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Athletes' Involvement in Decision Making
in Sports Federations of Pakistan

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Abstract

Athletes' Involvement in Decision Making in Sports Federations of Pakistan

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This study is focusing on "Athletes' involvement in decision making for good governance in the various sports Federation of Pakistan". This study was qualitative in nature. The study included 16 participants who were the athletes from different federations of Pakistan. The participants were interviewed with semi-structured guides, and their discussions were analyzed in qualitative form. The study aimed to analyze that what are the roles of athletes in the decision-making process in different sports federations of Pakistan and the perceptions of athletes in the involvement of

decision-making process and the suggestions of involvement in the decision making process from athletes' perspective.

The study discovered that, athletes have no significant role in decision making process but the athletes are interested in participation for multiple reasons to gradually taper down the corruption, to enhance the performance of the federation, to make the federation accountable and to execute the best talent at ground and at management.

Keywords: Principles of Good Governance in Sport, Good Governance, Decision making, Athletes' involvement

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Chapter 1. Introduction

1.1 Background.

A study of the Canadian sports system outlines the efforts of sports organizations to make them more organized and encourages athletes to become more involved in their organizations' policy and decision making ((Ahmad, 1976), (Alter et al., 2000)). In the context of international sports organizations, there is also evidence that fleet participation in decision-making processes is increasingly taken into account in the management and operations of these organizations(Foster et al., 2017)(Green et al., 2006)however, has argued from a different perspective that:

"Game policies are usually designed for or on behalf of a team and maybe developed in consultation with the team, rather than in cooperation with the team. Some sports management agencies can make decisions on behalf of the team. The limited membership of the forum or raising the voice of the team by setting up a "fleet committee / committee" on the main forum, but this is not important."

Over the past two decades, many essential governance documents have emerged. This led to a great deal of ideology and ideological confusion, so "governance" was used very openly to refer to the conceptual meaning of

"different behaviours". (Ferkins, 2009) differ from the nine different meanings of "governance" and argue that the governing vocabulary "has many meanings" (Rink, 1996) The definition of governance depends primarily on the research plan or the nature of research related to specialist education. At least at first glance, this is distinguished by similar ideas. For example, (Kaya, 2014) distinguishes governance from previous definitions, first describing it as a conscious search for "social activities that guide, control, or manage society" (Khan, 2008)

Recently, the demand for proper sports management has finally peaked (Chappelet et al., Beyond governance: The need to improve the regulation of international sport, 2018) The fact is that the growth of the sports world is slower than in other regions because the sports world is traditionally known for a high degree of autonomy, in which case the sports world is almost entirely under autonomy. The essence of modern sports construction is based on classical liberalism, especially the independence of associations (Sinor, 1988)

Sports administration refers to the use of force, influence, authority, and the nature of decision-making. Governance can take place at the local, state, national and international levels. For example, local sports clubs also

include how to reach unpaid youth. Discuss board members and their impact on sports associations; focus on major international competitions between national sports agencies. Game management may affect sports players, game organization and other related parties.

Decision making can be viewed as a creative process that can lead to beliefs or process choices among many different choices. Each decision-making process produces a final choice that may or may not lead to action. Generally, decision making is the study of identifying and choosing alternatives based on the values and preferences of the decision-maker. Decision making is one of the core functions of governance and an essential part of any implementation process (Potrac, 2000)

In the field of sports decision-making, there are many different decision-making bodies, such as coaches, referees, athletes, spectators and so on. It provides the opportunity to study a variety of exciting designs and strategies for playing sports decisions. However, the combination of each of these features results in the uniqueness of critical elements that influence game decisions.

(Jones, 2012) explores the three characteristics of sports decision-making. Previously, they said they were naturalists, which means that

decision-maker (primarily coaches and teams) are always aware of this decision to some extent in the gaming environment. Researchers have pointed out several important points that the difference between laboratory research and the "real world" is a significant difference that has recently been praised in decision research (Ferkins, 2009)

Second, (Jones, 2012) points out that, because most sports decisions are dynamic, sports decisions occur over time. The impact of this dynamic is twofold. There is internal motivation, which means that no single decision point is considered. Information is not collected and processed immediately. Instead, decision-makers must submit information over time, and after obtaining this information, the process will take longer. On the other hand, there are external motivations for sports situations and decisions, which mean that the situation changes over time.

Third, the author emphasizes that decision-making is usually online at work or under stressful conditions associated with it but is different from the dynamic nature of sports decision-making. Since then, the game has been played by players, coaches, and referees. The conclusion is that factors of change should be considered when studying sports decision-making.

1.2. Problem Statement

The mission of the Sports Federation of Pakistan is to promote and develop the sport of athletics in Pakistan. But it has failed to achieve its fundamental objective because of various reasons, including the exclusion of athletes in the decision-making process. This cause various problems, i.e. lack of management problems, the gap in the mutual communication between athletes and the board, corruption, lack of autonomy etc. and above all, lack good governance. Sports organizations that do not have good governance practices can expect to lose their independence and self-regulation. This overall not only negatively impacts the performance of the board and federation, but it also affects the performance of the athletes.

Sports organizations with being pragmatic, flexible, and proportionate could perform great which is possible only by the good practices in the context of good governance, and this good governance is possible only if the athletes show their involvement in the decision-making process which is currently not practised in Pakistan. Many sports organizations have considered the issue of good governance in their context. However, this initial set of recommendations seeks to outline high-level principles that cover the entire movement of sports (as opposed to central governing bodies or event owners), tackling professional and amateur sports and team sports. Support adoption and individual disciplines, large and

small sports organizations, and refrain from volunteering to participate in sports.

1.3. Purpose of the study and Research Objectives

The critical concern in the present research is an inquiry to explore the involvement of athlete in decision making in the governance process of the various federation of Pakistan. This study will highlight the following objectives on athlete involvement in decision making:

- To investigate the roles of athletes in the decision-making process in different sports federations of Pakistan.
- To explain the perception of athletes in the involvement of the decision-making process in different sports federations of Pakistan.
- To suggest involvement in the decision-making process from athletes' perspective of different sports federations of Pakistan.

1.4 Research Questions

1. What are the roles of athletes in the decision-making process in different sports federations of Pakistan?
2. What are the perceptions of athletes in the involvement of the decision-making process in different sports federations of Pakistan?

3. What are the suggestions of involvement in the decision-making process from athletes' perspective of different sports federation of Pakistan?

1.5 Significance of the present study

Over the past 20 years, sports have grown tremendously. At the elite level, the sports business has changed. Great sports shows attract millions of fans, hundreds of thousands of fans, and generate considerable revenue. Sponsorships and commercialization have also multiplied. Among other things, sports betting has faced tremendous challenges in recent years. In Europe and various sports, party management, corruption and other criminal activities have surfaced. These events highlight the game's weaknesses through parties and other corrupt practices. Sports organizations no longer face the dangers and challenges of sports integrity. Governments and regulators require that sports agencies, under the supervision of their additional powers and investigative agencies, be able to deal with the risks of game fraud and other malicious activities, as well as appropriate infrastructure and additional infrastructure. Sectors should accelerate the type of betting; sports agencies should establish partnerships, participate in deliberations and cooperate with governments, European agencies and other national agencies in other fields, and so on. Such government officials may

be more inclined to mobilize the public with minimal standards of good governance, primarily through sports organizations. The autonomy of sports organizations is now more sensitive than ever. Intervention by courts, national governments or regulators, commercial interests or European institutions is more likely. Indeed, the European Commission added its position to its 2011 "European Movement" newsletter beyond previous comments, confirming the status of sports organizations. The conditions for governance are prerequisites for independence and independence. Due to the positive value of the game, game organizations receive public funding at multiple levels. Concerning the use of such funds, the use of governance principles can play an important role.

Chapter 2. Literature Review

2.1. Governance

Starting with the Greek verb "kubran", "governance" widely used today is not a comprehensive definition; it means different things in different contexts. However, it describes in its purest form the design and decision-making process that allows a state, organization, or group of people to handle affairs. '

Good governance means developing better organizational management policies and procedures. In addition to rules, good governance involves the moral culture of an organization. In this sense, good governance of sports can be understood in the framework and culture of sports organizations, in which sports organizations can formulate policies to achieve strategic goals with stakeholders. Participation, monitoring performance and performance evaluation: The study identified different principles, such as the core theory of good governance in sports(Hersey et al., 2007) and(Lacy, 1985) proposed transparency. In commodity distribution, transparent procedures and decisions were taken, this means that the most significant internal organizations of organizations that are subject to public review are: accountability (financial investors and other

investors, including subsidiaries), democracy (organizations within their organizations). Timely representation); Responsibility (organization for sustainable development and functioning), serving its resources and people with its NITI (fairness).

For its recommendations, a group of experts adopted the following definition of good governance in “good governance”:

"Sports organizations develop policies, achieve their strategic goals, are relevant to stakeholders, monitor performance, and assess risks and their activities. The framework and culture are effective, sustainable and balanced."

Proper use of the following principles will satisfy the definition of good governance. Concerning the list of principles below, it is important to note that good governance consists primarily of a series of standards and practices that affect the rules of the game. Therefore, although specific game rules should separate good governance, the use of good governance rules should help develop and implement more effective game rules. Not all rules of the game are part of good governance.

However, the way games are managed is strongly influenced by the rules of various sectors, both domestically and internationally. Sports and

sports organizations have a responsibility, and they must follow the steps already taken to promote and support good governance at all levels. Establish and maintain appropriate governance standards for sports organizations that belong to high-level sports organizations (such as the European and International Leagues), especially member organizations (countries or regions).

However, based on its economic and social characteristics, professional sports are expected to have a high level. Fight against racism and violence, vaccines. Development, the fight against discrimination, and the protection of children and adolescents are important sources of hope for society. Sports organizations adhere to good governance standards because they adhere to good governance practices that emerge in sports, and they must also play a role in addressing these huge social challenges.

The government focuses on the description of "models generated by actors' social, political, and administrative activities". Another difference that is often mentioned is the difference between governance and government: although the government usually refers to the formal and institutional foundations that function primarily at the national level(Sisjord, 2017). Governance involves informal non-governmental processes in

addition to national authorities, and therefore allows non-state actors to participate in social management analysis (Andreff et al., Handbook on the Economics of Sport. Edward Elgar Publishing., 2006)

The debate about governance is becoming more and more decisive, so the current global dimension is the pursuit of so-called "good governance." After the Cold War, international forums saw and questioned the quality of a country's political and economic management system. The memorandum was accepted (Westerbeek, 1995). Governments are therefore urged to describe it as "the voice of the voice" and "note the high standards of democratic representation, accountability and transparency" (Woods, 1999). , P. 39). In the corporate world, good governance is often referred to as "corporate governance" or "good corporate governance", which is related to the way private or public companies have their own internal and external stakeholders (Esposito, 1987).

In sports, the importance of governance was only considered before 1977, as it received little attention. It was this year that the Olympics began to attract the attention of all relevant organizations, not to mention athletes that dominate the world. After the establishment of the Eastern Public Administration Regional Organization (EROPA) in Manila, the Philippines

in 1960, the importance of governance also increased. Since then, governance has been a hot topic in almost every place where people focus on proper behaviour.

The game is not just about matching opponents and calculating victory, but also about cultivating better people and improving their decision-making skills. Decision-making and management are intertwined in sports (Morrow, 1983). The ability to make better decisions in all situations, whether on-site or at a team or board meeting is paramount. If the team can't judge the situation correctly and get better, then it will never be involved in good management on-site and on-site. It is important to understand the role of governance in sports and its nature. It maintains the discipline of athletes, inspires them to play fairly, helps them focus on the game and clarifies any form of discrimination, not only against their peers but also against opposing teams. Players also have good questions.

2.1.1. Good Governance in Sports

Therefore, the first international non-governmental sports organizations were established in the late 19th and early 20th centuries by a group of people who established the sacred principle of the separation of sports from the state(Tacon, 1994). Since then, game leaders have been

debating the goal of defending the entrenched sovereignty of the sports world from state officials. Because the commercial significance of the game was not so important throughout most of the twentieth century, the sports world could assert its sovereignty without any special intervention by any country.

Besides, the governments of the European subcontinent are reluctant to interfere in the field of sports because they believe that sports are more a cultural industry or entertainment activity than a commercial activity (Hopper, 2002). Besides, because the game is highly attractive to voters and therefore attractive to politicians, the government typically exempts the sports industry from special treatment and exemptions. Finally, the autonomy of sports is further enhanced by the fact that many multinational companies operating on global sports fields are regulated by the operations of international organizations that oversee global sports. (Foster et al., 2017)

2.1.2 Objective of Good Governance in Sport

With all these characteristics as the main goals, the governing body can undoubtedly win the hearts of most citizens affected by its regulations. Therefore, adopting these functions in practice requires the rule of law.

2.1.3 Code of Ethics in Good Governance in Sports

2.1.4. Development of a Code of Ethics

Sports organizations must establish ethics for all members, stakeholders, partners, employees, and volunteers. It should cover many ethics and should fully understand the behaviour and culture of the organization while praising the values of integrity, fairness and transparency, and acceptable norms.

2.1.5. Basic Rules on the Content and Enforcement of the Code

Sports organizations must agree to these terms to reflect the views of all levels of the organization. The rules must include the general ethical values of the sports group, but also identify specific areas of risk, such as the disclosure and registration of gifts and explicit financial constraints for guest accommodation and finances.

2.1.6. Significance of Good Governance in Sport

The game has been played and watched by billions of people worldwide. In addition to improving public health through physical exercise, it also carries out social, educational, and cultural work. The game also includes values that value team feelings, solidarity, respect for others and fair competition, and the importance of rules. In a 2011 report by the non-governmental organization International Transparency International,

poor governance has undermined the prevalence of these values, especially the positive impact of sports among young people. Experts understand that games need to treat responsible and transparent management as a public good. He also warned that with the commercialization of sports, the rules promulgated by sports organizations have an increasing impact on society and the economy, and poor governance often has a significant negative impact on society.

There is evidence that sports organizations are particularly interested in ensuring good governance. In particular, it can help ensure the stability and activities of the organization to stabilize the organizational structure, increase resource cost efficiency, and increase the effectiveness of achieving goals. On the other hand, the failure of the government jeopardizes its continuity. Sports organizations rely not only on the public but also on taxpayers and government officials.

As the EU showed in a 2011 study on sports finance in the European Union, sports received substantial financial support from public authorities. In addition to allocating subsidies to specific programs and projects, the public sector also makes financial contributions to the sports sector by establishing and maintaining infrastructure at the professional and

grassroots levels. The organization of sporting events also raises public funds (stadium construction, public transport infrastructure, infrastructure, investment). In the absence of good governance, the question arises: Are the public and policymakers prepared to invest in sports and host major events? Public officials combine their support with minimum standards of governance. The British Football Association is an example. The government threatened to correct its management model or destroy public funds. New sports regulations will be implemented in the UK in 2017, under which any sports agency seeking public assistance must apply. Similar measures have been taken in Belgium, and the Flemish Sports Federation will soon receive subsidies based not only on its membership statistics but also on the principles of good governance.

Regarding the organization of the event, a public affair company recently conducted a survey. Finally, poor governance can have implications for private promoters. However, financial resources for sports development are threatened.

On the other hand, having an effective governance system may reduce conflicts or challenges inside and outside the game. An example is the participation of athletes in sports government. According to the current

situation, athlete representatives warned that if they continue to drive the team out of the government and continue with sports, they will take legal and industrial action to move forward. Benefits can be used and taken into account.

2.1.7. Basic Universal Principles of Good Governance

The general principles of good governance are now listed to make governance easier. Even so, many surveys and studies use these principles as the basis for their assessments. They are given below.

2.2. Role, Function and Objectives

The accuracy of the roles, functions, responsibilities, and goals of a sports organization is an essential first step in governance. Without a defined purpose, sports organizations cannot establish appropriate governance arrangements. The roles, functions and goals of each sports organization must be clearly stated in its constitutional principles and documents. They must be incorporated into the vision, strategic plan and communication agreement adopted by the sports organization.

2.2.1. Consensual Strategy

Sports organizations should strive to integrate their strategic plans and priorities, including proposed regulatory provisions, and ensure that

these projects support decision-making organizations within the organization. Once approved, these strategic plans should be distributed to all members, stakeholders, and best promoted.

2.2.2. Monitoring and Oversight

Sports organizations should strive to implement appropriate supervision and monitoring to verify the progress of the strategic plan against benchmark performance measures to ensure their investment. With funding in place, the project is being carried out effectively.

2.3. Goals and Principles

The specific goals of sports organizations will vary and may be influenced by local, regional or national factors and the needs of international federations. Possible goals include increasing participation, promoting development plans, and improving the Olympic infrastructure. In any case, all sports organizations must formally commit themselves to combat doping and discrimination, the integrity of sports and the adoption of ethics.

2.3.1. Vision and Strategic Plan

Sports organizations should strive to adopt and publish strategic visions wherever possible, and plan for long-term goals and reflect short-

term changing priorities. This approach helps planning and helps with short-term play and final response. It will also promote accountability and transparency.

2.3.2. Structure of the Organization

First, it is essential to consider the long-term performance of the organization. To this end, organizations need to maintain a clean and appropriate type of structure to avoid the abuse of people. All responsibilities should be in the hands of those responsible for increasing transparency between members and participants of the organization.

2.3.3. The Right Choice of the Citizenry

To make effective and responsible decisions, it is essential to choose board leaders carefully because they will be responsible for the operations of the entire organization. Therefore, prioritizing the organization's proper recruitment process should be a priority(Rink, 1996). Therefore, priority should be given to those who are independent, efficient, and experienced. Also, demographic diversity plays a vital role as it helps leaders make fair, unified decisions and meet the goals and aspirations of the organization.

2.3.4. Communication

In addition to the above points, transparency and accountability are also critical attributes of governance, to maintain democracy within the organization, board leaders can deal with and appropriately engage with stakeholders so that every project is taken seriously. The reason behind this is that poor communication is often the cause of significant errors in the relationship between the organization and its team members.

2.3.5. High Standards

The organization's "high standards" do not emphasize the lifestyle of the organization's leaders or the high quality of Porsche cars. However, the standard here means high altitude, high moral value. Only well-trained and honest leaders can bring an organization to the highest level of success, and relevant leaders who make such changes in the organization are vital requirements. This allows for traditional and compelling analysis, which is useful for the board.

2.3.6. Terms and Conditions

We cannot ignore these terms and conditions when it comes to the general principles of good governance. Every organization should keep all rules and regulations in mind to minimize risk. Besides, if the board imposes its rules and regulations, it is not essential to make responsible

decisions (whether financial or otherwise). Anyone who needs an organization can have reasonable control over the processes that take place within the organization and the department. Based on our research and surveys, we have found that some organizations provide justice to their teams under their full-time operating conditions. It has been observed that the entire organizational structure lacks accountability and transparency. As a result, athletes face significant problems because they are unable to raise their voices to obtain good infrastructure and infrastructure.

2.3.7. The Technical Aspect of Decision Making

Technical expertise is defined as a "unique" way to transfer the body to work (Martens, 2012) to maximize team performance in sports, coach and team skills in game-like situations. The technical qualities of the strategies should be followed. The process of learning technical skills should follow practical skills and performance skills (Tacon, 1994).

(Werbner, 1996) highlights three types of decision-making for player learning techniques. First of all, beginner teams don't always know what they did wrong or how to correct them. They need the necessary skills as well as specific guidance and advice. Players will then understand the basics of technical training and are improving their skill sets. They encounter fewer

errors and can detect some of them themselves. Everyday activities become routine, and students begin to know what is relevant and what is not. Finally, as the last step of technical training, players will present themselves in a more dynamic environment without having to focus on implementation, as the game will practice blending abilities (Baka et al., 1986)

2.3.8. The Tactical Aspect of Decision Making in Sport

Strategic skills are defined as "decisions and actions that players benefit for teams or opponents in a match"(Martens, 2012). For both coaches and athletes to better understand the decision-making strategy, it is crucial to understand the specificity and practicality of the strategy. Successful use of this strategy requires finding the right skills in the two agents in the area at the right time to achieve the game's overall strategic goals, which were determined before the game began. These strategies outline the overall game plan. These policies are related to the policies set by the two agents.

(Gilbert et al., 2005) argues that the strategy operates under intense time constraints because these strategies must be determined, and then pressure is applied during the game. Strategies can include more comprehensive intellectual processes, as decisions can be made without a

start time limit because strategies are made before the game begins. The specialization of strategy means that technical skills cannot be easily distinguished from learning technical skills, because only effective execution of strategies can succeed. (Ganjera, 2018) found that looking closely at the game reveals two different types of strategies in team sports. As mentioned above, these strategies are decisions about how to move, when to move, and where to go. These decisions are made in the game in a dynamic and sometimes sudden manner. According to Star Wars Story, game plans are a series of pre-planned operations that are performed during in-depth research (also known as scenery). Practice the set until they can become their own.

2.3.9. Athletes' Decision-Making Style

Similarly, players should be encouraged to check for choices and make mistakes, and deliberately check for these mistakes and make decisions to avoid future occurrences. To achieve this environment, coaches must provide change and the environment. The most significant impact on the way players is composed of the player's responsibility. Coaches try to use a form of training communication in which they use problem techniques to make players think. The use of questioning techniques means not relying on traditional "traditional" training methods, often based on training

coaching (Dimitropoulos, 2014). However, coaches are not advised to use training.

However, if the coach relies primarily on this approach and answers many of the questions faced by the player, then the player will never learn to solve the problem on his own. They need to learn and practice decision making. If a player does not have the opportunity to learn and practice making training decisions, he will not perform well in the game. In general, coaches using a player-based approach are more likely to train players who know themselves and can make better decisions during training and competition. More natural, so they pay more attention to improving the quality of decisions. Other fleets that are unlikely to make subjective decisions can often perform quality assessments, but this should be more effective in applying these assessments.

Also, (Chumil et al., 2009) studied the fleet's decision-making styles and believed that the fleet's decision-making skills depended on their behaviours and that specific behavioural characteristics were different from other types of behaviours. The essential and interactive style is a natural way to make quick decisions. Both types make decisions in different ways. Interaction styles make your decisions faster (and often change your mind as

quickly as possible) based on your experience with surrounding events. They did not pay special attention to facts and raw data. Both main styles and interactive styles can learn from each other through sharing options to explore each other's trends fully.

On the other hand, the authors say that fixed styles require more time to make decisions. They do prioritize the source and are often reluctant to make decisions. When they make a decision, it is often too late. Their decisions are based on emotions and relationships with those around them. Continuous style makes comprehensive and rational decisions. The author also recommends that you consider all the data before actually choosing your choice. Considering that higher levels take time, this often frustrates high-speed judges.

Evans, (Hoye R. &, 2011) conducted a comprehensive study of rugby players and coaches and described strategy as the art of planning, namely, how to use skills to gain a competitive advantage. He believes that the team's strategy is to plan the game and try to control the pace of the game. In terms of competition, the most complex strategic plan will enter the sports plan. Throughout the game, they combined strategy with actual performance skills. The strategy is the means to implement the strategy.

Similarly, (Esposito, 1987) found that sports learning research divides the performance of games into two parts, namely, technical training (skills) and strategies (knowledge). However, the concept of game performance is not a combination of the two, but coordination between the two. It is well known that practise should be synonymous with sports performance to maximize the deal (Voight, 2002), which indicates that practice should be improved through technical and technical training interventions. Yes. After understanding the stakeholder classification, the fleet is usually identified as a critical stakeholder. Defining the roles of athletes is understandable because they are the most interested stakeholders in a sports organization and can, therefore, be considered the most active stakeholders involved in the activities of the organization. The Board directly influences them, and in turn, by the Board (Ferkins, 2009). Neither the rules in sports management nor the competition games will impress the athletes. From breakfast to their training and exercise programs, every opportunity in fleet life is tied to their organization and governance. No one can take over the more structured structure that the fleet can adopt. However, when looking for solutions to sports-related problems, no one dares to consult a team, even if traditional sports are part of the governing body.

2.3.10. Role of Athletes in Decision Making

In reviewing the literature on the role of athletes in the decision-making process, it was found that the views of elites are essential because they have carefully studied governance and its structure. In this way, they can bring positive performance to the entire organization. In its performance, we can include influencers.

Fleet skills can strengthen governance rules and regulations. Not only that, but they are also better than anyone else who shares their views with the council. Besides, the fleet can provide a master solution for each problem because they have a direct understanding of ground problems, so the fleet's expertise in problem-solving infrastructure is also excellent (Cushion et al., 2003).

Things are right even on legal occasions when the team participates in legal proceedings. However, the participation of the fleet reduces the possibility of legal disputes so that the organization can get rid of legal issues (Geeraert, 2015)

Capturing a general literature review can provide evidence of the existence of a gaming system. Regardless of whether it is a management department or a management organization, the fleet is the backbone of the entire game system. Therefore, when making a decision, the fleet should be

considered a priority for its overall decision. From formulating policies and procedures to organizing essential events, the team is honoured to express their opinions and share their thoughts. The governing body should, therefore, consider its importance. Therefore, their participation in the game system cannot and should not be ignored. (Thorpe, 2016)

2.4. Sports in Pakistan

After the split, it is widely believed that the country is full of emotions and that people in each category are willing to sacrifice everything for the development of the new country. The feeling of liberation is different from the national sentiment prevailing in Pakistan today. Despite the country's inefficient health, poor physical fitness, high levels of poverty, and lack of training and sports infrastructure, Pakistan has achieved several international achievements in individual and group sports. Some of these achievements will be described in detail below (mainly focusing on the Olympic Games). However, the continuity and maintenance of "3" JH on the ground must be acknowledged as an essential and feasible goal in itself.

Before discussing Pakistan's performance at the Olympics, it is essential to keep in mind Pakistan's achievements in a series of non-Olympic games. In India, for example, the British introduced to squash, but Pakistan produced dozens of world championships.

Besides, (Alter et al., 2000) reported that at least two Muslim players Hashim Khan and Abdul Bari were well-known among Indian squash before the division. But, overall, the achievements of Pakistani players are second to none. After the split, Hashim Khan, representing Pakistan, won

the British Open seven times, while Azam Khan won the world championship four times in the 1970s. Later, Jahangir Khan held the world championship title for six years. Since then, Janshar Khan has won the World Open eight times and set a unique world record. Interestingly, the squash legend mentioned above belongs to a family located in a small town in the border country of northwestern Pakistan, suggesting that family relationships are successful in some sports.

Little information is available on Pakistan's participation in the Olympics. As mentioned above, Baca, Hess and Nawaz shared some information in a comparative summary of developments in Australia and Pakistan, and the following material expands their work. In this information display, different sports are treated differently because their development is slightly different under certain conditions. In this case, it should be noted that the National Games was held for the first time in Pakistan in 1948. This event is an essential prediction for participating in the next Olympic Games, which should resume after the rest of London after the war.

Although the focus and analysis of the elite games are mainly for the Olympic Games, it is also essential to consider the success and concerns of other international sports events. Pakistan's performance in these matches is

summarized in the table. Pakistan was initially been a regular participant in the Commonwealth Games. However, Pakistan's deportation from the Commonwealth was due to the country's martial law from 1974 to 1986.

With the emergence of a more stable political government, Pakistan regained membership in the Commonwealth. Nevertheless, it must be acknowledged that in the 1962 Commonwealth Games Extreme, Pakistan performed relatively poorly in this modest international competition, when the country won 7 gold and one silver medals in the wrestling match. At the Commonwealth Games, Pakistan won 61 medals, including 22 gold medals. It is worth noting that most of their Commonwealth medals were won in wrestling, a traditional and indigenous sport widely sponsored by Pakistanis.

Pakistan has regularly participated in the Asian Games since 1954. When he finished fourth, his performance peaked in 1962, winning 28 medals (track and field, boxing, wrestling and hockey) for a total of 8 medals. To date, Pakistan has won 186 medals at the Asian Games, including 40 gold, 61 silver and 85 bronze.

The Asian National Games (CA), now known as the South Asian Games, is a regional sports organization with seven (now eight, growing Afghanistan) member states, namely Pakistan and Pakistan. Bangladesh,

Nepal, Bhutan and Maldives. SAF Games was first held in Kathmandu in 1984 and has so far operated in 10 SAF Games member countries.

At the 2006 South Asian Games, Pakistan performed well in Colombo, Sri Lanka. Pakistan won 41 gold medals, including 156 medals, and was named the highest-ranked country on the medals list. Traditionally, India and Pakistan are the strongest competitors, but Sri Lanka has recently challenged the duel. According to the official website of the Pakistan Sports Commission, Pakistan has so far won 836 safe sports medals, including 234 gold medals, 319 silver medals and 283 bronze medals.

2.4.1. The National Sports Policy

With the establishment of sports organizations such as the Pakistan Sports Control Board (later known as the Pakistan Sports Council) and the National Sports Federation and the establishment of central finances, the government continues to monitor the performance of the sports sector. After all, Pakistan has a history of government intervention in matters involving the development of advanced sports and sports policy. However, despite many investigations and various interventions (especially the Research Council in 1967 and the two National Games held in 1997 and 1999 respectively), the government has not formally implemented any policies for

many years. In fact, due to the above query, mandatory games are almost always "born", and government policies have formally accepted these suggestions, and most importantly, no funding has been provided for this. Go as much as you can. Dissatisfaction with this unfortunate situation has finally reached a new turning point. On February 25, 2000, the head of state, General Pervez Musharraf, issued instructions asking the Ministry of Sports to formulate a strategy to improve sports in Pakistan.

As a result, Pakistan's Ministry of Sports and the Sports Bureau submitted a "National Sports Policy" proposal. It made two presentations to the consultant as the Executive Director on May 6, and September 1, 2000, respectively. Musharraf then ordered officials to conduct a search and incorporate the state and other relevant ministries into the proposed policy. It was adopted as a proposed national sports policy on February 14, 2001, and commissioned to the Federal Cabinet, which was approved. The government has stated its intention to change game systems by developing games in regions or suburbs (sometimes referred to as "base levels") so that they can be used at pre-1960 levels. Improve exercise.

The government also knows that existing sports facilities are not sufficient to improve sports. It is also acknowledged that officials in most national

sports organizations have held prominent positions for decades and that the system is not representative. The implementation of approved policies is divided into all relevant parties. However, the Palestinian Authority and some national sports federations have expressed dissatisfaction with certain policy aspects of the appointment of public officials. The Palestinian Authority was even reluctant to sue in the High Court and received a suspension order to terminate employment. The case was subsequently withdrawn after the appointment of retired Lieutenant General Seid Aliya Hasan as chairman of the Palestinian Authority. In fact, since then, many national sports federations have held elections under conditions set out in the National Sports Policy.

Therefore, the purpose of the new National Sports Policy is to attract sports at the grassroots level and to spread this so-called "AamAadmi" and sports activities from sports culture to the whole country. However, the Pakistan Sports Council is affiliated with 38 national sports federations. As an essential step, the government has now decided to target only 16 sports, including men and women. The purpose of the policy is to implement the club system nationwide and urge all players to join sports clubs. As a result, clubs must register with provincial agencies at the subdivision level. The policy document was legally announced in the Pakistan Gazette on August

17, 2002 and is enforced in all government departments. After a few years, law enforcement policies and strategies are regularly reviewed.

On October 30, 2004, Lieutenant General Saeed Arif Hassan, representative of the Ministry of Culture and Sports, made a joint presentation to the President of Pakistan. Mushfiq approved the principle implementation strategy and ordered similar recommendations. At the direction of the cabin president, the Ministry of Culture and Sports briefed the cabinet. The Cabinet reviewed the June 25, 2005 summary and approved the "Game Policy and National Implementation Policy", excluding rules and overall planning/budgeting processes that involve financial impact.

Chapter 3. Research Method

3.1. Research Method and Research Procedure

The research method is a discipline, studying the behaviour of human beings in various social settings. A research method is linked to logic in use, and it is the combination of tools and techniques used for data collection. So the selection of a suitable and appropriate method for the collection of data is essential. The selection of appropriate methods ensures the quality of the information.

In the current study, the researcher has used qualitative methods, because this method produce results are easy to summarize, compare and generalize. It helps to obtain the answer to research questions and to control variation. It enables to answer the question objectively, accurately and more validly.

This study focuses on understanding the experiences of athletes participating in indecision making process in various sports federations of Pakistan to achieve good governance. The researcher collected the data through convenient sampling, which is the type of non-probability and used the in-depth interview as tools for collecting data. In the current study, qualitative analysis was done without any statistical test. First of all, the gap

was identified. The major problem was identified, and it was stated clearly, including the simplifying assumptions. After the identification of the problem and gap, the relevant literature was collected and analyzed. After the literature survey research design was formulated as per the requirement of the study. Next step was to do the investigating process, and it was done from the participants of the study after that analysis was done. After that, interpretations were made. In the end, the conclusion was drawn.

3.2. In-Depth Interview

This study used an in-depth interview as a research instrument. Detailed conversations with transcripts were the optimal source for collecting data on athletes' personal, experiences and perspectives, and particularly useful for the exploration of the topic of the study.

The following process was taken in an in-depth interview procedure:

1. **Plan:** First of all, the in-depth interview was planned by keeping the type of the study and aimed issue to be analysed.
2. **Develop Instruments:** After planning, the instrument was developed. It was self-administered and self-developed.
3. **Finalizing:** The instrument was finalized with discussion and permission of the advisor.

4. **Collect Data:** After that data was collected from the selected sample of the study from the targeted population.
5. **Analyse Data:** After that, the collected data were analysed by implementing the decided analysis techniques.

3.3. Research Participant

Total of 16 participants was selected in this study. Eight participants were male, and 8 were females. The participants belonged to different federations of Pakistan. The researcher had selected them randomly and approached them online. First, all the researcher contacted the federation through their email mentioned on the website and briefly shared them about her research and requested them to provide the contact numbers of the athletes. The researcher assured the federation about privacy, secrecy and ethical consideration. The federation board, after consulting with the athletes, provided their WhatsApp numbers, and the researcher approached them through WhatsApp. The researcher interviewed a video call. The interview was conducted in the English and Urdu language and transcribed later for analysis purpose. Complete details about participants are given below.

Table 1: Descriptive Statistics of Demographic Data Collected (N=8)

	Participants	Age	Marital statue	Background	Education	Employment status	Federation	Working with the Federation
Female	1	31	Married	Rural	B.A	Full Time	Badminton	8
	2	28	Married	Urban	B.A	Full Time	Basketball	6
	3	19	Single	Urban	F.A	Part-Time	Baseball	3
	4	22	Single	Rural	F.A	Full Time	Bodybuildi ng	1
	5	25	Divorced	Urban	B.A	Full Time	Boxing	4
	6	26	Married	Urban	M.A	Full Time	Hockey	5
	7	24	Married	Urban	B.A	Full Time	Handball	3
	8	25	Single	Urban	M.A	Full Time	Volleyball	4

Table 2: Descriptive Statistics of Demographic Data Collected (N=8)

	Participan ts	Ag e	Marita l status	Backgroun d	Educatio n	Employme nt status	Federation	Working with the Federatio n
Mal e	1	25	Single	Rural	B.A	Full Time	Ba dminton	3
	2	19	Single	Urban	F.A	Full Time	Ba sketball	6
	3	28	Marrie d	Rural	B.A	Full Time	Ba seball	1
	4	29	Marrie d	Rural	B.A	Full Time	Bo dybuilding	4
	5	32	Marrie d	Urban	F.A	Full Time	Bo xing	5
	6	29	Marrie d	Rural	F.A	Full Time	Ho ckey	8
	7	36	Marrie d	Rural	M.A	Full Time	Ha ndball	6
	8	33	Marrie d	Rural	M.A	Full Time	Vo lleyball	9

The researcher used the technique of random sampling. Random sampling gave an equal opportunity to all females to be selective. The reason behind the utilization of random sampling was its reliability and applicability to study a broad set of respondents.

The researcher selected the above eight federations because of their popularity. They are most popular among the nation and youth. In terms of general performance, the selected federations are at the top as compare with the other federations. The researcher decided to select them, conduct research in and draw conclusions from it.

3.4. Analysis Technique

To analyze the collected data from the participants, the researcher applied thematic content analysis techniques

3.4.1. Process of Thematic Content Analysis in this Study

The researcher, first of all, familiarized herself with the content. Researchers are dedicated to analyzing content and data collected interactively and have some basic knowledge and may have some primary analytical interests or ideas. Drowning usually repeatedly involves "reading data" and reading the data in a positive way-including meaning, finding

patterns, etc. It is best to read the entire data set at least once before researchers start coding.

3.4.2. Transcription of Data

Next step is to transcribe to data. Researchers are studying verbal data and the data needed to transmit the data in writing. The transcription process is a great way to familiarize researchers with information. Therefore, some researchers also believe that this should be regarded as "an important stage of analysis in descriptive qualitative methods" (De Moore et al., 2005) and considered as a critical function, where is the meaning, not just Mechanical meaning (Lawrence, 1999).

3.4.3. Generating Initial Codes

This phase begins after reading and learning the data and prepares a preliminary list of ideas for what's in the data and what's interesting. This phase then involves generating the initial code from the data. These codes identify data characteristics (semantic content or distrust) that analysts find interesting and reference "the most basic raw data or information or all elements related to the assessment." It can be done "(Daly, 1991).

3.4.4. Searching the Themes

This phase begins with initially encoding and omitting all data, and the researchers keep a long list of different codes that the researchers identified in the data set. This phase focuses on analyzing the topic at a broader level than the code, including categorizing different codes into potential topics and extracting all relevant encoded data within the identified topic.

3.4.5. Reviewing Themes

This phase began when researchers create a set of candidate theme, including modifications to those themes. At this stage, it is clear that some candidate themes are not real themes (for example, if they do not have enough data to support them or the data is too diverse), while others may belong to one theme (for example, such that two Different distinct themes (can become one topic). Other themes may need to be divided into different themes. Patten (1990)'s dual classification criteria-internal consistency and external diversity-are worth considering here. The data within the theme should be meaningful, and there should be identifiable differences between themes.

3.4.6. Defining and Naming Themes

This phase begins with a thematic map of the system where researchers make final modifications to the data. At this point, the researchers further revised the subject analysis and corrections to be analyzed and analyzed the data therein. "Defining and improving" means determining the "essence" of each topic (and the entire topic) and determining the statistics that each topic has. It is essential not to try too many work themes and not to be too diverse and complex. To do this, researchers returned the data collectors collected for each topic and organized them into a consistent and internally consistent account. It is essential that researchers not only explain the content of the extracted data but also determine what they are interested in and why.

3.4.7. Producing the Report

This phase began when researchers created a series of well-researched themes, including final analysis and writing of the report. The final report provided brief, consistent, reasonable, non-repeating and compelling explanations explaining the ins and outs of the subject.

3.4.8. Justification for choosing this analysis

One of the benefits of topic analysis is its flexibility. Qualitative analysis methods can be roughly divided into two camps. In the first

category, they are people who participate or have a specific theoretical or epistemological standpoint. How (but still) relatively limited restrictions are placed on some of these factors, such as interaction analysis, such as (Hersey et al., 2007) and descriptive phenomenological analysis, for example, (Ganjera M. , 2007) within this application framework, the method is implemented. In short, the analysis can be performed through the formulation. Second; some methods are mostly irrelevant to theory and science and can be applied to a range of theoretical and cognitive methods. Although it is often (explicitly) described as a pragmatic/experimental approach (for example, (Excellence:, 1998), thematic analysis is firmly rooted in the second camp and is in the psychology of both within range. Compliance (discussed later). With its academic freedom, the thematic analysis provides a flexible and useful research tool that can potentially provide rich and detailed data.

Chapter 4. Results

Throughout the history of athletes' participation in decision making, there have always been limitations placed on involvement (Ferkins, 2009). However, as the realization of the significance of athletes' participants in the decision-making process in sport has increased, athletes have recently become increasingly involved in decision making globally. Still, as far as, the situation in Pakistan is concerned, it's different. In this research, experiences of athletes were explored to identify how athletes may involve in the decision making process and its impact on good governance.

4.1. Analysis of Objective 1:

To investigate the roles of athletes in the decision making process in different sports federations of Pakistan.

4.1.1 Research Questions

RQ1 Current Role of Athletes

Currently, athletes are very passive, and they don't have any substantial role to play in the federation.

I am very passive right now..... (Participant 2)

No Role... Heheheheheheheheh (Participant 3)

Hehehehehe... Just to obey the decisions taken by the federation....

(Participant 4)

As such, there is no significant role by the athletes ... but they suggest the federation that what is suitable for the federation.

No Role right now... (Participant 10)

We don't have any role right now..... (Participant 11)

No Role is played by any athlete right now..... (Participant 12)

Nope....No Role right now (Participant 13)

We are not allowed to decide anything yet... (Participant 14)

No Role right now... at all.... (Participant 15)

RQ2 Expected Role by Athletes

“If I would be given a chance... I would be playing the role of selector in my federation... because... I know... which athlete is doing well and which needs training yet.....” (Participant 1)

They can be playing the role of accountable and a selector. They could be the members. No decision could be taken without their consent.

I love to motivate the athletes, and I would be playing the role of motivator..... (Participant 3)

Like... I said... earlier....that..... (pause)..... they can decide the future strategies.... (Participant 4)

They can be the members of the decision making the team and discussing the policies to be followed.

I would be in the discussion team... discussing the strategies and their expected outcomes.... (6)

*They could be active members of the decision-making team.
(Participant 7)*

*I would like to be happy to assist with the decision-making team.
(Participant 8)*

Athletes could play the role of accountable to remove corruption

The role of accountable.....(Participant 10)

My role in removing the corruption.....(Participant 10)

While analyzing the in-depth interviews of the participants, this study found that there are different roles which could be played by the athletes or they are interested in playing. Participant 9 shared views that:

“An athlete can be part of planning in the decision making process. He can play a significant role in planning. He can plan various things to overcome the problems being faced by the federation” (Participant 9).

Participant 4 revealed as below:

“An athlete can play the role of a planner in the decision-making process. This would start from the problem identification and ends with the elimination of the problem” (Participant 4).

Participant 13 was of the view that an athlete can plan the objectives of the organization.

“An athlete can form the statement of the future condition of the federation. An athlete can take participation in the decision-making process while the federation is planning the future objectives” (Participant 13).

The next role which could be played by the athletes is the role of the organizers in the decision-making process. As per the analysis, the

participants revealed that athlete could be organizing in the decision-making process

Athlete 14 shared views that:

“As far as the organizing is concerned, an athlete can be the span of control in an organization which is ultimately a significant role in the overall decision-making process” (Participant 14).

Participant 9 was of the view that:

“It’s very wise to encourage the athletes to participate in the decision-making process, and yeah, they can play a various role in this regard. They can be doing departmentalization in the organization. Departmentalization is the most significant part of organizing planning in the decision-making process” (Participant 9).

Participants elaborated that they want to do the organization of the decision-making process. Participant 11 shared that:

“If I am given a chance, I would be centralizing and decentralizing the federation for the growth of the federation, and especially I hate corruption, and I would be removing that from my federation” (Participant 11).

Participant 7 revealed that:

“My only dream is to see my federation growing and achieving milestones. There are a lot of management issues in the decision-making process right now and removing those problems are dependent on the athlete’s participation of the decision-making process and as for the question of the role of athlete’s participation is concerned, an athlete can be playing the role of director of different functions” (Participant 7).

Another participant 8 revealed that:

“Athletes can be supervisors, and they may supervise different managerial staff in the decision-making process” (Participant 8).

Participant 3 revealed that:

“Athlete can be motivator and leaders in the decision-making process” (Participant 3).

Another role which could be played by the athletes in the directing element of the decision-making process is the role of communicators pointed out by participant 14.

Another significant possibility of the role played by the athletes could be participation in the controlling functions of the federation.

Participant 12 expressed thoughts that:

Athletes can be playing the role of controlling functions in the decision-making process. Control ensures that there is effective and efficient utilization of federation resources to achieve the planned goals. Controlling measures the deviation of actual performance from the standard performance discovers the causes of such deviations and helps in taking corrective actions (Participant 12).

RQ 3: Impact of Expected Athletes' Role in Decision Making

*My role.... for sure, it would remove the corruption.....
(Participation 1)*

It would keep the athletes motivated, and ultimately it would bring a positive change in the performance of the athletes by becoming part of the management.

An athlete can play the role of a planner in the decision-making process. This would start from the problem identification and ends with the elimination of the problem.

They should become members of the decision-making board, and they should impose their decision in very assertive manners".(Participant 6)

I would suggest the reforms and changes for the better performance of the federation... (Participant 7)

They could contribute to the decision making process. They should be using their personal experience in the betterment of the federation.

I would be taking the role of removing conflicts between athletes and management... (9)

By taking the active role in the decision-making process, they can do the accountability.

Organizers.... and they could be supervisors too..... (10)

I would take the role of a selector..... (11)

They can contribute to the decision making process. They could be among the deciding members..... (11)

I love to supervise the athletes..... (Participant 12)

By managing the selecting procedure and by deciding the future strategies of the federation, they can decide the future strategies positively.

Being a reasonable observer and implementing the observation to the decision making process. They can suggest changes which are needed in the

organization. They should execute their experiences in the management of the federation.

They should become members of the decision-making board.

(Participant 15)

They can be the members of the decision making the team and discussing the policies to be followed. They can participate in discussing the strategies. They can be members of the decision-making team. They can be contributors to the federations by assertively discussing the strategies.

4.2. Objective2:

To explain the perception of athletes in the involvement of the decision making process in different sports federations of Pakistan.

4.2.1. Federation Decision Making Structure

The Federation is about making decisions about management and athletes, and the federation has a specific procedure of the decision-making process. Management does the decision making, and mostly the seniors make decisions. The federation decides the athletes, like which athlete would be playing at the national level and which would be playing at international level etc.

Some senior selectors and managers make the decisions....

(Participant 2)

How to select the athletes and how to train them.... (Participant 3)

My federation is responsible for making each of the decision...

(Participant 3)

As per participant 3, there is a committee in each of the federations which makes the decision

Committee.... committee makes the decision. (Participant3)

Some seniorsdecide our federations. (Participant 4)

There is a particular process to be followed in our federation.

(Participant 4)

It makes decisions about us, and it has a proper procedure to follow, and there is a team who control and make the decision. The members of the federation make the decision, and there is a proper setup for this. There is governor, management team, supervisors and admin.

A specific procedure of decision-making process.....by.....Management does the seniors. (Participant 10)

A particular process is followed. (Participant 13)

There is a proper setup of our federation to make decisions. (Participant 14)

It is a setup from top to bottom..... (Participant 14)

It has a structure and a setup to follow.... (Participant 15)

4.2.2. Responsibility of the Federations

It is about taking important decisions, like how to make the federation useful and how it's performance be increased.

In broader concept... it's not only about the survival of the federation but about the constant growth and improvement in the performance of the federation.... (Participant 6)

How to run the federation in a better way.... (Participant 7)

To manage the activities of the federation.... (Participant 8)

To maintain the overall activities of the federation..... (Participant 9)

The federation is responsible for making each of the decision. It is about how to make the federation's performance useful.

To make decisions... about a significant matter of the federation.....
(Participant 14)

It's about the constant growth and improvement in the performance of the federation, and the management is responsible in the decision making process.

It makes decisions about the growth and improvement in the performance of the federation, the federation is responsible for making decision.... and to.....to train the athletes.... (Participant 12).

4.2.3. The Opinion of Athletes of Current Decision-Making Process

Currently, there are many flaws and shortcomings in the decision-making process of the federation. There are shortcomings.

I feel... some people, in the decision-making process, are not loyal to their jobs.....(Participant 3)

There is no participation by the athletes in the decision-making process right now.

I am just focused on my game only..... (Participant 5)

It has flaws (Participant 6)

Many problems need to be sorted out.....(Participant 6)

I can see a lot of problems within the organization.... (Participant 8)

Many flaws and shortcomings in the decision-making process of the federation are there.

I feel... corruption is present in our federation..... (Participant 12)

No participation by the athletes right now.... (Participant 13)

We are limited to grounds..... (Participant 13)

It has so many problems.... (Participant 15)

It has many drawbacks now.... (Participant 16)

4.2.4. Idea of Athletes Involvement in Decision Making

Athletes' involvement in decision making would be a very positive initiative. Athletes may be involved in the decision-making process by actively participating in the decision-making process. They can be supervisors or organizers.

It's an excellent idea... it must be executed..... (Participant 1)

It would be a very positive initiative, and I would support it at any cost”..... (Participant 2)

I am a huge supporter of this idea.... (Participant 3)

Athletes’ involvement in policymaking could increase the reliability of the decisions making within the federation. If the policy is formed, it would have an impact on the decision-making process.

“My only dream is to see my federation growing and achieving milestones. There are a lot of management issues in the decision-making process right now and removing those problems are dependent on the athlete’s participation of the decision-making process and as for the question of the role of athlete’s participation is concerned, an athlete can be playing the role of director of different functions” (Participant 7)

Athletes can be supervisors, and they may supervise different managerial staff in the decision making process.

“An athlete can be part of planning in the decision making process. He can play a significant role in planning. He can plan various things to overcome the problems being faced by the federation” (Participant 9)

The federation and athletes can never perform better in any aspect until and unless they identify their objectives and could do every possible struggle to achieve those objectives. And this should be undertaken special consideration while the decision-making process by the athletes and federation.

*“If I am given a chance, I would be centralizing and decentralizing the federation for the growth of the federation, and especially I hate corruption, and I would be removing that from my federation.....
(Participant 11)*

Athletes can be playing the role of controlling functions in the decision-making process. Control ensures that there is effective and efficient utilization of federation resources to achieve the planned goals. Controlling measures the deviation of actual performance from the standard performance discovers the causes of such deviations and helps in taking corrective actions.

“An athlete can form the statement of the future condition of the federation. An athlete can take participation in the decision-making process while the federation is planning the future objectives” (13)

As far as the organizing is concerned, an athlete can be the span of control in an organization which is ultimately a significant role in the overall decision-making process.

“It’s about the constant growth and improvement in the performance of the federation”.... (15)

They should become members of the decision-making board... (16)

4.2.5. Impact of Athletes Involvement

“It would impact positively of course... it would remove the corruption within the federation”... (Participant 1)

It would enhance the productivity of the federation in bringing positive results. This is the way we can regain the name of the federation in Pakistan. Athlete’s involvement in policymaking could increase the reliability of the decisions making within the federation.

“.....in a very positive way... I am very much sure..... (7)

It will overall enhance the effectiveness of the decision making of the federation”... (8)

I would help in removing the corruption.... (9)

Because this would be helping the federation to perform better.... (9)

It would boost the performance....(9)

a positive impact..... it would help to remove the corruption....(10)

It would bring more professionalism and positivity within the federation....(11)

It would keep the athletes motivated and positive. It could increase the effectiveness of the decisions positively making within the federation. It is necessary to participate to obtain the desired goals.

I am happy, and I would support the concept of athletes taking part in the decision-making process....(14)

It would have an impact on the decision-making process....(15)

The policy would have an impact on the decision-making process.

4.2.6. Contribution of Athletes' Involvement

"Their contribution could be like.... selector... organizers.... and maybe they could be supervisors in the decision-making process....."(Participant 1)

They could be part of the decision-making committee and veto or support any decision. An athlete can be motivator and leaders in the decision-making process. They could participate in the process by managing

the selecting procedure... training and deciding the future strategies of the federation.

They can be contributors to the federations by assertively discussing the strategies... (6)

They can suggest changes....(7)

They could contribute to the decision-making process.... (8)

They should be using their personal experience in the betterment of the federation...(8)

It would grow the effectiveness of decision-making process.....(8)

Athletes have to show involvement in the decision making process to remove corruption. It would enhance the growth and development of the federation. They could deal with the flaws within the federation, and they can remove them.

This is the way we can achieve the set goals of our federation...(12)

Because it is the need of the time...(13)

It would help the organization to perform better....(13)

It would have an impact on the decision-making process....(15)

To improve the performance of the federation....(15)

To enhance the performance of the organization....(15)

4.2.7. Need for Athletes' Participation in Decision making

it is.... if our nation wants our federation corruption-free.... athletes have to show involvement in the decision-making process..... (1)

They could be the members. No decision could be taken without their consent.

I would select the best athletes, and it would make my federation best..... (2)

If the athlete and federation want to make the right decision, they need to choose good options about the athlete and management.

I think... maybe I could be wrong... but... my perception is that... it would bring more professionalism within the federation....(2)

This is the way we can regain the name of the federation in Pakistan... (3)

It is good to include the athletes in the decision-making process, and it is the need of the time. It would help the organization to perform better. It would enhance the performance of the organization.

To improve the performance of the federation.... (6)

It would increase the chances of credibility and accountability of the federation.... (7)

.....because I want my federation to be corruption free.... and for that... my involvement is necessary....(7)

They can help to eradicate corruption and to remove the problems.

.....better performance of the federation is directly linked with the participation of the athletes....(7)

.....because... I want to improve the performance of my federation.....(8)

Inclusion of athletes in the decision-making process of the federation would be helping the federation to perform independently without any political influence.

.....It should be encouraged....(8)

a good idea to execute.....(10)

.....To improve the performance of the federation. In a various way...(16)

.....its good idea to include the athletes in the decision-making process.....(16)

.....it would enhance the performance of the organization in many aspects....(16)

4.3. Objective3

4.3.1. Suggestions from Athletes' Perspective in the Decision Making Process

After the analysis, it was found that athletes suggested the following points in the decision making process.

Choosing the best options

First of all, it was suggested by the participants that, to make the decision making to achieve good governance, the federation needs to choose the best among the available options.

Participant 2 expressed the thoughts that:

“If the athlete and federation want to make a good decision, they need to choose good options about the athlete and management (Participant 2)”.

Exploring new talent

Participant 6 revealed that:

“The federation and athlete should explore the new talent related to ground and management to makea better decision for the growth of the federation (Participant 6)”.

They should dig out new talent (15)

The federation and athlete should explore the new talent.....(16)

The federation and athlete should explore the new talent related to ground and management to makea better decision for the growth of the federation (6)

Identifying and Achieving Objectives

Participant 10 exclaimed that:

“The federation and athletes can never perform better in any aspect until and unless they identify their objectives and could do every possible struggle to achieve those objectives. And this should be undertaken special consideration while the decision-making process by the athletes and federation.

“I would strongly suggest the inclusion of the athletes in the decision making process.... because... I know... that it would enhance the growth and

development of the federation and to remove the corruption within the federation.....” (1)

Media

“Media can play a strong role to show the nation that athlete involvement in the decision making process is the need of the time.....” (1)

They could be athletes and managers..... (1)

Media... TV... social Media... they need to show interest in this matter...(7)

They can be assertive and have excellent communication to make the decision-making process more reliable....(7)

Media needs to play a role in this matter....(9)

Media can show the athlete involvement in the decision making process is the need of the time.....(10)

Media can play a role.....(11)

4.3.2. Revision of Government Policies

There must be a revision in the previous government policies, and the government should renew the previous policy. It should establish a policy to support athlete involvement in the decision making process.

Policies may be revised.... (T)

They would be more than athletes just playing at the ground... they could be the selectors.....(T)

A committee could be formed, and in the committee, the athletes would be the decision making members

There should be made new policy..... (6)

The government should introduce new policies.... (7)

A lot of work is needed to be done... The government should revise the already implemented policies..... (8)

The government can play a substantial role in this matter..... (8)

The government should be sincere in this matter.... (9)

Government policies should be renewed..... (10)

Policies should be revised.... (11)

There should be made new policy by the government..... (15)

There should be made new policy..... (16)

4.3.3. Research

Researchers should emphasis this to a layman

They need to be playing at the ground and decision-making field... (3)

The whole world is rearranging the whole process of decision making to include the athletes, and Pakistan should understand this.

We should follow the international policies.... like how the world is emphasizing the athletes' involvement in the decision-making process..... (4)

They can be doing accountability... they can be the judges of the decisions taken by the federation.... (4)

There should be proper research before any practical implementation.... (5)

Researchers should emphasize the significance of this matter.

There should be proper research.... (14)

4.3.4. Follow International Setup

International policies can be set as an example for our federations.....

(4)

We should follow the international policies..... (13)

International policies are an example for our federations..... (13)

I would suggest that athletes should take practical participation (14)

Chapter 5. Discussion

5.1 Limitations

For centuries, the athlete's participation has been noted as a threat to the good governance of the federation (Garcia et al., 2008), (Grix et al., 2009). Despite the exclusion of athletes in decision making in the past, athletes now have been considered suitable for the governance of any federation (Hersey et al., 2007). Recently, the inclusion of athletes in the decision making process globally has brought up controversies in the field of sports (Westerbeek, 1995), (Joly, 1984).

In this study, athletes from various federations were included, and the responses toward athletes' participation in decision making were analyzed. Previously, (Hess et al., 2006) and (Headley et al., 2004) revealed that personal and social backgrounds, and federation, management and coaches influence athletes in their participation in the decision-making process. Similarly, Pakistani athletes were influenced by their family members, coaches, federation and society; however, they have started taking interest to participate in the decision making process. Eradicating corruption and making the federation performance better were essential motivations of

the athletes of the various federations in Pakistan. Thesis similar to and supporting the findings of(Kaya, 2014)

Additionally, social and various management difficulties were noted as affecting the participation of the athletes.

5.2 Conclusion

Modern research and federations have allowed athletes to participate in the decision-making process for good governance. This was a sharp contrast to the early 1990s when athletes were not allowed to participate in the decision-making process (Halbert, 1997; Coakley, 2009). Despite advancements in sport study, athletes' participation in decision making is still not unanimously accepted. Despite this, there has been an increase in the level of participation of athletes in decision making at both the levels, internationally and domestically.

At the international level, there was a controversy and debate about the inclusion of the athletes in the decision-making process (Esposito, 1987). Therefore, this research has studied the experiences and perception of athletes in showing involvement in the decision-making process. Experiences and perception of participants were analysed by the process of why they are interested in this particular issue, what they could gain through

their participation, and how they would perceive the performance of the federation before and after their participation. The study discovered that participants are interested in participation for multiple reasons. The most common of them is to gradually taper down the corruption and to enhance the performance of the federation.

Additionally, media exposure and influence and previously available literature, and researchers have developed curiosity allured them to become interested in Participation. Fourth, participants have been influenced by previously participating in the decision-making process. And, finally, there is an influence of family and social support networks.

5.2.1. Suggestions

As this inquiry developed, a need for future research became apparent, because there has been little in-depth research of the athlete's participation in the decision-making process in Pakistan. Several questions remain and need to be answered in future.

First of all, this study was limited to 16 participants, eight male and eight female. In the future analysis, participants of different age groups and participants from various other federations should be investigated. A more significant number of research participants can assist in developing a more

comprehensive understanding of the participant's experiences and the perspectives of the athletes' participation. Additionally, participants of different age groups may have differing opinions and experiences than the participants in this study.

Second, this study was conducted only among athletes' participants and different other Professional, federation and management may offer different insights toward athletes' participation in the decision-making process due to the characteristics associated with different levels of professionals

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Appendix

Entry Questions of Questionnaire

1. Can you explain what decision making in a federation is about?
2. What do you know about the decision-making process regarding your federation?
3. Based on your experience, how is the decision-making process structured in your Federation?
4. In your opinion, how many athletes be involved in decision making?
5. How would athletes' involvement in policymaking, impact decision making?
6. What role do you currently play in the decision-making process of your federation?
7. If you are given a chance, what kind of role would you like to choose in the decision-making process?
8. How do you think the athlete could contribute to the decision-making process?
9. What role do you think an athlete should be able to play in sports federation to improve the decision-making process?

10. What impact would your role have in the decision-making process?
11. Why do you think your involvement is necessary for the decision-making process?
12. What is your opinion about the current decision-making process in your federation?
13. Why do you think it is a good idea to include or exclude athletes from decision making?
14. What do you think about the participation of athletes in decision making for better performance of the organization?
15. In your opinion, what could be done to improve athlete involvement in the decision-making process?
16. What are the roles that athletes have to play in terms of improvement of the decision-making process?
17. What process do you think could be followed for the decision making of the federation?

국문 초록

파키스탄 스포츠 연맹의 의사결정에 대한 운동선수들의 관여

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이 연구는 "파키스탄의 다양한 스포츠 연맹의 좋은 거버넌스를 위한 운동 선수들의 의사결정에의 관여"에 관한 것이다. 이 연구는 본질적으로 질적 연구다. 이 연구에는 파키스탄의 다양한 연맹의 선수 16 명이 참여했다. 참여자들은 세미 구조 면접 연구 면접의 도움을 받아 면접을 보았고, 이들의 토론은 질적 형태로 분석됐다. 이 연구는 파키스탄의 여러 스포츠

연맹에서 의사결정 과정에서 운동선수들의 역할이 무엇이며, 의사결정 과정의 개입에 대한 선수들에 대한 인식과 운동선수들의 시각에서 의사결정 과정에 대한 참여 제안이 무엇인지를 분석하는 것을 목적으로 했다.

이 연구는 현재, 운동선수들이 의사결정 과정에 큰 역할을 하지 않고 있지만, 선수들은 여러 가지 이유로 참여하는데 관심이 있다는 것을 발견했다. 예를 들어, 점차 부패를 줄이고, 연맹의 성과를 향상시키고, 연맹을 책임감 있게 만들고, 그라운드와 매니지먼트에서 최고의 인재를 배출하기 위해 노력한다는 것을 발견했다.

키워드: 스포츠의 좋은 거버넌스 원칙, 좋은 거버넌스, 의사 결정, 선수 참여

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