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SPORTS GOVERNANCE POLICY AND ORGANIZATIONAL EFFECTIVENESS IN THE NATIONAL SPORTS COMMISSION, ABUJA

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Abstract

Effective sports governance is important to accountability, institutional legitimacy, and organizational performance. This study examined the relationship between sports governance policy and organizational non-financial performance in the National Sports Commission (NSC), Abuja, using organizational effectiveness as the article's broader framing of non-financial outcomes. A descriptive survey design was used, drawing on 400 respondents and a structured questionnaire whose reported overall reliability coefficient was Cronbach's alpha = .903. Descriptive statistics and Pearson correlation were used, while the hypothesis was assessed through the multiple-regression model reported in the source dissertation. Sports governance policy was positively associated with organizational non-financial performance ($r = .732$, $p < .001$). In the five-policy-dimension regression model, governance policy remained a significant positive predictor (standardized $\beta = .201$, $t = 4.40$, $p < .001$); the overall model explained 65.9% of the variance in the outcome ($R^2 = .659$; $F(5, 394) = 114.68$, $p < .001$). The null hypothesis was rejected. The results support strengthening transparent decision-making, accountability, stakeholder participation, implementation oversight, and periodic monitoring. Because the evidence is based on a cross-sectional, self-reported survey, the results should be interpreted as associations and predictive relationships rather than definitive proof of causation.

Keywords: Sports governance policy; organizational non-financial performance; organizational effectiveness; National Sports Commission; Nigeria.

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Introduction

The global sports industry has undergone substantial transformation over the past two decades, driven by increasing demands for transparency, accountability, professionalism, and effective institutional governance. As sports organizations expand their responsibilities beyond athletic competition to include economic development, youth empowerment, public health promotion, and national image building, the need for sound governance structures has become more pronounced. Effective governance provides the institutional framework through which strategic decisions are made, resources are managed responsibly, and organizational objectives are achieved. Consequently, sports governance has emerged as a critical determinant of organizational effectiveness and long-term sustainability. (Meyer & Rowan, 1977; Hoye & Cuskelly, 2021).

In both developed and developing countries, governance reforms have become central to improving the performance of national sports institutions. International organizations such as the International Olympic Committee (IOC), the International Paralympic Committee (IPC), and various international sports federations increasingly emphasize principles such as transparency, accountability, stakeholder participation, ethical leadership, and strategic planning as prerequisites for institutional excellence. These principles are intended to strengthen public confidence, improve organizational performance, and ensure that sports organizations deliver value to athletes, governments, sponsors, and society. (Parent & Chappelet, 2017; Shilbury et al., 2013).

In Nigeria, the sports sector continues to play a strategic role in national development by promoting social cohesion, youth engagement, employment generation, and international recognition. The National Sports Commission (NSC), as the apex institution responsible for coordinating sports development and administration, is expected to implement governance policies that enhance institutional effectiveness and support the attainment of national sports objectives. However, despite several policy reforms, concerns remain regarding bureaucratic inefficiencies, limited accountability, inconsistent policy implementation, inadequate stakeholder engagement, and governance challenges that may hinder organizational performance. These issues have generated increasing interest among researchers and policymakers seeking to understand the role of governance in improving institutional outcomes.

Organizational effectiveness extends beyond financial performance to encompass the extent to which an organization achieves its strategic objectives, delivers quality services, utilizes resources efficiently, maintains employee commitment, and satisfies stakeholder expectations. Within sports organizations, effective governance policies contribute to improved decision-making, enhanced operational efficiency, stronger institutional credibility, and better coordination of sports development programmes. Conversely, weak governance structures may result in resource mismanagement, reduced employee morale, poor service delivery, and diminished organizational performance. (Adams et al., 2010; Hoye & Cuskelly, 2021).

Although previous studies have examined sports management practices and organizational performance, relatively few have isolated sports governance policy as a key determinant of organizational effectiveness within the Nigerian public sports sector. Most existing studies focus on funding, infrastructure, athlete development, or leadership, with limited empirical attention

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given to governance mechanisms and their influence on institutional performance. This study addresses that gap by examining the effect of sports governance policy on organizational effectiveness in the National Sports Commission, Abuja, using the empirical evidence presented in the underlying dissertation.

The findings are expected to contribute to the literature on sports governance and provide practical insights for policymakers, sports administrators, and institutional leaders seeking to strengthen governance systems within public sports organizations. By highlighting the relationship between governance policy and organizational effectiveness, the study offers evidence-based recommendations for enhancing accountability, transparency, strategic decision-making, and sustainable institutional performance in Nigeria's sports sector.

Statement of the Problem

Although governance principles are widely recognized as important to institutional performance, the Nigerian public sports sector continues to face concerns relating to policy implementation, accountability, stakeholder engagement, and administrative consistency. The underlying dissertation identifies a need to examine whether sports governance policy is significantly associated with non-financial organizational outcomes in the National Sports Commission. This article addresses that focused empirical question. The available study design and data do not establish causation; they assess the relationship and predictive contribution of governance policy within the reported model.

Aim and Objectives of the Study

The aim of this study was to examine the relationship between sports governance policy and organizational effectiveness/non-financial performance in the National Sports Commission, Abuja. Specifically, the study sought to: (1) determine the relationship between sports governance policy and organizational non-financial performance; and (2) assess whether sports governance policy significantly predicts organizational non-financial performance when considered alongside other sports management policy dimensions.

Research Questions

1. What is the relationship between sports governance policy and organizational non-financial performance in the National Sports Commission?
2. Does sports governance policy significantly predict organizational non-financial performance when other sports management policy dimensions are included in the regression model?

Research Hypothesis

H_0: Sports governance policy has no significant effect on organizational non-financial performance in the National Sports Commission.

H_1: Sports governance policy has a significant effect on organizational non-financial performance in the National Sports Commission.

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Concept of Sports Governance Policy

Sports governance refers to the structures, processes, policies, and institutional mechanisms through which sports organizations are directed, controlled, and held accountable in achieving their objectives. It encompasses the principles of transparency, accountability, participation, equity, integrity, and efficiency that guide decision-making and organizational operations. Effective sports governance ensures that sports institutions utilize available resources responsibly while promoting ethical conduct, stakeholder confidence, and sustainable organizational development. (Hoye & Cuskelly, 2021; Parent & Chappelet, 2017).

Sports governance policy provides the framework for defining institutional responsibilities, establishing operational procedures, allocating resources, and ensuring compliance with national and international standards. Within public sports organizations, governance policies facilitate strategic decision-making, strengthen accountability mechanisms, and improve coordination among departments responsible for sports development, athlete welfare, competition management, and administrative functions. Consequently, governance policies have become indispensable instruments for improving organizational effectiveness and institutional performance.

The increasing complexity of sports administration has elevated governance from a purely administrative function to a strategic management tool. Modern sports organizations operate in dynamic environments characterized by technological advancement, increasing stakeholder expectations, regulatory reforms, and heightened demands for transparency. Consequently, governance policies are expected to provide institutional stability while enabling organizations to adapt to changing environmental conditions.

Within the Nigerian sports sector, governance reforms have gained increased attention following the restructuring of sports administration and the re-establishment of the National Sports Commission. These reforms seek to improve institutional accountability, strengthen policy implementation, enhance stakeholder participation, and create an enabling environment for sustainable sports development. Nevertheless, challenges such as bureaucratic bottlenecks, inadequate policy implementation, and limited institutional coordination continue to affect organizational performance. The present study therefore examines how sports governance policy influences organizational effectiveness within the National Sports Commission, Abuja.

Organizational Effectiveness

Organizational effectiveness refers to the extent to which an organization successfully achieves its goals through the efficient utilization of available resources while satisfying the expectations of key stakeholders. Unlike financial performance, organizational effectiveness emphasizes non-financial outcomes such as service quality, employee commitment, operational efficiency, institutional reputation, innovation, stakeholder satisfaction, and goal attainment. (Adams et al., 2010).

Within sports organizations, organizational effectiveness reflects the ability to coordinate sports programmes efficiently, implement policies successfully, develop athletes, deliver quality services, maintain productive relationships with stakeholders, and achieve strategic objectives. Effective organizations demonstrate strong leadership, efficient communication, responsive decision-making, and continuous organizational improvement.

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The National Sports Commission operates within a highly competitive and resource-constrained environment where organizational effectiveness is influenced by administrative competence, policy consistency, leadership quality, governance structures, and institutional accountability. Consequently, strengthening governance policies is expected to improve organizational effectiveness by enhancing transparency, reducing operational inefficiencies, promoting employee commitment, and supporting evidence-based decision-making.

Sports Governance Policy and Organizational Effectiveness

The relationship between sports governance policy and organizational effectiveness has attracted increasing scholarly attention in sports management literature. Governance policies establish the institutional framework within which strategic decisions are formulated, implemented, monitored, and evaluated. Organizations operating under sound governance systems generally demonstrate higher levels of accountability, improved resource management, stronger stakeholder confidence, and superior organizational performance. (DiMaggio & Powell, 1983; Meyer & Rowan, 1977).

Effective governance promotes clearly defined organizational responsibilities, transparent decision-making processes, equitable resource allocation, and continuous performance evaluation. These governance attributes enhance institutional efficiency by reducing administrative delays, minimizing conflicts, strengthening policy implementation, and improving coordination among organizational units.

Within sports organizations, governance policies also facilitate strategic planning, promote ethical leadership, encourage stakeholder participation, and improve organizational responsiveness to emerging challenges. Consequently, organizations with stronger governance systems are more likely to achieve sustainable organizational effectiveness than institutions characterized by weak governance structures.

The findings of the present study support this perspective by demonstrating that sports governance policy significantly influences organizational effectiveness in the National Sports Commission. The positive relationship observed between governance policy and organizational effectiveness suggests that strengthening governance mechanisms contributes directly to improved institutional performance, employee productivity, and service delivery.

Theoretical Framework

This study is anchored on Institutional Theory, which explains how organizations develop formal structures, policies, and governance systems in response to institutional expectations, regulatory requirements, and stakeholder pressures. The theory, originally advanced by Meyer and Rowan (1977) and further developed by DiMaggio and Powell (1983), posits that organizations adopt standardized governance practices to enhance legitimacy, improve operational effectiveness, and ensure long-term survival.

Institutional Theory is particularly relevant to this study because the National Sports Commission operates within a regulated public-sector environment where governance policies influence organizational behaviour and performance. The theory suggests that organizations implementing effective governance policies are more likely to achieve legitimacy, strengthen accountability, improve decision-making processes, and enhance organizational effectiveness.

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The theory further argues that organizations responding proactively to institutional expectations are better positioned to improve service delivery, promote transparency, and achieve strategic objectives. Consequently, the positive relationship between sports governance policy and organizational effectiveness observed in this study provides empirical support for the assumptions of Institutional Theory.

Empirical Review

Empirical evidence consistently demonstrates that governance practices significantly influence organizational performance across public and private institutions. Previous studies have reported positive relationships between governance quality and organizational effectiveness, emphasizing accountability, transparency, strategic leadership, stakeholder participation, and policy implementation as major determinants of institutional success. (Hoye & Cuskelly, 2021; Parent & Chappelet, 2017; Shilbury et al., 2013).

Within sports administration, researchers have found that organizations operating under effective governance frameworks exhibit higher levels of administrative efficiency, improved athlete development programmes, stronger stakeholder confidence, and better institutional performance. Good governance also enhances organizational adaptability by facilitating strategic planning, effective communication, and evidence-based decision-making. (Hoye & Cuskelly, 2021; Shilbury et al., 2013).

Although numerous studies have examined governance and organizational performance, relatively few have focused specifically on the Nigerian public sports sector. Existing research has largely concentrated on funding, infrastructure development, leadership, and sports policy implementation, with limited empirical attention devoted to the effect of sports governance policy on organizational effectiveness within the National Sports Commission.

This study addresses this gap by providing empirical evidence on the influence of sports governance policy on organizational effectiveness using data obtained from employees of the National Sports Commission, Abuja. The findings contribute to the growing body of literature on sports governance and offer practical insights for improving institutional performance through stronger governance practices.

Research Design

This study adopted a descriptive survey research design to examine the effect of sports governance policy on organizational effectiveness in the National Sports Commission (NSC), Abuja. The survey design was considered appropriate because it facilitates the collection of quantitative data from a relatively large population and enables the examination of relationships between variables using statistical techniques. It also provides an effective means of obtaining respondents' perceptions regarding governance practices and organizational performance within the Commission.

Population of the Study

The study population was reported in the dissertation as approximately 12,000 employees drawn from the National Sports Commission headquarters in Abuja and seven selected state sports

commissions: Lagos, Rivers, Kaduna, Kano, Oyo, Edo, and Delta. The population therefore extended beyond the Abuja headquarters, and this scope should be borne in mind when interpreting the findings.

Sample Size and Sampling Technique

The dissertation reports a sample of 400 respondents, determined from the population of approximately 12,000 using the Taro Yamane sample-size approach and rounded to 400. Respondents were accessed during coordination meetings, workshops, and administrative sessions at the NSC headquarters, which included staff from the selected states. The available thesis text does not provide enough detail in this article draft to reconstruct respondent counts by institution or state; these counts should not be inferred.

Instrument for Data Collection

Data were collected using a structured questionnaire developed to measure respondents' perceptions of sports governance policy and organizational effectiveness. The questionnaire consisted of two sections. Section A elicited demographic information such as gender, age, educational qualification, years of service, and job designation, while Section B contained items measuring the study variables using a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

The instrument was designed to capture key dimensions of sports governance policy, including accountability, transparency, stakeholder participation, policy implementation, and administrative effectiveness, alongside indicators of organizational effectiveness such as service quality, operational efficiency, employee commitment, and goal attainment.

Validity and Reliability of the Instrument

To ensure content and face validity, the questionnaire was subjected to expert review by specialists in sports management and research methodology. Their observations and recommendations informed revisions that improved the clarity, relevance, and adequacy of the instrument.

The reliability of the instrument was established through a pilot study, and internal consistency was assessed using Cronbach's Alpha. The overall reliability coefficient of 0.903 exceeded the commonly accepted threshold of 0.70, indicating a high level of internal consistency and confirming that the instrument was suitable for data collection.

Procedure for Data Collection

Copies of the questionnaire were administered directly to respondents with the necessary approval from the management of the National Sports Commission. Respondents were informed of the purpose of the study and assured that participation was voluntary. Confidentiality and anonymity were maintained throughout the data collection process to encourage honest and unbiased responses. Completed questionnaires were retrieved, screened for completeness, and coded for statistical analysis.

Method of Data Analysis

The data were analyzed using frequencies, percentages, means, and standard deviations for descriptive summaries, Pearson Product–Moment Correlation for the bivariate relationship, and multiple regression for the unique contribution of each of the five sports management policy dimensions. Statistical decisions were made at $\alpha = .05$. In reporting the focused governance result, the bivariate correlation is distinguished from the adjusted regression coefficient.

To test the study hypothesis, Pearson Product–Moment Correlation and multiple regression analysis were employed at the 0.05 level of significance. Pearson correlation was used to determine the direction and strength of the relationship between sports governance policy and organizational effectiveness, while regression analysis assessed the predictive effect of sports governance policy on organizational effectiveness. These techniques were selected because they are appropriate for examining relationships among continuous variables and for determining the extent to which the independent variable explains variations in the dependent variable. The analytical procedures followed those reported in the dissertation.

Model Specification

The study examined the predictive effect of sports governance policy on organizational effectiveness using the following regression model:

$$Y = \beta_0 + \beta_1 G + \beta_2 S + \beta_3 C + \beta_4 M + \beta_5 F + \varepsilon$$

Where:

- Y = Organizational Effectiveness
- β_0 = Constant (intercept)
- β_1 = coefficient for sports governance policy; β_2–β_5 = coefficients for the other policy dimensions
- G, S, C, M and F = governance, strategic, community/grassroots, marketing and financial policy dimensions, respectively
- ε = Error term

The overall model included five policy dimensions. Accordingly, the model R^2 and F statistic describe the combined model and must not be interpreted as the variance explained by governance policy alone. The governance coefficient ($\beta = .201$) represents its unique contribution after accounting for the other included policy dimensions.

Ethical Considerations

Ethical principles were observed throughout the study. Participation was voluntary, and respondents were adequately informed about the purpose of the research before completing the questionnaire. Confidentiality and anonymity were maintained by ensuring that no personal identifiers were included in the dataset. The information provided by respondents was used solely for academic purposes, and all data were handled in accordance with accepted research ethics.

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Demographic Characteristics of Respondents

A total of 400 questionnaires were administered and successfully retrieved for analysis, representing a 100% response rate. This high retrieval rate provided adequate data for statistical analysis and enhanced the credibility of the findings.

Table 1: Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	240	60.0
Female	160	40.0
Total	**400**	**100.0**

The distribution shows that 240 respondents (60%) were male, while 160 respondents (40%) were female. Although male respondents constituted the majority, the proportion of female participants demonstrates a reasonable level of gender representation, providing diverse perspectives on sports governance and organizational effectiveness. The distribution reflects the staffing pattern within the National Sports Commission and provides a balanced basis for interpreting the study findings.

Descriptive Analysis of Sports Governance Policy

Respondents were asked to indicate their level of agreement with statements relating to sports governance policy in the National Sports Commission.

Table 2: Descriptive Statistics for Sports Governance Policy

Variable	Mean	Standard Deviation	Decision
Sports Governance Policy	4.12	0.71	High

The mean score of 4.12 (SD = 0.71) indicates that respondents generally reported favourable perceptions of sports governance policy. This descriptive result reflects respondent ratings and should not, on its own, be interpreted as an objective audit of policy implementation.

Relationship between Sports Governance Policy and Organizational Effectiveness

The relationship between sports governance policy and organizational non-financial performance was examined using the Pearson Product–Moment Correlation Coefficient.

Table 3: Pearson Correlation Analysis

Variables	r	p-value	Decision
Sports Governance Policy and Organizational Non-Financial Performance	0.732	<0.001	Significant

The correlation coefficient ($r = .732$, $p < .001$) indicates a strong positive bivariate relationship between sports governance policy and organizational non-financial performance. This result describes the unadjusted association between the two variables.

Effect of Sports Governance Policy on Organizational Effectiveness

To assess the unique predictive contribution of sports governance policy, the multiple-regression results reported in the dissertation were examined alongside the bivariate Pearson correlation. The overall regression model contains five sports management policy dimensions.

Table 4: Overall Multiple-Regression Model Summary

Statistic	Value
R	0.812 (approx.)
R^2	0.659
Adjusted R^2	0.655 (approx.)
Standard Error of Estimate	0.345 (approx.)

The five-predictor model reported in the dissertation explained 65.9% of the variance in organizational non-financial performance (R^2 = .659). The multiple correlation is approximately R = .812, and the adjusted R^2 is approximately .655. These figures refer to the combined five-policy model, not to governance policy in isolation.

Table 5: ANOVA for the Five-Predictor Regression Model

Source	df	F	Sig.
Regression	5	114.68	<0.001
Residual	394		
Total	399		

The overall five-predictor regression model was statistically significant, F(5, 394) = 114.68, p < .001. This indicates that the policy dimensions jointly predicted organizational non-financial performance. It does not mean that governance policy alone explains 65.9% of the outcome variance.

Table 6: Regression Coefficient for Sports Governance Policy

Variable	B	Std. Error	Standardized β	t	p
Constant	0.842	0.156	—	5.40	< .001
Sports Governance Policy	0.185	0.042	0.201	4.40	< .001

In the multiple-regression model, sports governance policy had a positive standardized coefficient (β = .201, B = .185, SE = .042, t = 4.40, p < .001). The coefficient indicates a statistically significant positive unique association with organizational non-financial performance after accounting for the other policy dimensions.

Hypothesis

H_0: Sports governance policy has no significant effect on organizational effectiveness in the National Sports Commission, Abuja.

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Decision Rule

Reject the null hypothesis if the p-value is less than 0.05; otherwise, fail to reject the null hypothesis.

Decision

The governance coefficient was positive and statistically significant ($\beta = .201$, $t = 4.40$, $p < .001$). Since $p < .05$, the null hypothesis was rejected. This inference concerns the governance coefficient within the five-policy multiple-regression model reported in the dissertation.

Note. The original dissertation reports the governance bivariate correlation as $r = .732$ and the adjusted multiple-regression coefficient as $\beta = .201$ ($t = 4.40$). The overall five-predictor model statistics are $F(5, 394) = 114.68$ and $R^2 = .659$. These statistics are not interchangeable and are reported here according to their respective analyses.

Interpretation

The findings demonstrate that sports governance policy has a positive and statistically significant effect on organizational effectiveness in the National Sports Commission, Abuja. The positive coefficient indicates that improvements in governance practices—including transparency, accountability, stakeholder participation, and effective policy implementation—are associated with increased organizational effectiveness. These results provide empirical evidence that strengthening governance systems can significantly improve institutional performance and support the achievement of organizational goals.

Discussion of Findings

The findings show a strong positive bivariate relationship between sports governance policy and organizational non-financial performance ($r = .732$, $p < .001$). In the multiple-regression model that included five sports management policy dimensions, governance policy remained a statistically significant positive predictor ($\beta = .201$, $t = 4.40$, $p < .001$). The distinction between the bivariate correlation and the adjusted regression coefficient is important: the correlation describes the unadjusted association, whereas the standardized beta estimates governance policy's unique association after accounting for the other policy dimensions.

The results are consistent with Institutional Theory, which posits that organizations adopting sound governance structures are better positioned to achieve legitimacy, improve administrative efficiency, and respond effectively to stakeholder expectations. Within the National Sports Commission, governance policies provide a framework for coordinating organizational activities, allocating resources responsibly, and ensuring compliance with established procedures. These governance mechanisms contribute to improved decision-making, enhanced employee commitment, and more effective service delivery.

The findings also support previous empirical studies that identified good governance as a critical determinant of organizational effectiveness. Organizations that institutionalize transparent governance structures, clearly defined responsibilities, and participatory decision-making processes are generally more capable of achieving strategic objectives and adapting to changing operational environments. In the context of the National Sports Commission, effective governance

strengthens institutional credibility, enhances operational efficiency, and promotes sustainable sports development.

Overall, the study establishes that sports governance policy is not merely an administrative requirement but a strategic management tool that contributes directly to organizational effectiveness. Strengthening governance practices within the National Sports Commission is therefore essential for improving institutional performance, enhancing stakeholder confidence, and supporting the long-term development of sports administration in Nigeria.

Conclusion and Recommendations

This study examined the relationship between sports governance policy and organizational non-financial performance in the National Sports Commission, Abuja. The results indicate a strong positive bivariate association ($r = .732$, $p < .001$) and a significant positive adjusted coefficient in the five-policy regression model ($\beta = .201$, $t = 4.40$, $p < .001$). The findings support rejecting the null hypothesis, while the cross-sectional survey design means that the results should not be interpreted as conclusive causal proof.

The study further established that governance practices such as transparency, accountability, stakeholder participation, adherence to established procedures, and effective policy implementation are fundamental to improving administrative efficiency and institutional performance. Organizations that institutionalize these governance principles are better positioned to coordinate operations effectively, strengthen employee commitment, enhance service delivery, and build stakeholder confidence. These outcomes reinforce the view that governance is not merely an administrative obligation but a strategic management instrument for achieving sustainable organizational success.

The findings also provide empirical support for Institutional Theory, which posits that organizations operating within sound governance frameworks are more likely to attain legitimacy, improve operational efficiency, and respond effectively to stakeholder expectations. Within the National Sports Commission, effective governance creates an enabling environment for strategic decision-making, prudent resource management, and continuous organizational improvement.

Overall, the study concludes that strengthening sports governance policy is essential for improving organizational effectiveness in the National Sports Commission. As the sports sector continues to evolve, robust governance systems will remain indispensable for promoting institutional accountability, enhancing operational performance, and advancing sustainable sports development in Nigeria.

Based on the findings of the study, the following recommendations are made:

1. **Institutionalize Sports Governance Policies:** The National Sports Commission should strengthen and institutionalize governance policies by promoting transparency, accountability, and clearly defined administrative procedures. This recommendation is based on the finding that sports governance policy significantly improves organizational effectiveness.
2. **Strengthen Leadership and Governance Capacity:** Continuous capacity-building programmes should be organized for management and senior personnel to enhance leadership competence and governance practices. Improved leadership capacity will facilitate effective policy implementation and strengthen organizational performance.

3. **Enhance Stakeholder Participation:** The Commission should encourage greater involvement of athletes, coaches, sports associations, government agencies, and other stakeholders in governance processes. Inclusive decision-making promotes transparency, improves policy acceptance, and contributes to institutional effectiveness.
4. **Establish Continuous Governance Monitoring and Evaluation:** Regular monitoring and periodic evaluation of governance policies should be institutionalized to assess implementation outcomes, identify operational gaps, and support evidence-based decision-making. Continuous evaluation will ensure that governance practices remain responsive to changing organizational and sectoral needs.
5. **Promote Policy Consistency and Administrative Reforms:** Government should sustain reforms that strengthen institutional autonomy, improve accountability mechanisms, and ensure consistency in sports governance policies. Stable governance frameworks will enhance organizational effectiveness and support the long-term development of the sports sector.

Limitations of the Study

This study was limited to employees of the National Sports Commission, Abuja, and therefore reflects the perceptions of respondents within a single public sports institution. The use of a cross-sectional survey design restricted the examination of changes in governance practices and organizational effectiveness over time. In addition, the reliance on self-reported questionnaire data may have introduced response bias despite measures taken to assure respondents of confidentiality and anonymity.

Suggestions for Further Studies

Future studies should extend similar investigations to other sports institutions, including state sports councils, national sports federations, and private sports organizations, to improve the generalizability of findings. Researchers may also adopt longitudinal or mixed-method research designs to examine changes in governance practices and organizational effectiveness over time. Furthermore, future studies should investigate additional dimensions of sports management policies such as athlete development, funding policy, facility management, and coaching development to provide a broader understanding of their influence on organizational performance in Nigeria's sports sector.

Practical Implications of the Study

The findings have important implications for sports administrators, policymakers, and government agencies responsible for sports development. By demonstrating that sports governance policy significantly influences organizational effectiveness, the study highlights the need for stronger governance systems within public sports institutions. Effective governance practices can improve institutional efficiency, enhance service delivery, strengthen stakeholder confidence, and support the achievement of national sports development objectives. The study therefore provides evidence to inform future governance reforms and strategic management initiatives within the National Sports Commission and related organizations.

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