). Oral permission of the manager obtained as a result of the investigation. The questionnaire is available on the website [www.apklausa.lt](http://www.apklausa.lt). The study is limited to the sport of motocross only. The questionnaire was conducted by sending a link to the questionnaire to the e-mails and sharing it on social networks.

The results of the study were processed by SPSS version 28 program, descriptive statistical analysis was provided. To determine the relationship between the variables, the Pearson correlation coefficient is calculated. A strong positive correlation was found between all the principles of good governance assessed ( $r \geq 0.80$ ), and a particularly strong relationship between sustainability and innovation ( $r = 0.93$ ), indicating the interdependence of these areas.

**Principles of good governance of sports federations.** The management of sports federations depends on the environment, therefore, in order to obtain the best possible results, it is necessary to take into account the respective peculiarities of management. It is necessary to ensure transparency, accountability, efficiency and the involvement

Table 1

**Structure of the questionnaire**

<b>Group of questions</b>	<b>Research Questions</b>	<b>Based on authors</b>
Transparency /Accountability	How accountable and transparent does the federation carry out its activities?	Geeraert, 2018
Management of conflicts of interest	How does the Federation effectively identify, declare and manage conflicts of interest?	Geeraert, 2018
Scoring	How does the Federation achieve its goals?	Geeraert, 2018, Thompson et al., 2023, Parent & Hoye, 2018
Sustainability	How does the Federation carry out sustainable activities?	Thompson et al., 2023 ir Musonye, 2017
Innovation	In the opinion of the researchers, the federation promotes innovation in motorcycle sports?	Thompson, Lachance, Parent & Hoye, 2023 ir Musonye, 2017

of the various stakeholders in decision-making. The governance of sports federations often depends on national and international rules. For this reason, the specificities of governance should also ensure compliance with ethical norms and equal opportunities for all members (Bai & Bai, 2021). The sports federation would also be positively influenced by qualified managers and specialists of sports federations, who would have as many different skills as possible, as the managers of sports organizations often face a lack of professionalism. This is because many of them work on a voluntary basis and do not have the appropriate education in sports management. Therefore, orientation in the skills of leadership, resource allocation, employee motivation, innovative thinking and effective delegation of tasks in sports federations is extremely important. These competencies would not only allow to ensure the smooth daily operation of the federation, but would also contribute to the competitiveness advantage of the organization (Santos, Batista et al., 2022). Sports federations of technical sports have more additional challenges. This is the effectiveness in combining technical safety and organizational requirements to ensure the transparency and security of the competition. These aspects can be influenced by a lack of infrastructure (tracks and auto-moto sports complexes), lack of safety training in technical sports, as well as technical limitations that may limit performance and safety opportunities (Baral, 2024). In addition, the ability to balance the needs of various interest groups, such as athletes, sponsors, clubs and the public, is essential for maximum results in a sports federation. Therefore, another extremely important aspect of federation governance is the ability to ensure open communication and involve all stakeholders in decision-making. In addition, management processes are often based not only on traditional management principles, but also on strategies adapted to the specifics of the sport, such as the organization of athlete education, training and competitions. Sports federations are characterised by seasonal cycles of activity related to the planning and implementation of events, so it is necessary to organise the allocation of resources accordingly, especially in the areas of finance and human resources. The governance of federations is also strongly influenced by international organisations and the rules they have set, especially when it comes to the regulation of sports disciplines and the rights of athletes (Acar, 2023). Thus, the management of sports federations is a complex process that

combines traditional management principles with specific elements specific to sport that require flexibility and the ability to adapt quickly to changing circumstances.

The application of the principles of good governance in the activities of a sports federation can be strengthened not only on the basis of theory, but also on the basis of practice, for example, the experience of other countries. According to Baral (2024), effective management must include not only the search for financial sources and the development of infrastructure, but also the implementation of professional management structures and the development of publicity strategies. In order to implement the principles of good governance, sports federations should focus on the development of clear strategies, the involvement of sponsors and the efficient use of resources. Cooperation with business entities and strengthening of governance structures are essential factors for the successful development of sport. Such measures would not only increase the efficiency of the federation's activities, but also strengthen its credibility and image in the eyes of the public. Promote greater participation in sporting events and better cooperation with local and international partners (Baral, 2024). According to Gryshuk (2024), Australia's well-developed sports infrastructure, strong sports culture, and strategic partnerships have led to global recognition. Such a strategy could also be applied in other countries, but it is necessary to take into account national circumstances, thus emphasising the importance of good governance and, in particular, flexibility. Also, one of the peculiarities of good governance in motor sports federations is the application of sustainability principles, paying a lot of attention to environmental protection and the responsibilities associated with it. Environmental protection can include several spheres, such as sports infrastructure and event organization, ensuring minimal damage to the environment. Environmental and sustainability actions also relate to the impact of sports federations on the region, its environment, including economic development, support for local businesses and job creation. Based on the experience of Austria, Germany and Slovenia, it can be said that sporting events, competitions and their organisation revitalise industrial regions and contribute to increasing the attractiveness of these regions among young people and attracting cultural events. It would also be possible to promote the application of sustainability principles and environmental protection during sports

events. For this reason, all these aspects are important, since competitions or other events organized by federations can contribute to the development strategy of the region, promoting the renewal of infrastructure and the sustainable development of tourism (Harfst, 2015, Pactwa et al., 2021). In addition, sporting events often face noise pollution issues that can negatively affect both athletes and fans, and this aspect is becoming increasingly important in sustainability debates. Efficient management can include solutions that reduce noise levels in stadiums or other events, thereby contributing to a healthier environment and long-term sustainability. Noise pollution during competitions is particularly relevant due to its negative impact on athletes and spectators. Noise pollution in competitions is also a problem due to long-term hearing degradation caused by noisy environments that often exceed recommended noise levels (Pienkowski, 2021). Also an important aspect is that technical sports depend on non-renewable natural resources such as oil. Therefore, federations must look for ways to reduce the impact of the environment. Innovation can help to address this problem. Alternative energy sources are one of the most important modern trends. „FIA Institute for Motor Sport Safety“ proposed to include environmental sustainability research and sustainability dissemination activities: promotion of sustainability, dissemination of research results and provision of information on the application of best environmental procedures, practices and technologies in sport, infrastructure management, monitoring and control of emissions, energy optimisation and storage, protection of the natural environment and vehicle design – biodiesel, ethanol, hydrogen and compressed natural gas, hybrid technologies that use both conventional internal combustion engines as well as electric motors (Dingle, 2009). Thus, sustainability and innovation must occupy an important place in the activities of the federation, while sustainability, environmental protection and innovation issues must be addressed in the activities of the federations.

Conflicts of interest are also becoming a common topic in sports federations. This often happens when participants have different aspirations related to the commercialization of sports and public interests. It has been observed that sports management is often directed towards the sports industry and its aspects, resulting in a neglect of sports values. Such an approach can lead to conflicts between the heads of sports federations, who are trying to balance

between commercial aspirations and the preservation of sports values (Gammelsæter, 2020). Innovation in sports management can also contribute to the management of these conflicts. It is said that the management of sports federations should not only implement innovations, but also evaluate them as measures that help to maintain the authenticity of sports activities, and not only to seek economic benefits (Amis & Silk, 2005). Sporto federacijos vis dažniau tampa diplomatinio bendradarbiavimo ir minkštosios galios įrankiu. (Postlethwaite et al., 2023). Sports federations can prevent or alleviate conflicts. Innovation and the management of conflicts of interest can be linked. In sports federations, conflicts of interest often arise between commercial and sporting objectives, which can hinder both the dissemination of innovation and the efficiency of its activities (Hornby, Roderique-Davies, Heirene, 2024). Meanwhile, an effective governance model that incorporates clear conflicts of interest management mechanisms is essential to create a sustainable and innovative environment in sport (Brymer et al., 2020). It is also necessary to put in place structures in sports federations that encourage innovation, including new technologies, processes and strategies to reduce the risk of inequalities and conflicts of interest. These models can be inspired by successful examples, such as innovative solutions implemented in the field of motorsport, which help reduce risk and at the same time promote improvement. Innovations such as digital technologies and simulators allow athletes and team members to analyze results objectively, avoiding the influence of subjectivity or personal interests. At the same time, the collection of real-time data through telemetry systems ensures transparency and data-driven solutions that are independent of individual interests. Šios inovacijos sukuria skaidresnę ir objektyvesnę sporto valdymo aplinką, kurioje sumažėja galimybė konfliktams tarp sportinių ir komercinių tikslų (Hornby et al., 2024). Thus, in order to achieve comprehensive harmony in the sports organization, it is necessary to take into account the members of the organization, participants of sports events and other interested parties in order to avoid conflicts and it is important to have a clear strategy to control this problem.

Sports federations are unique in terms of activities, so it is important to delve into specialized topics on the issues of improving the federation's activities. In sports federations, it is important to take an interest in the latest sustainability and other trends, to

carry out activities on the basis of a democratic principle, transparently and to achieve the highest possible results. The more these topics are explored, the stronger the federation and its members will be.

**Results.** The principle of transparency and accountability was rated the highest by judges – their average rating was 4.26 ( $\pm 0.85$ ), Leaders and the Council also welcomed transparency, 4.10 ( $\pm 1.31$ ). A slightly lower rating is observed in the group «Other» – 3.64 ( $\pm 1.44$ ). Meanwhile, the average of the group of athletes shows an even lower rating – 3.24 ( $\pm 1.23$ ) (Table 2).

The management of conflicts of interest is also viewed slightly differently. The judges gave a fairly high rating of 4.00 ( $\pm 0.83$ ), while the managers and the council – 3.41 ( $\pm 1.35$ ). Athletes' opinions on

this issue are expressed more neutrally – 3.02 ( $\pm 1.15$ ). The group «Others» rated this principle the lowest – 2.92 ( $\pm 1.16$ ) (Table 3).

Efficiency was rated highest among judges – their average was 4.11 ( $\pm 0.79$ ), indicating satisfaction with operational efficiency. The managers and the council rated it slightly lower – 3.49 ( $\pm 1.25$ ), but still favorably. Athletes' rating is 3.07 ( $\pm 1.16$ ), while the lowest rating of the group «Others» is 2.92 ( $\pm 1.16$ ) (Table 4).

The principle of sustainability was also rated the best among the judges – 3.77 ( $\pm 0.91$ ). Meanwhile, the rating of the managers and the Council – 3.37 ( $\pm 1.37$ ) – expresses more average satisfaction. Athletes – 3.16 ( $\pm 1.10$ ) – show quite similar results. The group «Others» presented an average of 2.89 ( $\pm 1.37$ ), which is the lowest (Table 5).

Table 2

**Distribution of transparency and accountability averages by position**

Groups of respondents	Average	Standard deviation
Managers and Council	4,10	1,31
Athletes	3,24	1,23
Judges	4,26	0,85
Others (coaches, mechanics)	3,64	1,44

Table 3

**Distribution of Conflict of Interest Management Averages**

Groups of respondents	Average	Standard deviation
Managers and Council	3,41	1,35
Athletes	3,02	1,15
Judges	4,00	0,83
Others (coaches, mechanics)	2,92	1,16

Table 4

**Distribution of performance scoring averages**

Groups of respondents	Average	Standard deviation
Managers and Council	3,49	1,25
Athletes	3,07	1,16
Judges	4,11	0,79
Others (coaches, mechanics)	3,04	1,43

Table 5

**Distribution of sustainability assessment averages**

Groups of respondents	Average	Standard deviation
Managers and Council	3,37	1,37
Athletes	3,16	1,10
Judges	3,77	0,91
Others (coaches, mechanics)	2,89	1,37

The application of the principles of innovation received the greatest support from the judges – 4,00 ( $\pm 1,01$ ), The Group of Leaders and the Council assessed this principle slightly below 3,54 ( $\pm 1,39$ ), Athletes – 3,21 ( $\pm 1,17$ ). The group «Other» gave the lowest rating – 2.96 ( $\pm 1.50$ ) (Table 6).

In the evaluation of the federation's good governance, the principle of transparency and accountability stood out most prominently, which was rated the highest by the judges and the lowest by the athletes. Athletes rate the manifestation of all the principles of good governance only moderately.

Table 6

#### Distribution of Innovation Assessment Averages

Groups of respondents	Average	Standard deviation
Managers and Council	3,54	1,39
Athletes	3,21	1,17
Judges	4,00	1,01
Others (coaches, mechanics)	2,96	1,50

Respondents (coaches, mechanics) evaluate all the application of good governance in the activities of the federation lower than athletes. The results of the study echo the conclusion of Thompson et al. (2023) that transparency in sports organizations is often declared, but its actual implementation is limited. Such an assessment is determined not only by the availability of the information, but also by its structure and level of inclusion. It is important to note that transparency should not be limited to documents – it must be the norm of daily activities, including a clear, inclusive communication process (Hartarto et al., 2021). Differences in assessment were also evident in the area of conflict of interest management, with judges evaluating it most favourably, athletes and others the lowest. This reveals that conflict resolution mechanisms are not equally known or experienced in all groups. Effective management of these conflicts requires not only regulations, but also the active involvement, empathy and open dialogue of all members (Hartarto et al., 2021). The principles of efficiency and sustainability are also characterised by similar trends. While these principles are welcomed by judges, less involved groups feel less informed about performance or long-term goals. This confirms the attitude that good results and organizational sustainability go hand in hand with inclusive leadership that creates a shared sense of responsibility. When evaluating innovation, the highest ratings are given by those involved in decision-making. Studies show that innovation is more often implemented where an open culture is created and everyone is given space to propose ideas (Hu & Shu, 2024). It is therefore important to introduce decentralised models that encourage

the participation of different groups, for example through feedback systems or strategic forums.

The correlation analysis carried out showed very strong interrelationships between all the principles of good governance evaluated, which allows us to state that progress in one area can contribute to the improvement of another (Thompson et al., 2023; Musonye, 2017).

A very strong positive correlation has been found in the study of the relationships between the principles of good governance, as  $r=0.80$  and above. These links are statistically significant ( $p<0,001$ ). Only the link between innovation and conflict of interest management has been identified as slightly weaker ( $r=0,79$ ). However, it is statistically significant ( $p<0,001$ ). The strongest links were found between sustainability and innovation (0.93) (Table 8).

During the investigation, the documents of the sports federation were analyzed. The principles of good governance are extremely important in federations and other bodies, so the analysis of federation documents is also important in the study of the principles of good governance. The analysis of the documents allowed to identify that the federation seeks to implement innovation and sustainability, but the implementation of these principles is more declarative and not sufficiently systematic. For example, although transparency and accountability are declared in the documents (LMSF, 2024), according to athletes, coaches and mechanics, these principles are not implemented consistently enough in reality. In its 2025-2028 strategic plan, the Lithuanian Motorcycle Sports Federation (LMSF) emphasizes the principles of good governance focused on transparency,

Table 8

**Correlation between the principles of good governance**

Principles of good governance		Transparency and accountability	Management of conflicts of interest	Scoring	Sustainability	Innovation
Transparency and accountability	Correlation coefficient (r)	1	0,80**	0,80**	0,80**	0,80**
	Significance (p)	-	< 0,001	< 0,001	< 0,001	< 0,001
Management of conflicts of interest	Correlation coefficient (r)	-	1	0,80**	0,80**	0,79**
	Significance (p)	-	-	< 0,001	< 0,001	< 0,001
Scoring	Correlation coefficient (r)	-	-	1	0,87**	0,87**
	Significance (p)	-	-	-	< 0,001	< 0,001
Sustainability	Correlation coefficient (r)	-	-	-	1	0,93**
	Significance (p)	-	-	-	-	< 0,001
Innovation	Correlation coefficient (r)	-	-	-	-	1
	Significance (p)	-	-	-	-	-

*Note: \*\* The correlation is significant when  $p < 0,01$ .*

professionalism and responsibility. The main priorities are the development of high-performance athletes, the popularization of motorcycle sports and motorcycle tourism, and the promotion of young talents. The LMSF Strategic Plan also mentions cooperation with national and international organizations, infrastructure development and financial stability aspirations, which is really important in the good governance of federations. This federation also conducts an internal analysis, which emphasizes successful international experience, but draws attention to funding and infrastructure shortcomings. The aim is to make administrative processes more efficient, involve the community and volunteers and modernise activities, contributing to increasing the awareness of the country's sport (LMSF, 2025a).

When researching the principles of good governance, the analysis of environmental documents is important. The Federation emphasizes transparency, accountability, effectiveness, sustainability and innovation in its activities. These principles are enshrined in the federation's strategy and environmental code, which is constantly being adjusted. The main objective of the Environmental Code is to create a culture of sustainability in motorcycle sports. The federation also tries to pay special attention to environmental requirements, including the regulation of noise pollution, soil protection, reduction of pollutant emissions

and the preservation of biodiversity. Transparency is ensured through clear environmental rules, publicly available regulations and reports that promote open communication with the public and stakeholders. The federation also emphasizes social responsibility by promoting the implementation of sustainability principles, the use of alternative energy and circular economy solutions. The federation implements initiatives that oblige organizers and athletes to comply with environmental requirements, and provides for strict sanctions for violations, such as disqualification or financial fines. Be to, Federacija aktyviai įgyvendina tarptautinius gero valdymo standartus, bendradarbiaudama su tarptautine motociklų sporto federacija (FIM). This allows the activities of the Federation not only to ensure a positive image, but also to increase the trust of the sports community and to align its activities with the Sustainable Development Goals (LMSF Code, 2024).

Another document that is also important when discussing the principles of good governance is the Code of Ethics and Discipline of the Federation. This document develops the principles of good governance, with an emphasis on respectful behaviour, respect for human rights and impartiality in decision-making. The Federation is committed to promoting dignity, combating all forms of discrimination, harassment, violence and doping, in order to maintain social

responsibility and clean sports. The document also pays great attention to the accessibility of sport for all, regardless of gender, race, religion or other individual characteristics, as well as the safety and environmental protection of the participants during the competition. One of the most important aspects of good governance, which is regulated in detail in the Code, is the prevention and resolution of conflicts of interest. The Code provides for an obligation for official persons to avoid actual or potential conflicts of interest, and in case of doubt, to declare them in a special procedure. It has been established that persons who have direct or indirect interests which may influence the objectivity of the decision may not participate in decision-making. In such cases, there is a clear procedure for recusal – the person must inform the chairperson of the disciplinary body, fill in a declaration of interests and not participate in the decision-making process. In case of violation of this obligation, the decision may be considered invalid and the member may be dismissed from office (LMSF, 2025c). The LMSF is also committed to acting in a transparent and honest manner, ensuring the availability of information, efficient use of resources and accountability to stakeholders. The Code establishes the obligation to follow the principles of confidentiality, ensure data protection and comply with standards of impeccable reputation. These provisions contribute to strengthening the image of the federation at the national and international level, as well as promoting the long-term sustainability of the organization and the introduction of innovations.

Evaluating this Code from the point of view of the procedure for handling complaints, it can be seen that the organization has established clear procedures that allow individuals to submit complaints, requests or reports regarding possible violations. The procedure for the examination of complaints details the forms of submission, the course of examination, the deadlines for responses and the possibilities of appeal. It is also emphasized that a person whose actions are being complained of may not participate in the examination of complaints, which indicates a conscious intention to ensure impartiality and transparency (LMSF, 2024c).

Integrates transparency, accountability and efficient management of resources into the statutes and financial statements and budget of the Lithuanian Motorcycle Sports Federation.

The statutes of the LMSF, as the main document regulating the activities of the organization, establish the objectives and structure of the federation, the rights and duties of its members, and the decision-making procedures. These statutes establish democratic principles of governance, ensuring that decisions are made collegially, taking into account the interests of all members. In addition, the articles of association provide for regular procedures for reporting activities and financial statements, which promote transparency and accountability of the organization to members and the public. This regulation is in line with international standards of good governance, which emphasize the clarity of organizations' activities and their accountability to stakeholders (LMSF, 2022).

Federacijos finansinės ataskaitos ir biudžetas yra esminiai dokumentai, atspindintys organizacijos finansinę būklę, pajamų ir išlaidų struktūrą bei planuojamus finansinius tikslus. Regularly published financial statements, such as financial condition and performance reports, allow members and the public to monitor the federation's financial performance, ensuring transparency and trust in the organization. Budget planning and execution, detailing the use of state budget funds, demonstrates responsible and efficient resource management, which is necessary to achieve the organization's goals and ensure long-term sustainability. The publicity and availability of these documents are in line with the principles of good governance, which promote openness, financial discipline and accountability to stakeholders. However, one of the shortcomings of financial reporting may be insufficiently detailed mechanisms for analysing financial flows, which can make it difficult for stakeholders to interpret financial data accurately. There may also be questions about the diversification of funding sources – dependence on certain sources of funding may limit the flexibility of the federation and its ability to invest in long-term projects (LMSF, 2024a; LMSF, 2024b).

In conclusion, it can be said that the principles of good governance in the federation are not equally perceived among different stakeholders and are not sufficiently disclosed in documents reflecting implementation. The recommendations of the respondents presented in Table 7 allow to additionally assess the expectations and attitude of the subjects towards the implementation of the principles of good governance of the federation.



Table 9

**Subjects' recommendations for the future application of good governance**

<b>Group</b>	<b>Recommendation</b>
Manager/Member of the Council	Training, courses, upskilling
	Organization of competitions
	Sponsorship Representative, Funding
Judges	Training, courses, upskilling
	Listening to comments
Athletes	Sponsorship representative, funding, reduction of entry fee
	Publicity and attraction of athletes
	Isiklausymas į pastabas
	Equality for different classes
Other (coaches, mechanics)	Transparency and objectivity in the registration of athletes
	Training, courses, upskilling
	Innovation

It has been found that different groups emphasize different aspects: managers and council members focus on structural and organizational improvements, such as training, support mechanisms, athletes – to financial accessibility and registration, judges – to qualification strengthening and feedback, and volunteers – to the application of innovative practices based on the examples of other EU countries. Each group has its own priorities, which should be the starting point for differentiated directions for improving the application of the principles of good governance in the activities of the federation.

Although the results of the study suggest that the application of the principles of good governance in the Federation may be selective, certain limitations of the study should also be noted. First of all, a quantitative survey, although it allows you to assess trends in attitudes, does not reveal a deep attitude or reasons. Therefore, in the future, it is appropriate to develop a mixed methodology, complementing quantitative analysis with qualitative interviews, which would help to understand the motivation, level of awareness or cultural approach to management of groups. Also, taking into account that the federation under analysis is not a large organization and does not have many members in certain groups, such as volunteers. There is no permanent group of volunteers, so it is very difficult to retain volunteers and even more so to interview them. As the study was carried out in only one sports federation, its generalisation at national or international level is limited. Nevertheless, the data provided provide a strong basis for further comparative studies, especially when evaluating the practice of implementing good governance in different sports

or federations of different sizes. Further development of research could also focus on analysing the impact of the implementation of good governance – whether higher assessments of principles actually correlate with the efficiency of the organisation's activities, the satisfaction of its members or the reputation of the federation in society.

**Conclusion.** The principles of good governance oblige public organisations to constantly assess the efficiency of their activities and to optimise processes and service provision, to seek to improve the management of administrative systems and performance results, resource management and provision of services to citizens.

The application of the principles of good governance in sports organisations is an important topic due to the aim of ensuring transparency and accountability, management of conflicts of interest, effectiveness, sustainability and innovation. In sports federations, it is important to implement the latest sustainability ideas, to carry out activities on the basis of a democratic principle, transparently and to achieve the highest possible results.

The sports federation is based on the principles of good governance, but their application is assessed differently between different groups of community members. Improving professional competencies, increasing transparency and accountability, achieving effectiveness, implementing innovations and sustainability are prerequisites for improving the quality of the federation's activities.

Thus, in order to achieve comprehensive harmony in the sports organization, it is necessary to take into account the members of the organization, participants of sports events and other interested parties in order

to avoid conflicts and it is important to have a clear strategy to control this problem.

The Statutes, Code of Ethics and Discipline, Financial Statements and other documents of the Sports Federation formally include the principles of good governance and their application, but insufficient communication with all stakeholders does not ensure

the dissemination of the results of the application of the principles and the involvement of all members.

The study shows the need to strengthen communication and inclusion in the development of good governance mechanisms in order to ensure democratic governance and trust among community groups.

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## ЗАСТОСУВАННЯ ПРИНЦИПІВ НАЛЕЖНОГО ВРЯДУВАННЯ В ДІЯЛЬНОСТІ СПОРТИВНОЇ ФЕДЕРАЦІЇ

### Анотація

Застосування принципів належного врядування в спортивних організаціях є важливою темою з метою забезпечення прозорості та підзвітності, врегулювання конфлікту інтересів, ефективності, сталості та інновацій. Належне врядування – це концепція, яка обумовлює ефективне та етичне управління спортивною організацією, але спортивні організації стикаються з проблемами при застосуванні належного врядування. Спортивна діяльність, в силу її очевидних соціальних і культурних переваг і благополуччя, яке вона забезпечує не тільки спортивній спільноті, а й суспільству, є засобом заохочення і реалізації етичних цінностей на практиці, які за своєю природою повинні служити прикладом не тільки для спортивної спільноти, але і для інших груп суспільства. **Мета дослідження** – оцінити застосування принципів належного врядування в діяльності спортивної федерації та надати рекомендації щодо вдосконалення врядування. **Методи.** Кількісний метод дослідження, який використовується для досягнення мети опитування – анкетне опитування. Під час дослідження було оцінено принципи належного врядування: прозорість, управління конфліктом інтересів, ефективність, інноваційність та сталість. В опитуванні взяли участь 95 членів спільноти федерації: керівники та рада, спортсмени та інші респонденти (судді, тренери). **Результати.** Різні громадські групи у федерації мають різні погляди на застосування принципів належного врядування. Судді та керівники оцінили застосування принципів належного врядування краще, ніж спортсмени. Відмінності між стейкхолдерами свідчать про їх неоднакову залученість та досвід у діяльність федерації. Добрі результати в одній сфері доброго врядування часто пов'язані з хорошими результатами в інших, що вимагає узгодженого та комплексного підходу до застосування всіх принципів належного врядування, залучення та координації рішень з усіма зацікавленими сторонами. Основні висновки. Федерація спорту базується на принципах належного врядування, але їх застосування по-різному оцінюється різними групами членів громади. Удосконалення професійних ком-

петенцій, підвищення прозорості та підзвітності, досягнення ефективності, впровадження інновацій та сталого розвитку є передумовами підвищення якості діяльності федерації. Статут, Кодекс етики та дисципліни, фінансова звітність та інші документи Федерації спорту формально включають принципи належного врядування та їх застосування, але недостатня комунікація з усіма зацікавленими сторонами не забезпечує поширення результатів застосування принципів та залучення всіх членів. Дослідження свідчить про необхідність посилення комунікації та включення до розробки механізмів належного врядування з метою забезпечення демократичного врядування та довіри між громадськими групами.

**Ключові слова:** принципи належного врядування, спортивна федерація, групи інтересів.

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Received date 11.07.2025

Accepted date 17.08.2025

Published date 11.09.2025

**How to cite:** Vareikaitė, Viktorija, Andriukaitienė, Regina, Semal, Natalia. Application of the principles of good governance in the activities of a sports federation. HUMANITIES STUDIES: Collection of Scientific Papers / Ed. V. Voronkova. Zaporizhzhia: Publishing house «Helvetica», 2025. 24 (101). P. 176–187  
doi: <https://doi.org/10.32782/hst-2025-24-101-18>