

**Kushtrim VLLASAJ**

*University of Debrecen, Károly Ihrig Doctoral School of Management and Business*

# INSPECTING THE DOMINANT MANAGEMENT PATTERNS OF NONPROFIT SPORT ORGANIZATIONS: A SYSTEMATIC REVIEW

*Review  
Article*

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## **Keywords**

*Management;  
Nonprofit;  
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## **Abstract**

*Undoubtedly, the importance of nonprofit sports civil organizations has become a cornerstone of social and cultural integration and development, and from this point of view, their study has become more frequent. But from the management's orientation, there seems to be a stumble on their research or at least an ambiguity in the literature content. Thus, the purpose of this study is to systematically review the literature which deals with the field of management of nonprofit sports organizations. And this is achieved by collecting and categorizing 67 peer-reviewed articles, mainly from Scopus, Web of Sciences and Science Direct, but supplemented even more by searching other databases and bibliographies. The findings show that the study of their management has been developed mainly from the dimension of concepts such as organizational capacity focusing on HR (boards and leadership, members and volunteers), approaches and strategies, and inter-organizational partnerships. In addition to a summary of the sub-topics of management through which nonprofit organizations have been studied, the significance of this paper lies in the possibility of facilitating the identification of the research gaps, namely subtopics that have not been studied sufficiently.*

## **INTRODUCTION**

Civil Society Organizations (CSOs) are one of the forms of organizations that are dispersing, formalizing, and becoming more sophisticated, and the public is continually recognizing their legitimacy and influence. They are important not only from the individual viewpoint of the person who belongs to one, but also from the wider view where such an organization is perceived as a community and cultural integration and development actor. A large number of these organizations are sports organizations. Because of their size, the need for support, the objective for which they work, and other factors and facilities, they are found most frequently in the civil society sector, which is also characterized by being non-governmental and non-profit. Sports organizations exist in both profit and nonprofit orientations, and they quite often coexist in the same space. However, this paper focuses primarily on nonprofit civil society organizations which are usually distinguished by a higher level of volunteerism, are community-based, and have some sort of social development as their primary objective. Not by their nature, the space that sports organizations occupy in the CSO sector usually is larger than organizations operating in other fields.

Also in the context of the operation and the primary purpose, sports organizations exist in both the for-profit and non-profit sectors. Non-profit sports organizations develop their programs around a primary goal or mission, being typical to benefit the community in any way of social development, while for-profit sports organizations are primarily concerned with making a profit (Franck, 2010). Another feature that crucially distinguishes these two is human resources, where nonprofit organizations are historically associated with members known for their voluntary role (Thiel & Mayer, 2009) and to whom the organization serves the most, while for-profit organizations hire paid staff as volunteers are not willing to dedicate their effort (Vos, et al., 2012).

This popularity is also followed by the research community, which explores and discusses them from a range of perspectives. However, it appears that the study of sports organizations through the prism of management, which is primarily intended to describe their function and implications from the internal side of planning, organization, operation, and control, is a fainter work. Although there is no summary of studies in the management literature, there are reviews that approach this field to some extent, either by including it as part of these studies or by studying its subfields. Kriemadis and Theakou (2007) review the literature of strategic planning inside management and its development in public and nonprofit sports organizations. Winand, Vos, Claessens, Thibaut and Scheerder

(2014) integrated the dimensions of organizational performance highlighted by previous literature on nonprofit sport organizations. Organizational culture is also an important subtopic in sports management. That said, a closer examination of this component of management literature through a systematic review, such as that of Maitland, Hills and Rhind (2015), was inevitable. Later on, Schlenker, Sherry and Rowe (2016) carried out an integrative review of the field of Sport for Development literature regarding the foci, authorship, geographical contexts, theoretical frameworks, methods, and key findings. Lastly, Parent and Hoye (2018) conducted a systematic review of grey literature and theses, to determine the impact of governance principles and guidelines on sport organizations' governance practices and performance.

## **METHODOLOGY OF LITERATURE REVIEW**

Regarding the process of literature review, Fink (1998) defined it as a systematic, explicit and reproducible method to identify, evaluate and interpret the current body of recorded documents. While this literature review comes under the umbrella of what is known as a "systematic review," it is also right to say that is critical. This is because, in addition to being done in a systematic, simple, and well-defined manner, this research aims to delve deeper into the composition of articles in a particular literature. While various authors attempt to distinguish between these two types of reviews, the emphasis of this paper is on the principle that both of these components should be present to some extent.

The development of this paper relies mainly on the justification of the methodology by Saunders, Lewis and Thornhill (2016), who by extracting from the work of Denyer and Tranfield (2009), have divided the systematic literature review process into five steps:

1. Formulating the review questions
2. Locating and generating relevant studies from online databases and other sources
3. Selecting and evaluating studies by inclusion and exclusion criteria
4. Analyzing and synthesizing
5. Reporting the results

First of all, a research agenda was made by defining research questions, the procedure of generating the database through particular keywords, and defining inclusive and exclusive criteria. This analysis aims to examine the quality of the management literature of civil sports organizations, and the following questions have been raised in a function of this review:

1. What are the most intensively researched management topics in sport civil organizations?

- 1.1. Which sub-topics are the most studied?
2. What are the methodologies used in these studies?

The articles database was built by searching primarily on the three well-known platforms Scopus, Web of Sciences, and Science Direct, as well as other articles, added after Google Scholar searches. To perform the search, the phrases nonprofit, sports and management have been used, as well as their combinations and their synonyms (nonprofit, non-governmental, civil, voluntary, management, governance, sports ). This was done without looking for terms related to functions, sub-areas, or other areas in which management was not used as the primary purpose of the study, as it is not in the interest of this study to explore literature in various fields where the word management is in a different context from that of management as a social science. Articles are chosen based on the following criteria: they must be in the English language, peer-reviewed, published on one of the above platforms, and without any limited period. Even in this form of searching, still came across articles which due to irrelevance, were avoided. For example, many such items that have not been taken into account have been those that have belonged to various sports such as activities, for example, those who as a manager has considered coaches, club captains, or even referees. This study looks at sports organizations as one of the different forms of civil or nonprofit organizations, focusing on the organizational and management dimensions rather than the aspects of sports technicalities or events themselves.

A specific analysis per se is not mandatory for a systematic review of the literature; rather, a well-structured process is required, including classification, categorization, coding, synthesis, and a distinct reporting of the findings. Inductively, the understanding and setting of the categories were formulated or adapted based on the outcomes of the articles. The author read the papers thoroughly before recording the relevant details in excel sheets. This data was arranged into rows and columns, starting from the descriptive information and proceeding to more detailed information about the study's aim, methodology, findings, and other patterns.

## FINDINGS

### Descriptives

Table 1 shows that the *Journal of Sport Management*, *Sport Management Review*, and *European Sport Management Quarterly* are the three journals where 63% of the authors have published their papers. Other journals had a wider scope ranging from those of management, voluntary or nonprofit, sports, or even other fields.

According to figure 1, the last decade has been quite decisive for the maturity of research on the management of civil sports organizations, as 83.5% of all articles were published from 2009 onwards. Only 12 of the papers were written by a sole author, while the majority of them had multiple authors, making an average of 2.8 authors per article. The numerous studies by authors from the Nordic countries are immediately apparent, corresponding to the voluntary sector at these countries, which compared to most European countries is relatively larger. Furthermore, sports organizations make up a significant portion of them; for example according to an estimate (Ibsen & Boje, 2006), they account for around a quarter of the sector in Denmark.

### Methodological construction of papers

As it can be noticed in figure 2, with the exception of 15 papers that were theoretical or conceptual in nature, all of the others were empirically founded on primary data employing various methods. In general, the majority of them provided a well-detailed outline of the methodology, with only a few papers being excluded because they did not have any clarification or rationale for the methodology. A large number of papers (27) have chosen to apply questionnaire surveys formulated and conducted by the authors or even done by second parties as various public institutions or agencies, 11 of them delivered online. Various structured and semi-structured interviews, or even interviews as an integral part of case studies, remain one of the preferred forms for non-profit organizations, especially for qualitative study. Six mixed-methods papers include different combinations such as focus groups, interviews, documents; survey, interviews, documents; and interviews, documents, observations. Action research was conducted by the authors of one study focusing on Business Process Management to achieve improvement activities and support the operationalization strategy.

## DOMINANT THEMES IN THE REVIEW OF LITERATURE

### Organizational capacity

As can be seen in table 2, papers that contribute to a multidimensional concept called organizational capacity, dominate the management literature of nonprofit sports organizations. Many of them, based on the multidimensional framework of Hall et al. (2003), come across various dimensions and topics of organizational capacity (Misener & Doherty, 2009) (Svensson & Hambrick, 2015) (Svensson, Andersson, & Faulk, 2018) in different types of sports organizations. Based on this model, Balduck, Lucidarme, Marlier and Willem (2015) completed the analysis regarding the dimensions of

organizational ambition and capacity resulting in the dimensions of human resources, accommodation, management, financing, and external orientation. As the literature on the study of organizational capacity grows, studies on the capacity building are scarce, and for this reason, Millar and Doherty (2016) propose a four-stage model that guides the collection and review of literature: exploration, analysis, classification, and explanation. While many factors determine an organization's ability to accomplish its mission, Misener and Doherty (2009) look at how various aspects of organizational capacity impact it. Svensson and Hambrick (2015) also used the multidimensionality of organizational capacity to define key elements that affected the organization's ability to fulfill its mission, when examining a small SDP organization. Subsequent studies attempt to understand how organizational capacity level factors affect voluntary engagement and find that all of the factors measured are significantly related to the potential for volunteerism (Swierzy, Wicker, & Breuer, 2017). Furthermore, a year later, by reasoning the utility of this multilevel modeling, they also find that organizational capacity is significantly associated with taking up various volunteer roles (Swierzy, Wicker, & Breuer, 2018). There are publications in the research literature that point to organizational problems, which are not uncommon in nonprofit organizations. Wicker and Breuer (2013) study shows that organizational resources such as human resources, financial resources, infrastructure resources, and cultural resources are significant determinants of organizational problems. Furthermore, Wicker, Breuer, Lamprecht and Fischer (2014) by using the concepts of economies of scale and economies of scope, find that another significant effect on organizational problems is size.

### **Performance/effectiveness**

As it can be seen in table 3, the performance of nonprofit sports organizations as an important topic has been studied in different contexts, starting from the contrast of the performance of managerial practices in nonprofit sports organizations with those in the commercial and public sectors, where it was found that none of these sectors is superior in these practices (MacLean, 2009). Regarding performance, Winand, Rihoux, Robinson and Zintz (2012) focus on sport governing bodies, their strategic goals and potential determinants that lead to high performance, and for this, suggest innovation activities and involvement of paid staff and volunteers in decision-making. Following that, it was addressed to the question of how and why sports clubs are successful at implementing innovations and how their nonprofit status contributes to innovation (Wemmer & Koenigstorfer, 2015). Meanwhile, in a comparison

of performance, the results show that for-profit organizations outperform nonprofit organizations in terms of overall financial performance, attach more importance to employee qualifications, programs and strategies (Nowy, Wicker, Feiler, & Breuer, 2015). Miragaia, Brito and Ferreira (2016) analyze the position of stakeholders and how clubs view their contribution to efficient and inefficient clubs, finding that the roles of local government and federations differ significantly. Lower and Czekanski (2019) explored and confronted the effectiveness of collegiate sport clubs, in the face of scarcity of volunteers and financial resources, with their own set goals and found that many prescribed management practices were not adhered to. And finally, Delshab, Winand, Boroujerdi, Hoeber and Mahmoudian (2020) shed light on the positive effects of knowledge management and innovation concepts application on the organizational performance of sports clubs.

### **Governance/management approaches and strategy**

Articles that address the topic of approaches and strategies of management or governance of civil sports organizations take place in the content of the literature (see table 4). By exploring the use of by-values management approach (Kerwin, MacLean, & Bell-Laroche, 2014), the suitability of policy governance approach for small-scale organizations (Hill, Kerr, & Kobayashi, 2016), the use of the business management process (Sobreiro, Santos-Rocha, Claudino, & Serôdio-Fernandes, 2018), or even the entrepreneurial orientation and relationship with performance (Núñez-Pomar, Escamilla-Fajardo, & Prado-Gascó, 2020), management approaches are distinguished by diversity.

Based mainly on a contextual approach, the topic of strategy has been studied quite early. Thibault, Slack and Hinings (1993) developed a framework to study the formulation of strategies in non-profit sports organizations, identifying strategic imperatives which mainly fell under the guise of two dimensions: program attractiveness and competitive position. In the following paper (1994), the same authors confirmed the existence and usefulness of these two dimensions, as well as the four types of the strategy presented in the previous article. To explore strategy research related to sport management, Shilbury (2012) performed a content analysis of three sport management journals, to conclude that research on this topic is relatively uncommon, although strategy formulation plays a key role. Lastly, as exploring the constraints of managers when they try to scale up their SPD organizations, Welty Peachey, Cohen and Shin (2019) also identified the strategies they use to mitigate these limitations.

## **Boards**

Another topic that is one of the most critical and consequently one of the most researched, when it comes to civil society organizations, is undoubtedly the management of boards (see table 5). This topic has been researched since the work of Inglis (1997), who contributed to the recognition of the functions and roles of organizational members by exploring the work of boards in nonprofit amateur sports organizations. Another study looked at the continuity and change of national sports organizations' decision-making, which could be interpreted as the adoption of more professional and business-like management practices (Kikulis, 2000). Doherty and Carron (2003) examined a range of variables of committee cohesion to find that task cohesion is stronger than social cohesion and that members of smaller committees perceived less social cohesion than members of medium and larger committees. Yeh, Taylor and Hoye (2009) went even further in their study of Taiwanese organizations' exploration of dual structures, identifying four board of directors' roles and two board of supervisors' roles. Balduck, Van Rossem and Buelens (2010) presented two zones of perceptions of how competencies of board members were perceived, volunteer board members and sports members, who mainly share similar perceptions. However, the multidimensional role ambiguity is explored by Doherty and Hoye (2011), seeing it in the light of the relationship with the performance of individual board members, which accounted for 29 percent of its variance.

Conflict is expected on the boards of non-profit organizations, as it is in every group where there is communication, so research on this topic was not lacking. At this point, research is mainly developed by looking at the impact of intragroup conflict on decision quality, board satisfaction, and commitment to the board (Hamm-Kerwin & Doherty, 2010), by examining board members' experiences regarding the task, process, and relationship conflict, and identifying the conditions that fuel conflict (Kerwin, Doherty, & Harman, 2011). The findings show that they are mainly negatively related to each other and that there are different ranges of conflicts that are caused by some specific latent conditions. Additionally, board conflict management has been extensively studied in attempt to discover approaches that result in a positive outcome, which Van Bussel and Doherty (2015) suggest happens when boards employ collaboration or compromise.

The study of board performance is based mainly on the perceptions of board members and its relationship to the power patterns that exist on boards, concluding that fragmented or powerless boards lead to poor performance (Hoye & Cuskelly, 2003). Moreover, Hoye and Doherty (2011) state that few studies address board

performance topics directly, such as the impact of environmental, organizational, or individual factors. This means that most of them treat it as secondary when they study the individual and group level processes of the boards. Finally, O'Boyle, Shilbury and Ferkins (2020) contribute to the understanding of themes such as inter-board and intra-board collective leadership and organizational leadership behaviors and activities, such as influence.

## **Leadership**

Table 6 shows that as one of the main functions of the sports nonprofits boards, leadership occupies an important place in the literature, albeit quite late. Starting with the study of examining leader-member exchanges by Hoye (2006), it can be said that this relationship is very important for their retention and commitment, especially when it comes to volunteers. Bang (2011) examined this, taking into account many dimensions of leader-member exchange theory, and discovered that positive reciprocal relationships have a significant impact on job satisfaction and retention. However, through synthesis and a conceptual framework of leadership theories, the review of Welty Peachey, Zhou, Damon and Burton (2015) provide a good summary, concluding that this field is reasonably well known, albeit with some research gaps for future studies. Later, O'Boyle, Shilbury and Ferkins (2018) present a new working model of nonprofit sports governance leadership based on the themes that emerged during a case study inquiry and previous literature. Lastly, interactions also play a role in the study of boards when it comes to their function. Findings suggest that the nature of relationships between board members is more positively influential in board functionality when characterized by authenticity (Takos, Murray, & O'Boyle, 2018).

## **Membership and Volunteerism**

Human resource management for civil society organizations is quite complex, mainly due to the prominent presence of volunteers, so the importance of their study is great and sports organizations are among the subjects of study (see table 7). Not entirely focused on nonprofits, an early study by DeSensi, Kelley, Blanton and Beitel (1990) determines employer and students' expectations and evaluations of sport managers in business/agency groups, university/college management programs and curricula, components of existing sport management programs, and the interrelationships among these groups. Only a minority of nonprofit sports organizations have structured HRM systems, according to Taylor and McGraw (2006) who explored HRM practices. Furthermore, they found that HRM policies and

approaches toward paid employees and volunteers differ.

Volunteers are one of the reasons that are often crucial to the functioning and life of civil society organizations in general, so their management is thoroughly investigated with a magnifying lens as it is a very complex topic. When it comes to studying sports organizations, the work is focused mainly on the typical subjects of HR management. To better understand the reasons that motivate volunteers, Hsu, Wu, Wang, Hsiao and Wu (2013) discovered that the provision of autonomy and an adequate structure from the supervisors had a positive impact on their motivation. Bang (2015) examines the role of Age in the leader-member relationship and job satisfaction and job satisfaction and intention to stay among volunteers. Much more comprehensive is the research of Johnson et al. (2017), who examined the relationship between volunteer motivation, satisfaction, and retention and identified the motivational factors that aided satisfaction and ultimately led to retention. Recently, Nagel et al. (2019) conducted a multi-level analysis to explore individual and organizational determinants of volunteer satisfaction, found that the conditions of volunteering and volunteer workload are the most significant. Finally, research by Wegner, Jones and Jordan (2019) has gone beyond the factors that influence volunteerism, exploring how these factors together impact the formation of group identity that is very important to the organization's reputation. When it comes to membership, Weimar, Wicker and Prinz (2015) study examine external drivers like sporting success, the personality of athletes, and hosting elite sport events of membership in sports clubs. The findings show that hosting a major sport event has a positive effect on the membership growth rate. Another issue posed by Elmoose-Østerlund et al. (2019) are individual and organizational characteristics that are conducive to the social integration of members and volunteers.

#### **Inter-organizational partnerships**

Collaboration, partnership, and networking are seen as an opportunity to face challenges together among organizations that are having difficulty consolidating in terms of organizational and operational sustainability and those that seek to raise their level in these domains. Cooperation does not have to be limited to nonprofit organizations; it may also include organizations from other sectors. The research was done initially by Babiak (2007), from the viewpoint of exploring the determinants and conditions for starting and forming partnerships of organizations of different sectors, nonprofit, public, and private. They are seen as strategies in sports organizations primarily for building organizational capacity by providing their services to the public, and so the study was carried

mainly in this regard. For example, Jones, Edwards, Bocarro, Bunds and Smith (2017) examined the broader characteristics of the network structure including the size, composition, external actors, the underlying balance and stability which is fragile. In another study by the same authors, the results show that although with a fragmented network of nonprofit sports organizations and unbalanced connections, the network structure influences organizational action and contributes to relational issues (Jones G. J., Edwards, Bacarro, Bunds, & Smith, 2017). Finally, Welty Peachey, Cohen, Shin, and Fusaro, (2017) discovered that the key challenges of sustaining partnerships were resource competition, skepticism, unequal power relations, misaligned agendas and mission drift, and execution problems, but that different organizations had developed different strategies to overcome these challenges. External advisory services are essential for organizations to attract and retain volunteers. Klenk, Egli and Schlesinger (2017) investigated this subject and discovered that receiving and processing advisory inputs, reflecting and adapting, and assessing structural embeddedness within the club are all factors that promote their implementation. For more details, see table 8.

#### **Hybridity and Sport for Development and Peace (SDP) organizations**

Hybridity is a phenomenon that occurs in many non-profit organizations, including sports organizations, in which the nature of the sector to which they belong is mixed because they include elements from more than one sector. Regarding the literature content for this topic, see table 9. Lucassen and de Baker (2016) analyzed national sports federations that became hybrid in goals, use of resources, governance model, identity, and finally the consequences it had brought for the governance and stakeholders. To reconfigure new hybrid systems, Svensson (2017) explores organizational hybridity in a specific form of organization, Sport for Development and Peace (SDP), and examines four theoretical forms of hybrids in the SDP context: differentiated, symbolic, integrated, and dysfunctional.

Besides, the research has given a lot of attention to SDP organizations. Going back to organizational capacity, Svensson, Andersson and Faulk (2018) use a multilevel analysis to examine the state of SDP capacity and its relationship with key life stages of an organization, among many other dimensions of capacity. Later, Svensson, Andersson, Mahoney and Ha (2019) looked into the antecedents and outcomes of social innovation in SDP organizations, specifically the connections between innovation capacity, three types of social innovation, and organizational performance. A recent study looked at former members of SDP

organizations' experiences and subsequent lifestyle changes and found that while it had a positive impact, the results were hindered by a lack of additional programs and cultural norms (Cohen, Taylor, & Hanrahan, 2019).

### Theoretical papers

Table 10 shows that the authors of theoretical and conceptual works have also contributed to shaping the scholarship of sports management, laying the foundation for future works' themes. Costa (2005), for starters, used a Delphi questionnaire with a panel of 17 leading sport management scholarships to elicit their views on the field's current state and future study. According to the panelists the desirable objectives for future development were additional cross-disciplinary research, a stronger link between theory and practice, enhanced infrastructure, and improved doctoral training. Another study proposes to develop specific management concepts for voluntary sports clubs, after seeing the lack of explicit organizational objectives, the incompatibility of power with professional competence, and the ambiguous distribution of tasks (Thiel & Mayer, 2009). Doherty (2013) explains why and how researchers can add to sports management theory by either expanding current theories, borrowing and incorporating them from other disciplines, or developing new theories through study. Further, Ferkins and Shilbury (2014), relying on six central factors of the board's strategic capability: increasing contribution; operational knowledge; integration of regional entities; maintaining monitoring and control; co-leadership strategic development; and co-leadership of strategy integration, propose the new theory of "strategic board equilibrium" which explains these impacts in a holistic model.

In a special issue, Parnell, Spracklen and Millward (2016) discuss the situation of sports management and the direction that this scholarship has taken in a time of measurement aggravation due to the economic crisis of 2008, mostly the impacts on funds. In another special issue introduction, K. Misener and L. Misener (2017) encourage scholars to draw a collection of research papers centered on the new organizational forms and to find ways to theoretically and methodologically present the diversity of these forms. In a review, Dowling, Edwards and Washington (2014) explore the various ways in which the concept of professionalization has been employed within sport management. Finally, Gammelsæter (2020) challenges the literature's conceptualization of sport as an industry and business, claiming that this deficiency is possibly due to its immersion in a managerialism ideology.

## CONCLUSIONS

This paper presents a synthesis of the literature content on the topic of management in nonprofit sports organizations. The research covers the different viewpoints from which nonprofit sports organizations are approached as key topics and subtopics of management, the authors' interests and justifications, the methods used, and the significant findings that shape the management study of the sports domain in civil organizations. The majority of the literature has been developed based on organizational capacity, and studies on the function of boards dominate at this stage, as in the study of nonprofit organizations in general, where performance is frequently questioned. Otherwise, the received articles are divided in such a way as to fall under the following ten main topics and subtopics:

- organizational capacity
  - performance/effectiveness
  - approaches and strategies
- human resources
  - boards
    - leadership
  - membership and volunteerism
- inter-organizational partnerships
- hybridity and SDP organizations and
- theoretical papers.

Certainly, this study has limitations, which are limited to papers provided by research on specific platforms and with general management terms, without going deeper into searching the subtopics of management, which in broad terms gave us a view realistic enough to see which themes dominate. That said, in addition to summarizing what has been studied so far, the paper tends to lay the groundwork for where one can target attention before beginning a future study.

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## LIST OF TABLES

Table 1  
**Number of published articles in the listed journals**

<b>Journal</b>	<b>Number of articles published</b>
<i>Journal of Sport Management</i>	20
<i>Sport Management Review</i>	12
<i>European Sport Management Quarterly</i>	10
<i>Nonprofit and Voluntary Sector Quarterly</i>	4
<i>Nonprofit Management &amp; Leadership</i>	4
<i>Managing Sport and Leisure</i>	3
<i>Voluntas</i>	3
<i>European Journal for Sport and Society</i>	2
<i>International Entrepreneurship and Management Journal</i>	1
<i>International Journal of Sport Management and Marketing</i>	1
<i>International Review for the Sociology of Sport</i>	1
<i>Journal of Applied Sport Management</i>	1
<i>Leadership &amp; Organization Development Journal</i>	1
<i>Measurement in Physical Education and Exercise Science</i>	1
<i>Motricidade</i>	1
<i>Perceptual &amp; Motor Skills: Exercise &amp; Sport</i>	1
<i>Small Group Research</i>	1

Table 2  
**Literature content on organizational capacity of NSO management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
Misener and Doherty (2009)	Examining the nature and impact of organizational capacity to identify factors that affect the ability of the organization to fulfill its mandate and provide sport opportunities.	Case study with interviews	The impact on the ability to fulfill the mission
Balduck et al. (2014)	Measuring the organizational capacity and organizational ambition through multidimensional framework.	Online questionnaires	Organizational ambition
Svensson and Hambrick (2015)	Identifying critical elements that influenced the organization's ability to fulfill its mission.	Semi-structured interviews	The ability to fulfill the mission
Millar and Doherty (2016)	Proposing a comprehensive model of capacity building that recognizes the concepts and relationships involved.	Contextual/theoretical	Capacity building
Swierzy et al. (2017)	Whether and how human resources, financial, and structural capacities of sports clubs influence individual voluntary engagement.	Online questionnaires	The impact of OC on voluntary engagement
Swierzy et al. (2018)	The usefulness of multilevel modeling using the case of voluntary roles	Online questionnaires	Voluntary roles
Wicker and Breuer (2013)	The impact of different types of organizational resources on the severity of organizational problems.	Online questionnaires	Organizational resources, organizational problems
Wicker et al. (2014)	The concepts of economies of scale and economies of scope are used to explain size advantages.	Online questionnaires	Organizational size, organizational problems

Table 3  
**Literature content on performance and effectiveness of NSO management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
MacLean (2009)	Identifying and contrast the performance management practices within the small sport/recreation organisations representing the nonprofit, commercial and public sectors.	Case study with interviews	Comparison of organizations of different sectors
Winand et al. (2012)	Measuring and assessing sport governing bodies strategic goals and potential determinants of performance.	Content analysis of semi-structured interviews	Determinants of performance
Wemmer and Koenigstorfer (2015)	Investigating open innovation—that is, the use of purposive inflows and outflows of knowledge in order to innovate	Content analysis of interviews	Inflows and outflows of knowledge
Nowy et al. (2015)	Conceptualizing multiple organizational performance differences between nonprofit and for-profit organizations.	Online questionnaires	Performance comparison
Miragaia et al. (2016)	Evaluating how efficient and inefficient clubs perceive the distinct contribution of stakeholders in attaining their respective levels of output efficiency.	Questionnaire survey	Contribution of stakeholders
Lower and Czekanski (2019)	Exploring the goals and management effectiveness of financial and human resources.	Mixed: focus groups, interviews, documents	Goals, Effectiveness
Delshab et al. (2020)	Examining whether knowledge management (KM), along with innovation concepts, evokes direct and indirect influences on organizational performance.	Online questionnaires	Influence of knowledge management

Table 4  
**Literature content on approaches and strategy of NSO management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
Sobreiro et al. (2018)	Using the Business Process Management to support the strategy operationalization using improvement actions according to the circumstances of each organization.	Action research	Business Management approach
Kerwin et al. (2014)	Exploring the influence of organizational values on the performance and the possible mediating effect of employing a management-by-values approach.	Online questionnaires	Management by values approach
Hill et al. (2016)	Examining policy governance appropriateness for small-scale sports clubs.	Case study, interviews	Policy governance approach
Núñez-Pomar et al. (2020)	Analysing the relationship between entrepreneurial orientation in sports clubs and their social performance and the effect that management variables such as the type of funding (public vs private) and the competition level (national vs regional) may have on this relationship.	Online questionnaires	Entrepreneurial orientation
Thibault et al. (1993)	Developing a framework for the study of strategy formulation in nonprofit sport organizations.	Contextual/theoretical	Strategy formulation
Thibault et al. (1994)	Verifying a framework for the analysis of strategy and to locating a sample of national level sport organizations within this framework according to their strategic type.	Documents	Strategy analysis
Shilbury (2012)	Ascertaining the prevalence of sport-related competition and strategy research.	Content analysis of articles	Strategy research
Welty Peachey et al. (2019)	Exploring and examining the constraints faced by managers as they attempt to scale up their sport for development and peace (SDP) organizations, and to identify the strategies they are employing to mitigate these constraints.	Semi-structured interviews	Constraints strategies of scaling up

**Table 5**  
**Literature content on boards of NSO management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
Inglis (1997)	The roles or functions of boards in nonprofit organizations, as found in the management literature, were used to explore the roles associated with a sample of nonprofit amateur sport organizations	Questionnaire survey	Roles and functions
Kikulis (2000)	Discussing the continuity and change in the governance and decision making and developing arguments that address why institutional theory provides a strong foundation for advancing our understanding and management of this continuity and change.	Contextual/theoretical	Change in governance and decision making
Hoye and Cuskelly (2003)	Exploring the relationship between board members' perceptions of board performance and the patterns of power that exist within the boards of voluntary sport organizations.	Questionnaire survey	Performance and power
Doherty and Carron (2003)	Exploring cohesion in volunteer sport executive committees or boards by assessing perceptions of cohesion, individual satisfaction, effort, intent to quit, committee effectiveness, and a variety of individual and organizational variables.	Questionnaire survey	Cohesion, individual satisfaction, effectiveness
Yeh et al. (2009)	Exploring the roles taken by the board of directors and the board of supervisors.	Questionnaire survey	Roles
Balduck et al. (2010)	Contributing to the studies on roles and responsibilities of boards by identifying competencies of volunteer boards.	Semi-structured interviews	Competencies
Doherty and Hoye (2011)	Exploring the relationship between multidimensional role ambiguity and individual board member performance within nonprofit voluntary sport organizations.	Questionnaire survey	Role and performance
Hamm-Kerwin and Doherty (2010)	Examining the nature of intragroup conflict in nonprofit sport boards, and its impact on perceived decision quality, board member satisfaction, and commitment to the board.	Questionnaire survey	The impact of conflicts
Kerwin et al. (2011)	Examining board member experiences with task, process, and relationship conflict, identifying latent conditions that influence the likelihood of these conflict types, and exploring the impact of conflict within boards.	Semi-structured interviews	Conflict types
Hoye and Doherty (2011)	Presenting an integrated model of board performance that provides a framework for this review, and for the further discussion of current findings, gaps, and areas for future research.	Contextual/theoretical	Performance
Van Bussel and Doherty (2015)	Examining the nature and level of conflict, issues and existing conditions that incite conflict, how conflict is managed, and its ultimate impact on boards.	Case study with interviews	Conflicts nature, causes and management
O'Boyle et al. (2020)	Exploring how intra-board leadership at the national level influences the overall leadership capacity of a federal network.	Case study with interviews	Intra-board leadership

Table 6  
**Literature content on leadership of NSO management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
Hoye (2006)	The study of dyadic relationships between leaders (board chairs and paid executives) and members (volunteer board members) in boards of voluntary sport organizations.	Mixed: survey, semi-structured interviews	Relationship with members
Bang (2011)	Examining the influences of leader-member exchange (LMX) dimensions (Affect, Loyalty, Contribution, and Professional Respect) of volunteer leaders and followers on job satisfaction and assesses the influences of LMX dimensions and job satisfaction of volunteer leaders and followers on intention to stay with their organizations.	Paper-based and online questionnaires	Relationship with members Retention
Welty Peachey et al. (2015)	Providing a comprehensive synthesis of the sport management leadership literature from the 1970s to the present day, to outline what has been learned, and then, drawing from this synthesis, to articulate a preliminary conceptual model capturing how leadership operates.	Contextual/theoretical	Leadership theory
O'Boyle et al. (2018)	Presenting a preliminary working model of leadership in nonprofit sport governance based on existing literature and new empirical evidence.	Case study with interviews	Leadership theory
Takos et al. (2018)	Exploring board member interactions in nonprofit sport boards and specifically the construct of authentic leadership and its impact on board functioning.	Case study with interviews	The impact in board functioning

Table 7  
**Literature content on membership and volunteerism of NSO management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
DeSensi et al. (1990)	Determining employer expectations of sport managers, employer evaluation of educational sport management programs and curricula, college/university faculty/student evaluation of components of existing sport management programs, and the interrelationships among these groups.	Questionnaire survey	Interrelationships
Taylor and McGraw (2006)	Studying the adoption of HRM practices by organizations that operate with both paid and volunteer human resources.	Questionnaire survey	HRM practices
Hsu et al. (2013)	Understanding of the motivational factors of volunteers.	Questionnaire survey	Motivational factors
Bang (2015)	Examining the moderating role of Age in the relationships between leader-member exchange dimensions (Affect, Loyalty, Contribution, and Professional Respect) and Job Satisfaction and between Job Satisfaction and Intention to Stay among volunteers.	Questionnaire survey	Relationship with leader
Weimar et al. (2015)	Examining external drivers of membership numbers in, which are conceptualized by the trickle-down effect.	Questionnaire survey	External drivers
Johnson et al. (2017)	Examining the relationship between motivation, satisfaction, and retention of volunteers at undergraduate sport management programs.	Questionnaire survey	Retention
Wegner et al. (2019)	Examining how individual or institutional factors collectively impact group identity formation, which is associated with collective solidarity.	Mixed: focus groups, interviews, documents	Identity formation

Nagel et al. (2019)	Exploring individual and organizational determinants of volunteer satisfaction.	Questionnaire survey	Satisfaction
Elmose-Østerlund et al. (2019)	Identifying individual and organisational characteristics that are conducive to social integration of members and volunteers.	Online questionnaires	Individual and organizational characteristics

Table 8  
**Literature content of management of inter-organizational partnerships of NSO**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
Babiak (2007)	Exploring the determinants and conditions of partnership formation in a group of collaborating nonprofit, public, and private organizations.	Mixed: documents, observations, semi-structured interviews	Partnership of different sectors
Jones et al. (2017)	Examining key structural properties determine how partnerships were utilized to build organizational capacity.	Structured interviews	Networks
Jones et al. (2017)	Providing a broader, structural perspective of an inter-organizational network.	Structured interviews	Structural perspective
Welty Peachey et al. (2017)	Examining challenges faced by SDP organizations when forming and sustaining partnerships across contexts and partnership types, and strategies to overcome these challenges.	Semi-structured interviews	Challenges and strategies
Klenk et al. (2017)	Analyzing the factors that are critical for the implementation of external advisory programs.	Case study with interviews	External advisory programs

Table 9  
**Literature content on hybridity and SDP organizations management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Context/function</b>
Lucassen and de Bakker (2016)	Analyzing how many of the national sport federations become more hybrid in their goals, use of resources, governance model and even in their identity.	Mixed: survey, case studies, literature	Goals, resources, governance model and identity
Svensson (2017)	Examining the concept of organizational hybridity and its applicability in SDP.	Contextual/theoretical	Concept and applicability
Svensson et al. (2018)	Organizational capacity in the Sport for Development and Peace landscape and the relationship between capacity and key phases of the life of an organization.	Online questionnaires	Organizational life-stages
Svensson et al. (2019)	Examining antecedents and outcomes of social innovation in a global sample of sport for development and peace (SDP) organizations.	Online questionnaires	Social innovation
Cohen et al. (2019)	Evaluating an SDP program through the lens of former participants who were willing to discuss their experience and subsequent long-term habit and lifestyle changes.	Semi-structured interviews	Habit and lifestyle changes

Table 10  
**Theoretical papers on NSO management**

<b>Author</b>	<b>Purpose/aim of the study</b>	<b>Methods</b>	<b>Key theme</b>
Costa (2005)	Probing views of leading scholars about the status and future of sport management field.	Delphi questionnaire	Synthesis
Thiel and Mayer (2009)	Using a sociological management approach, the paper attempts to analyze the organizational structures of sports clubs.	Contextual/theoretical	Developing new concepts
Doherty (2013)	Reflecting on why and how there should (continue to) be an investment in sport management by investing in the application and development of theory.	Contextual/theoretical	Theory development
Ferkins and Shilbury (2014)	Explaining the notion of board strategic capability and to identify the factors and their relationships influencing strategic capability of sport boards.	Contextual/theoretical	New sport governance theory
Dowling et al. (2014)	Drawing upon sport management, sociological and managerial literature to explore the concept of professionalization within sport management, and identifying research gaps for inquiry.	Contextual/theoretical	Professionalization
Parnell et al. (2016)	The relationship between austerity policy and its impact on sport management.	Contextual/theoretical	The state of theory
K. E. Misener and L. Misener (2017)	Drawing a collection of research papers centered on the new organizational forms and blurred sector boundaries in sport management.	Contextual/theoretical	New organization forms
Gammelsæter (2020)	Questioning the widespread conceptualization of sport as industry and business in the research field of sport management.	Contextual/theoretical	Challenging conceptualization

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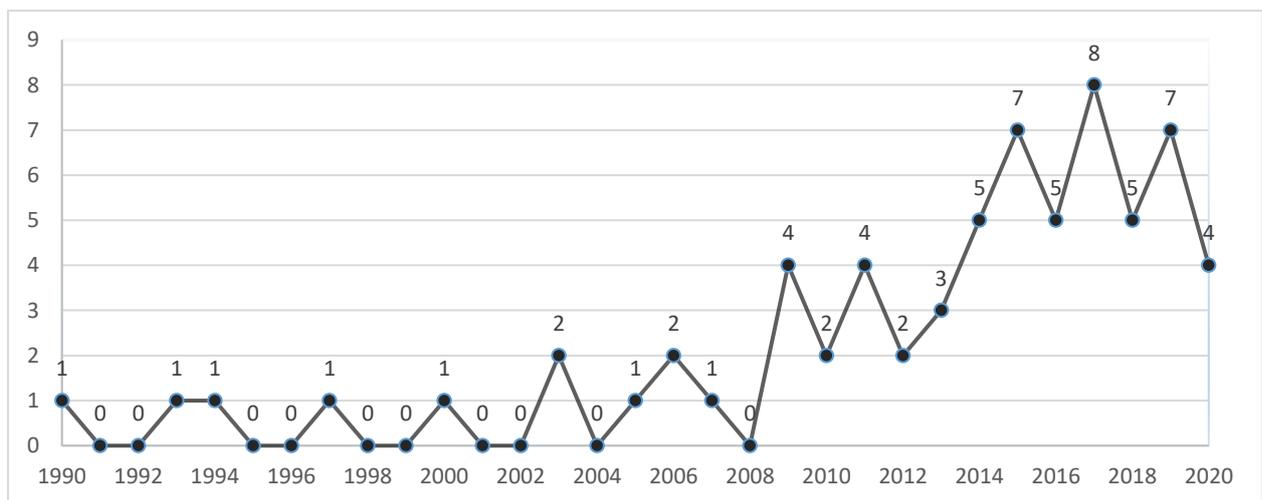


Figure 1  
**Number of selected papers published over the years**  
*Source: formulated by the author using Excel (2021)*

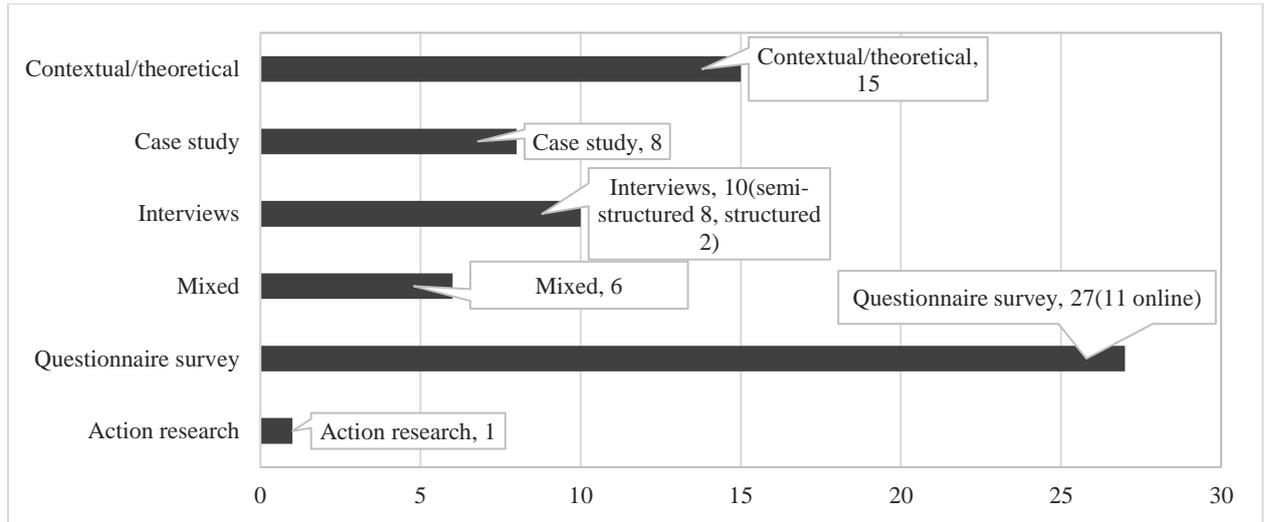


Figure 2  
**The methods used in the articles**  
Source: formulated by the author using Excel (2021)