

CHAPTER - V

**SUMMARY OF FINDINGS,
RECOMMENDATIONS AND CONCLUSION**

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This chapter discusses the level of good governance practices in the Indian sports system, as well as the challenges and opportunities for improving good governance practices in National Sports Federation.

In a brief, this chapter summarizes research results and discusses the implications of these findings for Indian's sport system. Furthermore, in the chapter's final segment, the limitations and potential research opportunities are addressed.

The researcher has structured this chapter in the following way:

1. Findings of the study,
2. Recommendations based on findings of the study,
3. Future research directions, and
4. Conclusion

5.1 FINDINGS OF THE STUDY

The study's findings are organized as follows:

1. **Findings Related to Demographic Profile of Respondents of six different National Sports Federation.**
2. **Findings Related to the opinions of various Stakeholders of each National Sports Federation with regard to various Dimensions of Good Governance.**
3. **Findings Related to the opinions of Stakeholders of all Federations with regard to various dimensions of Good Governance.**
4. **Findings Related to the opinions of Stakeholders on Good Governance with regard to all Federations.**

5. Findings related to the role of demographic characteristics (Age, Gender, Qualification and Experience) of all stakeholders on each National Sports Federations with regard to Good Governance.

5.1.1 FINDINGS RELATED TO DEMOGRAPHIC PROFILE OF RESPONDENTS OF SIX DIFFERENT NATIONAL SPORTS FEDERATION.

1. A majority of 4.3% of respondents is from Athletic Federation of India, 17.1% of respondents are from National Rifle Association of India, 16% of respondents are from Badminton Association, 15.1% of respondents are from Swimming Federation, 13.7% of respondents are from both Taekwondo Federation and Volleyball Federation of India.
2. A majority of 60.3%. Players, 14.6% Coaches, 16% official and 9.1% administrators has responded from all federations.
3. A majority of 27.48% of Players is from Athletics Federation followed by the National Rifle with 17.53%. The lowest respondents of players were 11.84% from Taekwondo Federation.
4. A majority of 26.78% of coaches is from Athletics Federation, followed by Badminton with 17.85%. The lowest number of respondents of coaches is 10.71% from Swimming Federation.
5. A majority 23.52% of officials is from National Rifle followed by 21.56% from Swimming Federation. The lowest number of respondents of officials is 9.80% from Volleyball Federation.
6. A majority of 25% of administrators is from Taekwondo Federation followed by 18.75% from Volleyball Federation. Athletics and National Rifle shares 12.5%, which is the lowest.

7. A majority of 31.4% of respondents is from the age group of less than 25 years, 30.3% are from 26 to 35 years, 23.7% are from 36 to 45 years and 14.6% are from above 46 years of age group.
8. A majority of 61.4% respondents were male and 38.6% were female respondents of all Federations.
9. The highest academic qualification of the respondents from all the federation is from 'Graduation' level with 63.7%, 'Post Graduation' with 24.9% and the rest of respondents were under the 'Up to 12th standard' with 11.4 %.
10. The highest total number of respondents based on their experience level is 56% which falls in the experience group of "5 to 10 years" followed by 28.9% of "less than 5 years" experience group and the lowest is 15.1% of the "above 10 years of experience".

5.1.2 FINDINGS RELATED TO THE OPINIONS OF VARIOUS STAKEHOLDERS OF EACH NATIONAL SPORTS FEDERATION WITH REGARD TO VARIOUS DIMENSIONS OF GOOD GOVERNANCE.

The findings related to respondents of six different National Sports Federation are listed under the following headlines:

5.1.2.1 Findings related to the opinions of Players of each National Sports Federation with regard to various dimensions of Good Governance.

The findings related to Players of six different National Sports Federation with regard to all the dimensions are:

1. There is a significant difference among the players involved in Athletics federation with regards to various dimensions of good governance. Further it

is also observed that the player's opinion about reporting transparency, democratic process and control mechanism are found to be more inclined towards good governance.

2. The mean difference values between the groups of player's reveals that the players of Athletic Federation have high satisfaction level on Reporting Transparency with Sports Integrity and Solidarity and low satisfaction level on other dimensions.
3. There is a significant difference among the players involved in Badminton Association with regards to various dimensions of good governance. Further it was also observed that the players opinion about reporting transparency, democratic process, control mechanism and stakeholder representation are found to be more inclined towards good governance.
4. The mean difference values between the groups of player's reveals that the players of Badminton Association have high satisfaction level on Sports Integrity and Stakeholder Representation and low satisfaction level on other dimensions.
5. There is a significant difference among the players involved in Taekwondo Federation with regards to various dimensions of good governance. Further it is also observed that the player's opinion about all the dimensions are found to be more inclined towards good governance.
6. The mean difference values between the groups of player's reveals that the players of Taekwondo Federation have equal satisfaction level on all the dimensions of good governance.
7. There is a significant difference among the players involved in National Rifle Association with regards to various dimensions of good governance. Further it

- is also observed that the player's opinion about Reporting Transparency, Democratic Process and Stakeholder Representation dimensions are found to be more inclined towards good governance.
8. The mean difference values between the groups of player's reveals that the players of National Rifle Association have high satisfaction level on Sports Integrity with Stakeholder Representation and Reporting Transparency and low satisfaction level on other dimensions.
 9. There is a significant difference among the players involved in Swimming Federation with regards to various dimensions of good governance. Further it is also observed that the player's opinion about Reporting Transparency, Democratic Process and Stakeholder Representation dimensions are found to be more inclined towards good governance.
 10. The mean difference values between the groups of player's reveals that the players of Swimming Federation have high satisfaction level on Sports Integrity and Reporting Transparency and low satisfaction level on other dimensions.
 11. There is a significant difference among the players involved in Volleyball Federation with regards to various dimensions of good governance. Further it is also observed that the player's opinion about Reporting Transparency, Democratic Process and Stakeholder Representation dimensions are found to be more inclined towards good governance.
 12. The mean difference values between the groups of player's reveals that the players of Volleyball Federation have high satisfaction level on Sports Integrity and Stakeholder Representation and low satisfaction level on other dimensions.

5.1.2.2 Findings related to the opinions of Coaches of each National Sports Federation with regard to various dimensions of Good Governance.

The findings related to Coaches of six different National Sports Federation with regard to all the dimensions are:

1. There is a significant difference among the coaches involved in Athletics federation with regards to various dimensions of good governance. Further it is also observed that the coaches' opinion about reporting transparency, stakeholder representations are found to be more inclined towards good governance.
2. The mean difference values between the groups of coaches' reveals that the coaches of Athletic Federation have high satisfaction level on Sports Integrity and Stakeholder Representation and low satisfaction level on other dimensions.
3. There is a significant difference among the coaches involved in Badminton Association with regards to various dimensions of good governance. Further it was also observed that the coaches opinion about reporting transparency, democratic process, control mechanism and stakeholder representation are found to be more inclined towards good governance.
4. The mean difference values between the groups of coaches' reveals that the coaches of Badminton Association have high satisfaction level on Sports Integrity and Stakeholder Representation and low satisfaction level on other dimensions.
5. There is a no significant difference among the coaches involved in Taekwondo Federation with regards to various dimensions of good governance. Further it is also observed that the coaches' opinions about all the dimensions are found

to be more inclined towards good governance.

6. There is a significant difference among the coaches involved in National Rifle Association with regards to various dimensions of good governance. Further it is also observed that the coaches' opinion about Reporting Transparency, Democratic Process, control mechanism and Stakeholder Representation dimensions are found to be more inclined towards good governance.
7. The mean difference values between the groups of coaches' reveals that the coaches of National Rifle Association have high satisfaction level on Reporting Transparency and Sports Integrity and low satisfaction level on other dimensions.
8. There is a significant difference among the coaches involved in Swimming Federation with regards to various dimensions of good governance. Further it is also observed that the coaches' opinion about Reporting Transparency, Control Mechanism and Stakeholder Representation dimensions are found to be more inclined towards good governance.
9. The mean difference values between the groups of coaches' reveals that the coaches of Swimming Federation have high satisfaction level on Reporting Transparency with Sports Integrity and Solidarity and low satisfaction level on other dimensions.
10. There is a significant difference among the coaches involved in Volleyball Federation with regards to various dimensions of good governance. Further it is also observed that the coaches' opinions about all the dimensions are found to be more inclined towards good governance.
11. The mean difference values between the groups of coaches' reveals that the coaches of Volleyball Federation have high satisfaction level on Reporting

Transparency and Stakeholder Representation and low satisfaction level on other dimensions.

5.1.2.3 Findings related to the opinions of Officials of each National Sports Federation with regard to various dimensions of Good Governance.

The findings related to Officials of six different National Sports Federation with regard to all the dimensions are:

1. There is a significant difference among the officials involved in Athletics federation with regards to various dimensions of good governance. Further it is also observed that the officials' opinions about all the dimensions are found to be more inclined towards good governance.
2. The mean difference values between the groups of coaches' reveals that the coaches of Athletic Federation have high satisfaction level on Reporting Transparency and Stakeholder Representation and low satisfaction level on other dimensions.
3. There is a significant difference among the officials involved in Badminton Association with regards to various dimensions of good governance. Further it was also observed that the officials' opinions about reporting transparency and stakeholder representation are found to be more inclined towards good governance.
4. The mean difference values between the groups of officials' reveals that the officials of Badminton Association have equal satisfaction level on Sports all the dimensions of good governance.
5. There is a significant difference among the officials involved in Taekwondo

Federation with regards to various dimensions of good governance. Further it is also observed that the officials' opinions about Reporting Transparency and Stakeholder Representation are found to be more inclined towards good governance.

6. The mean difference values between the groups of officials' reveals that the officials of Taekwondo Federation have equal satisfaction level on Sports all the dimensions of good governance.
7. There is a significant difference among the officials involved in National Rifle Association with regards to various dimensions of good governance. Further it is also observed that the officials' opinions about Reporting Transparency, Democratic Process and Stakeholder Representation dimensions are found to be more inclined towards good governance.
8. The mean difference values between the groups of officials' reveals that the officials of National Rifle Association have equal satisfaction level on Sports all the dimensions of good governance.
9. There is a significant difference among the officials involved in Swimming Federation with regards to various dimensions of good governance. Further it is also observed that the officials' opinion about Reporting Transparency, Control Mechanism and Stakeholder Representation dimensions are found to be more inclined towards good governance.
10. The mean difference values between the groups of officials' reveals that the officials of Swimming Federation have high satisfaction level on Sports Integrity and Stakeholder Representation and low satisfaction level on other dimensions.
11. There is a significant difference among the officials involved in Volleyball

Federation with regards to various dimensions of good governance. Further it is also observed that the officials' opinions about all the dimensions are found to be more inclined towards good governance.

12. The mean difference values between the groups of officials' reveals that the officials of Volleyball Federation have high satisfaction level on Reporting Transparency and Stakeholder Representation and low satisfaction level on other dimensions.

5.1.2.4 Findings related to the opinions of Administrators of each National Sports Federation with regard to various dimensions of Good Governance.

The findings related to Administrators of six different National Sports Federations with regard to all the dimensions are:

1. There is a significant difference among the administrators involved in Athletics federation with regards to various dimensions of good governance. Further it is also observed that the administrators' opinions about all the dimensions are found to be more inclined towards good governance.
2. The mean difference values between the groups of coaches' reveals that the coaches of Athletic Federation have high satisfaction level on Solidarity and Stakeholder Representation and low satisfaction level on other dimensions.
3. There is a no significant difference among the administrators involved in Badminton Association with regards to various dimensions of good governance. Further it was also observed that the administrators' opinions about reporting transparency, democratic process and control mechanism are found to be more inclined towards good governance.

4. There is a significant difference among the administrators involved in Taekwondo Federation with regards to various dimensions of good governance. Further it is also observed that the administrators' opinions about Reporting Transparency, Control Mechanism and Stakeholder Representation are found to be more inclined towards good governance.
5. The mean difference values between the groups of administrators' reveals that the administrators of Taekwondo Federation have high satisfaction level on Reporting Transparency and Sports Integrity and low satisfaction level on other dimensions.
6. There is a significant difference among the administrators involved in National Rifle Association with regards to various dimensions of good governance. Further it is also observed that the administrators' opinions about all the dimensions are found to be more inclined towards good governance.
7. The mean difference values between the groups of administrators' reveals that the administrators of National Rifle Association have high satisfaction level on Reporting Transparency and Stakeholder Representation and low satisfaction level on other dimensions of good governance.
8. There is a no significant difference among the administrators involved in Swimming Federation with regards to various dimensions of good governance. Further it is also observed that the administrators' opinion about Reporting Transparency, Democratic Process and Stakeholder Representation dimensions are found to be more inclined towards good governance.
9. There is a significant difference among the administrators involved in Volleyball Federation with regards to various dimensions of good governance. Further it is also observed that the administrators' opinions about all the

dimensions are found to be more inclined towards good governance.

10. The mean difference values between the groups of administrators reveals that the administrators of Volleyball Federation have high satisfaction level on Stakeholder Representation with Reporting Transparency and Solidarity and low satisfaction level on other dimensions.

5.1.3 FINDINGS RELATED TO THE OPINIONS OF STAKEHOLDERS OF ALL FEDERATIONS WITH REGARD TO VARIOUS DIMENSIONS OF GOOD GOVERNANCE.

The findings related to various dimensions of Good Governance with regard to six different National Sports Federation are listed under the following headlines:

5.1.3.1 Findings Related to Organizational Transparency:

The findings related to Organizational Transparency are listed below:

1. There is a significant difference between the Federations about the opinions of all respondents on Organizational Transparency. Further it is also observed that Volleyball and Taekwondo Federation are found to be more inclined towards the dimension Organizational Transparency.
2. The mean difference values between the groups of Federation' reveals that Badminton and Volleyball have high satisfaction level whereas the remaining Federation have low satisfaction level on Organizational Transparency.

5.1.3.2 Findings related to Reporting Transparency.

The following headlines are used to identify the results relating to Reporting Transparency:

1. There is a no significant difference between the Federations about the opinions

of all respondents on Reporting Transparency. Further it is also observed that all the Federations are found to be more inclined towards the dimension Reporting Transparency.

5.1.3.3 Findings related to Democratic Process.

1. There is a significant difference between the Federations about the opinions of all respondents on Democratic Process. Further it is also observed that all the Federation are found to be more inclined towards the dimension Democratic Process.
2. The mean difference values between the groups of Federation' reveals that Badminton and Volleyball have high satisfaction level whereas the remaining Federation have low satisfaction level on Democratic Process.

5.1.3.4 Findings related to Control Mechanism.

1. There is a significant difference between the Federations about the opinions of all the respondents on Control Mechanism. Further it is also observed that all the Federation apart from Badminton is found to be more inclined towards the dimension Control Mechanism.
2. The mean difference values between the groups of Federation' reveals that Badminton and Volleyball have high satisfaction level whereas the remaining Federation have low satisfaction level on Control Mechanism.

5.1.3.5 Findings related to Sports Integrity.

1. There is a significant difference between the Federations about the opinions of all the respondents on Sports Integrity. Further it is also observed that

Volleyball and Taekwondo Federation are found to be more inclined towards the dimension Sports Integrity.

2. The mean difference values between the groups of Federation' reveals that National Rifle and Volleyball have high satisfaction level whereas the remaining Federations have low level on Sports Integrity.

5.1.3.6 Findings related to Solidarity.

1. There is a significant difference between the Federations about the opinions of all the respondents on Solidarity. Further it is also observed that Volleyball Federation is found to be more inclined towards the dimension Solidarity.
2. The mean difference values between the groups of Federation' reveals that Badminton and Volleyball have high level whereas the remaining Federation have low level on Solidarity.

5.1.3.7 Findings related to Stakeholders Representations.

1. There is a no significant difference between the Federation about the opinions of all the respondents on Stakeholder Representation. Further it is also observed that all the Federation are found to be more inclined towards the dimension Stakeholder Representation.

5.1.4. FINDINGS RELATED TO THE OPINIONS OF STAKEHOLDERS ON GOOD GOVERNANCE WITH REGARD TO ALL FEDERATIONS.

The findings related to various federations on different dimensions of good governance are listed under the following headlines:

5.1.4.1. Findings Related to Athletics Federations on different dimensions

Good Governance.

1. There is a significant difference among the stakeholders' opinion about all the dimensions of good governance with regard to Athletics Federations, which shows that players with coaches and officials with administrators have equal satisfaction level towards good governance with respect to Athletic Federation of India.
2. Further it is also observed that players with coaches and officials with administrators have equal satisfaction level towards good governance with respect to Athletic Federation of India.

5.1.4.2. Findings Related to Badminton Association on different dimensions

Good Governance.

1. There is no significant difference among the stakeholders' opinion about all the dimensions of good governance with regard to Badminton Association.

5.1.4.3. Findings Related Taekwondo Federation on different dimensions

Good Governance.

1. There is no significant difference among the stakeholders' opinion about all the dimensions of good governance with regard to Taekwondo Federation.

5.1.4.4. Findings Related National Rifle Association on different dimensions

Good Governance.

1. There is a significant difference among the stakeholders' opinion about all the dimensions of good governance with regard to National Rifle Association, which shows that players with officials, players with coaches and coaches with officials, have equal satisfaction level towards good governance with respect to National Rifle Association of India.
2. Further it is also observed that players with officials, players with coaches and coaches with officials, have equal satisfaction level towards good governance with respect to National Rifle Association of India.

5.1.4.5. Findings Related Swimming Federation on different dimensions

Good Governance.

1. There is no significant difference among the stakeholders' opinion about all the dimensions of good governance with regard to Swimming Federation.

5.1.4.6. Findings Related Volleyball Federation on different dimensions

Good Governance.

1. There is a significant difference among the stakeholders' opinion about all the dimensions of good governance with regard to Volleyball Federation,

which implies that opinions of stakeholders of Volleyball Federation have high regards towards good governance.

2. It is also observed that coaches with officials, coaches with administrators and administrators with officials, have equal satisfaction level towards good governance with respect to Volleyball Federation of India.

5.1.5. FINDINGS RELATED TO THE ROLE OF DEMOGRAPHIC CHARACTERISTICS (AGE, GENDER, QUALIFICATION AND EXPERIENCE) OF ALL STAKEHOLDERS ON EACH NATIONAL SPORTS FEDERATIONS WITH REGARD TO GOOD GOVERNANCE.

The findings related to various demographic characteristics of all stakeholders on each National Sports Federations with regard to Good Governance are listed under the following headlines:

5.1.5.1. Findings Related to role of demographic characteristics (age, gender, qualification and experience) of all stakeholders of Athletics Federations on different dimensions Good Governance.

1. There is no significant difference between the gender's opinions with regard to Athletics Federation. The finding revealed that the male and female respondents do not differ significantly on the opinion about the various dimensions of good governance with respect to Athletics Federation.
2. There is a significant difference among the various age group of stakeholders' opinions about all the dimensions of good governance with regard to Athletics Federations, which implies that opinions of stakeholders of the aged group of Athletic Federation have high regards towards good governance.

3. Further it is also observed that 'Less than 25 years' with '26 to 35 years' & 36 to 45 years, '26 to 35 years' with '36 to 45 years', '36 to 45 years' with '46 years and above', have equal satisfaction level towards good governance with respect to Athletic Federation of India.
4. There is no significant difference among the various Qualification group of stakeholders' opinions about all the dimensions of good governance with regard to Athletics Federation.
5. There is a significant difference among the various experience group of stakeholders' opinions about all the dimensions of good governance with regard to Athletics Federations, which implies that opinions of stakeholders of the experienced group of Athletic Federation have high regards towards good governance.
6. Further, it is also observed that (Less than 5 years with 5 to 10 years) and (5 to 10 years with above 10 years), has equal satisfaction level towards good governance with respect to Athletic Federation of India.

5.1.5.2. Findings Related to role of demographic characteristics (age, gender, qualification and experience) of all stakeholders of Badminton Association on different dimensions Good Governance.

1. There is no significant difference between the gender's opinions with regard to Badminton Association. The finding revealed that the male and female respondents do not differ significantly on the opinion about the various dimensions of good governance with respect to Badminton Association.

2. There is a no significant difference among the various age group of stakeholders' opinions about all the dimensions of good governance with regard to Badminton Association.
3. There is no significant difference among the various Qualification group of stakeholders' opinions about all the dimensions of good governance with regard to Badminton Association.
4. There is no significant difference among the various experience group of stakeholders' opinions about all the dimensions of good governance with regard to Badminton Association.

5.1.5.3. Findings Related to role of demographic characteristics (age, gender, qualification and experience) of all stakeholders of Taekwondo Federation on different dimensions Good Governance.

1. There is no significant difference between the gender's opinions with regard to Taekwondo Federation. The finding revealed that the male and female respondents do not differ significantly on the opinion about the various dimensions of good governance with respect to Taekwondo Federation.
2. There is a no significant difference among the various age group of stakeholders' opinions about all the dimensions of good governance with regard to Taekwondo Federation.
3. There is no significant difference among the various Qualification group of stakeholders' opinions about all the dimensions of good governance with regard to Taekwondo Federation.

4. There is no significant difference among the various experience group of stakeholders' opinions about all the dimensions of good governance with regard to Taekwondo Federation.

5.1.5.4. Findings Related to role of demographic characteristics (age, gender, qualification and experience) of all stakeholders of National Rifle Association on different dimensions Good Governance.

1. There is no significant difference between the gender's opinions with regard to National Rifle Association. The finding revealed that the male and female respondents do not differ significantly on the opinion about the various dimensions of good governance with respect to National Rifle Association.
2. There is a no significant difference among the various age group of stakeholders' opinions about all the dimensions of good governance with regard to National Rifle Association.
3. There is no significant difference among the various Qualification group of stakeholders' opinions about all the dimensions of good governance with regard to National Rifle Association.
4. There is no significant difference among the various experience group of stakeholders' opinions about all the dimensions of good governance with regard to National Rifle Association.

5.1.5.5. Findings Related to role of demographic characteristics (age, gender, qualification and experience) of all stakeholders of Swimming Federation on different dimensions Good Governance.

1. There is no significant difference between the gender's opinions with regard to Swimming Federation. The finding revealed that the male and female respondents do not differ significantly on the opinion about the various dimensions of good governance with respect to Swimming Federation.
2. There is a no significant difference among the various age group of stakeholders' opinions about all the dimensions of good governance with regard to Swimming Federation.
3. There is no significant difference among the various Qualification group of stakeholders' opinions about all the dimensions of good governance with regard to Swimming Federation.
4. There is no significant difference among the various experience group of stakeholders' opinions about all the dimensions of good governance with regard to Swimming Federation.

5.1.5.6. Findings Related to role of demographic characteristics (age, gender, qualification and experience) of all stakeholders of Volleyball Federation on different dimensions Good Governance.

1. There is no significant difference between the gender's opinions with regard to Volleyball Federation. The finding revealed that the male and female respondents do not differ significantly on the

opinion about the various dimensions of good governance with respect to Volleyball Federation.

2. There is a significant difference among the various age group of stakeholders' opinions about all the dimensions of good governance with regard to Volleyball Federations, which implies that opinions of stakeholders of the aged group of Volleyball Federation have high regards towards good governance.
3. Further it is also observed that (Less than 25 years with 46 years and above) and (36 to 45 years with 46 years and above) have equal satisfaction level towards good governance with respect to Volleyball Federation of India.
4. There is no significant difference among the various Qualification group of stakeholders' opinions about all the dimensions of good governance with regard to Volleyball Federation.
5. There is a significant difference among the various experience group of stakeholders' opinions about all the dimensions of good governance with regard to Volleyball Federations, which implies that opinions of stakeholders of the experienced group of Volleyball Federation have high regards towards good governance.
6. Further, it is also observed that (Less than 5 years with 5 to 10 years) has equal satisfaction level towards good governance with respect to Volleyball Federation of India.

5.2 RECOMMENDATIONS BASED ON FINDINGS OF THE STUDY

The following are the recommendations given for the study organizations on the basis of study findings.

5.2.1. Recommendations for the Study Organizations with regard to

Organizational Transparency:

It is found from the findings of the study that Athletics, Taekwondo, National Rifle and Swimming Federation have low level of Organizational Transparency. Therefore, it is recommended that:

1. The National Sports Federations (NSFs) should fully utilize their websites in terms of publishing all official documents such as organizational charts, agendas of Legislative Body meetings, newsletters or press releases, and annual activity reports, but this is not a common practice in the National Sport System. Almost all of the studied NSFs have websites, but they are not up to date. Therefore, the NSFs must give priority to update the websites in order to disseminate as much as information to the stakeholders.
2. NSFs should make the most of their website and other social media platforms that can be used to their advantage. By placing all relevant public documents on the website, it simplifies the bureaucracy process which can be convenient for stakeholders and also it helps the organization become more transparent. Not just official documentation, but also activity reports involving stakeholders should be available online. Stakeholders have a strong desire to support issues that are important to them. Social media allows for a more experience with specific stakeholders. It is recommended to all the studied

NSFs to publish their relevant documents in their official websites.

3. The information in websites could attract the interest of potential partners or sponsors, because nothing pleases sponsors and supporters more than seeing where and how their money is put to good use. When everything is on the website and it is accessible to everyone, the organization will have one less problem to worry about. The studied Federations are encouraged to keep their websites up to date with crucial information. According to the findings, the Badminton and Volleyball Federations do a better job of disseminating key documents on their websites than the other sports.
4. Displaying of the Position holders' basic information such as name, address, date of joining the organizations, date of birth, nationality, gender, as well as their biographical and contact information in the website is mostly important as it help the public in identifying the current position holder and their contact information which implicate the transparency of the organization. According to the findings of the study, it is found that few Federations doesn't have their Position holder's information in the website. Therefore, it is recommended that all the Federations should publish the basic information of all the members in their respective website.

5.2.2. Recommendations for the Study Organizations with regard to

Reporting Transparency:

According to the analysis, all of the analyzed federations have an average level of the reporting transparency dimension. Hence it is recommended that:

1. Annual reports summaries the accomplishments of the Organization. As a result, they are a critical component of accountability since they offer the general public with detailed and complete information on the NSF's operations and accomplishments. Standing committees, such as the finance, ethics, and athletic committees, play a vital role in NSF's governance. As a result, publishing reports on their operations is a crucial aspect of reporting transparency. It is recommended to the studied organization to publish compensation benefits or salary of president, publish financial allowance of its members and to formulate archival policy to give access to scholars and medias, which should be mentioned in annual reports of the NSF's.
2. A modern financial compliance system incorporates all financial transactions into an audited book keeping. The financial reporting system information should be made available to the broader public in order to hold NSF's accountable, as they work under autonomy.
3. Events are generally the main funding source for all NSF's and can boost the sport's recognition. Events must be open to public scrutiny because they cannot be organized without popular backing. So, it is recommended to the studied NSF's that their financial information, media coverage, and sponsors are all important components of an event. Therefore, NSF's should provide all information regarding even and finance on their websites.

5.2.3. Recommendations for the Study Organizations with regard to

Democratic Process:

It is found from the findings of the study that Athletics, Taekwondo, National Rifle and Swimming Federation have low level of Democratic Process. Therefore, it is recommended that:

1. Election should take place in the Federation's constitutions/statutes on the basis of secret ballots and transparent processes. Secret ballot elections ensure that no voters are concerned about reprisals. The objectivity of elections is enhanced by clear procedures. A body in the organization should control the procedures (e.g. nomination committee). Hence it is recommended that all the NSFs should conduct election on the basis of secret ballots.
2. It is recommended to the National Sports Federations that they need to be strict with the meetings and the discussions as stated in the statutes. Meeting should be held regularly on a formulated and scheduled time while the agendas need to be published in the websites prior to its meeting which can be accessible by the public.
3. It is also recommended to the National Sports Federations that they should support equality between men and women with reference to its leaders. Diversity is needed in National Sports Federations to ensure that the best interests of everyone are respected. The studied organization should develop an organization-wide gender equity policy that encourages gender equity in all leadership positions and gender equity throughout all levels of sport.

5.2.4. Recommendations for the Study Organizations with regard to

Control Mechanism:

It is found from the findings of the study that Athletics, Taekwondo, National Rifle and Swimming Federation have low level of Control Mechanism.

Therefore, it is recommended that:

1. An ethical committee of National Sports Federations should deal with the complaint, and disputes occur in the Federation. There should also be an independent elected member on the NSF's executive body to safeguard proper decision making on behalf of its members.
2. It is recommended to the National Sports Federations that they must build a control mechanism including all the fundamental principles where progress and organizational operations are monitored or corrected when the Organization goes out of track. The goal should include easy management, transparent and accountable reports as well as the performance measuring system.
3. National Sports Federations should adopt the code of principle of governance implemented by the government under the 'National code for Good Governance in Sports, 2017' and the 'National Sports Development Code of India, 2011' so to ensure that there is a smooth functioning and overall control mechanism system in the Federations.

5.2.5. Recommendations for the Study Organizations with regard to

Sports Integrity:

It is found from the findings of the study that Athletics, Badminton Taekwondo, and Swimming Federation have low level of Sports Integrity. Therefore, it is recommended that:

1. It is recommended to the National Sports Federations that they should have an ethical committee and code in place to help prevent unethical behavior. Ethical committees should keep the records, if the ethics code's principles are being followed. When they receive reports of violations, they lead investigations. A code of ethics can only have a positive impact on ethical behavior when a strong ethical committee is in existence.
2. It is recommended that the National Sports Federations should have a strict action in tackling the receiving/giving of gifts from individuals or organization. Receiving/giving gifts from individuals bring up a number of ethical challenges. However, the distinction between what constitutes a gift and what constitutes a bribe can be blurry at times, and accepting gifts, services, or hospitality might expose an organization to allegations of unethical or even illegal behavior. Therefore, strict regulations/ rules to be enacted by the respective Federations to tackle the above issues effectively.
3. National Sports Federations should also have a strict sport accord code of conduct in relation to sports betting. The prevalence of betting in sports may tempt players, game officials and executives to participate in gambling schemes, as a result it affects society's overall impression of a game. This is especially when the outcome doesn't meet their expectation.

4. Sport faces an excess of challenges such as match fixing, corruption and doping to its integrity. Hence, it is recommended that the NSFs have to evolve strategies and rules and regulations to curb these illegal activities. Further, it is also recommended to conduct awareness program among the stakeholders by the NSFs where ever it is possible.

5.2.6. Recommendations for the Study Organizations with regard to

Solidarity:

It is found from the findings of the study that Athletics, Taekwondo, National Rifle and Swimming Federation have low level of Solidarity. Therefore, it is recommended that:

1. It is recommended to the National Sports Federations that they should contribute more to the external environment, which will be beneficial to the society. The Federations should also assist the players in their career prospects by helping them in fixing their way before and after retirement.
2. National Sports Federations should implement financial redistribution policy and program for its main stakeholders, also properly audited funds should be delivered to the stakeholder.
3. Large sport events can have both positive and negative effects on communities in which they are hosted. National Sports Federations should take responsibility to ensure that their events live up to their full potential, and should have legacy requirements for communities in which its events are hosted.
4. For big sporting events, National Sports Federations should implement an environmental management system. Environmental management systems

are (generally voluntary) tools for government agencies and for decreasing the environmental impacts of sporting events. They're designed to help organization in optimizing their production processes, lowering environmental impacts, and making better use of resources.

5.2.7. Recommendations for the Study Organizations with regard to

Stakeholders' Representation:

According to the analysis, all of the analyzed federations have an average level of Stakeholders' Representation dimension. Hence it is recommended that:

1. National Sports Federations should include club representative, leagues representatives, event organizing committee, commercial partners and the sports fans in the different committee of National Federation in order to utilize the stakeholder's input and skills within its activities, consulting and decision-making procedures.
2. National Sports Federations should include internal stakeholders, athletes, officials, coaches and administrators, should also be involved in the organizations decision-making process.
3. The media has a major role in influencing the choice and participation in a sport, which helps in growing the fan base globally. National Sports Federations should include media partners in the different committee of National Federation. Medias can also create a certain image for a sport and sports personality, which helps federations for sponsorship attraction
4. The Organizations does have commercial partners but often not long term. The partnerships are only effective for a period of time, for example during

Games, both participating and hosting. Hence it is suggested to federation to have long-term partnerships with commercials and sponsors, in order to have sustainable development of the sports and Federations.

5.3 FUTURE RESEARCH DIRECTIONS

1. Since this was the first study on the subject of governance and good governance in the Indian sports field, and since it only included a small number of participants (as stated in the limitations section), there is a larger scope for future studies involving more participants from NSFs in the Indian sports system in order to have more reliable and generalized findings.
2. Furthermore, the results of the study revealed that the definitions of governance and good governance are not commonly understood among NSFs in the context of Indian sports, implying that more academic research on the level of understanding of governance and good governance is required, as good governance is a significant phenomenon for better sports administration.
3. In addition, the findings of this study revealed that NSFs in the current sports system have varying viewpoints on their counterparts' positions, meaning that further research is required to explain the roles and responsibilities of different stakeholders in the Indian sports system, as it would help them play their exact roles explicitly.
4. The governance structure for the incorporation of Indian sports policy makes the Board responsible for carrying out a huge number of

NSFs strategic planning and management. This study provides further opportunities for investigating and evaluating the Board member's qualities and experience in the Indian National Federation context as board members are responsible to lead the federation effectively.

5.4 CONCLUSION

The study determined the existing state of good governance in the Indian sports system, as well as views and obstacles for improvement. The research gave a unique perspective on the idea of good governance in India's national sports organization. It also opened up research opportunities to examine further how good governance contributes, besides its findings, to the creation of a strong Sports System. In addition, this research is credited with being the first to introduce the principle of good governance to NSOs in India, as well as defining a potential good governance structure that could serve as a guideline for national sports policy to implement good governance practices, which is regarded as an important contribution. To sum up, the National Sports Federation of India must identify and enforce good governance principles, not only as a condition for political autonomy, not just as a pattern to pursue, and not only because it is the legally and ethically correct thing to do. NFs should do so because it would enable the Organization to spend more on its functional areas, which include developing, maintaining, and enhancing national sports.