

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Cricket, like many beloved sports, thrives not just on the field, but also within the intricate machinery of its governing bodies. At the helm of this machinery lies public administration, shaping how decisions are made, resources are allocated, and the sport interacts with the wider public. But how effective is this public administration, particularly in the context of cricket boards, which often stand at the crossroads of tradition, commerce, and global aspirations? Examining this crucial intersection is where this study steps in. In the expansive landscape of sports governance, the integration of public administration principles with the management of sporting entities emerges as an intriguing and underexplored frontier. This study delves into this dynamic intersection with a specific focus on cricket boards, recognizing the global significance of cricket and its far-reaching impact on diverse stakeholders. Cricket boards, as governing bodies, hold pivotal roles in shaping the trajectory of the sport, with responsibilities ranging from policy formulation to financial management and talent development. Cricket sport administration and governance are crucial for ensuring organizational efficiency, transparency, and accountability, which build trust among stakeholders such as players, fans, sponsors, and the community (Roberts & O'Reilly, 1974; Heald, 2006).

Effective governance promotes proper financial management, attracting sponsorships and investments vital for the sport's development and sustainability (Bushman & Smith, 2001; Jensen & Meckling, 1976). By engaging various stakeholders in decision-making, inclusive governance incorporates diverse perspectives, leading to more informed and accepted decisions (Freeman, 1984; Okeke, 2022). Upholding ethical standards and codes of conduct maintains the sport's integrity, deterring unethical behavior like corruption and match-fixing (Cunningham, 2007; Ekechi, 2023). Good governance supports the strategic development of cricket, from grassroots to professional levels, through development programs, talent identification, and infrastructure improvements (Adeyemi, 2021; Slack & Parent, 2006). It also equips the organization to handle crises effectively, maintaining good international relations and adhering to global standards (International Cricket Council, 2019). Furthermore, sound governance practices ensure the sport's long-term sustainability, encompassing environmental and social responsibilities, and enhancing public confidence, which is essential for the sport's popularity and success (Hoye & Cuskelly, 2007; Afolabi, 2018).

#### 1.2 Statement of the Problem

Despite the global prominence of cricket, there exists a noteworthy gap in understanding the nuanced application of public administration principles within cricket boards. This research identifies critical issues that demand attention to enhance transparency, accountability, and effective public service within the governance structures of cricket boards. Firstly, the lack of transparency within cricket boards, as highlighted by Johnson et al. (2019), necessitates a thorough investigation into decision-making processes and financial management practices. Understanding the levels of transparency is vital for assessing the credibility of cricket boards. Secondly, the accountability deficits within cricket boards, as outlined in the works of Brown (2017) and White (2021), underscore the need for examining mechanisms that ensure responsible conduct and adherence to established policies. The absence of robust accountability structures may contribute to inefficiencies and compromises in sports governance. Moreover, stakeholder engagement challenges within cricket boards, as noted by Smith and Jones (2018), demand scrutiny to assess the inclusivity and responsiveness of current strategies. Effective stakeholder engagement is crucial for sustaining the sport's growth and maintaining a harmonious relationship with diverse stakeholders. By addressing these issues, this research aims to contribute to the existing body of knowledge, drawing on the insights provided by Green (2018), Smith (2020), Johnson et al. (2019), Brown (2017), White (2021), Smith and Jones (2018), Robinson (2016), and Davis (2020). This study seeks to provide valuable recommendations for refining governance frameworks within cricket boards and, by extension, contribute to the broader discourse on effective public administration in sports governance.

#### 1.3 Objectives of the study

The objectives for this study are to:

- i. assess the transparency of decision-making processes
- ii. evaluate accountability structures within cricket boards:
- iii. analyze stakeholder engagement strategies:

#### 1.4 Research Questions

- i. How transparent are the decision-making processes within cricket boards in Nigeria, and what mechanisms are in place to ensure transparency?
- ii. What accountability structures exist within cricket boards in Nigeria, and how effective are they in promoting responsible conduct and policy adherence?
- iii. What strategies do cricket boards in Nigeria currently employ for engaging with diverse

stakeholders, and how inclusive and responsive are these strategies?

### **1.5 Significance of the Study**

The study will contribute to academic knowledge. It will expose members of the public and readers about cricket game. The study will serve as guidance to policy makers and other researchers in sport administration. It will also contribute to the body of existing knowledge on sport administration.

### **1.6 Scope and Limitations of the Study**

The geographical scope of the work is Lagos State and the subject scope focuses on cricket sport and its policies. The limitations to the study include time and financial constraints, the non-availability of some documents that are relevant to this research work.

### **1.7 Organization of the Study**

The study is divided into five chapters. Chapter one contains an introduction, a statement of the problems, objectives of the study, significance of the study, scope and limitation of the study, organization of the study, and definition of terms are used in the study, and references. Chapter two focuses on the literature review and theoretical framework, a summary of the chapter with references. Chapter three deals with research methodology, introduction, sample and population of the study, method of data analysis and references. Chapter four has to do with data presentation analysis and interpretation of findings introduction, brief history of the case study, presentation of data, analysis of data, testing of hypothesis, a summary of data, and references Chapter five contains the summary, recommendations and conclusion with bibliography.

### **1.8 Definition of Terms**

**i. Public Administration:** Public administration refers to the implementation of government policies and the management of public programs and affairs. It involves the organization and management of resources, both human and material, to achieve governmental goals and objectives.

**ii. Sports Governance:** This refers to the structures, policies, and processes that ensure the effective management, direction, and oversight of sports organizations and activities. It involves setting rules, ensuring compliance, and promoting fair play and ethical standards.

**iii. Focus:** In this context, focusing on Lagos States means specifically examining and analyzing the public administration and governance structures, policies, and practices related to sports within the state. This involves understanding the unique challenges, successes, and areas for improvement in the state approach to managing and promoting sports.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 Introduction**

This chapter reviews various works of Scholars on Public Administration and sport administration. The chapter consists of three sections, namely; conceptual and empirical reviews and the theoretical framework.

#### **2.2 Literature Review**

##### **2.2.1 Public Administration**

Rosenbloom (2009) views public administration through the lenses of managerial, political, and legal approaches. It involves the implementation of public policies, management of public programs, and adherence to legal and ethical standards. Milakovich and Gordon (2013) define public administration as all processes, organizations, and individuals associated with carrying out laws and other rules adopted or issued by legislatures, executives, and courts. Heady (2001) describes public administration as a cooperative human effort aimed at the realization of the goals and objectives of government. Rhodes (2004) also emphasize the role of public administration in governance, where the focus is on collaboration between government, private sector, and civil society to address public issues. Network theory highlights the interconnectedness of various actors and institutions in public administration. Moore (2004) emphasizes the creation of public value through public administration. It focuses on outcomes that benefit society and considers the public administrator's role in ensuring that government actions serve the public interest. Dunleavy, Margetts, Bastow & Tinkler (2006) noted that with advancements in technology, public administration now includes the integration of digital tools and platforms to improve efficiency, transparency, and citizen engagement. This perspective highlights the use of e-governance, data analytics, and digital services in public administration.

##### **2.2.2 Sport Administration**

According to Pitts and Stotlar (2013), sport administration refers to the management of sport organizations, including the planning, organizing, leading, and controlling of sport events and activities." Pedersen and Thibault (2018) state that sport administration encompasses the coordination of business activities, strategic planning, and operational management within sport organizations to achieve their goals and objectives." Hoyer, Smith, Nicholson, Stewart & Westerbeek, (2015) note that sport administration involves the governance, organization, and management of sports at all levels, focusing on the effective delivery of sporting activities and events, compliance with regulations, and fostering participation and engagement." Kikulis, Slack, and Hinings (1992) posit that sport administration includes the structural arrangements and processes through which sport organizations and programs are directed and controlled." Nagel, Schlesinger, and Bayle (2017) admitted that sport administration involves the strategic and operational management of sport organizations, focusing on governance, policy development, stakeholder management, and the achievement of organizational objectives through sport.

##### **2.2.3 Sport**

According to Council of Europe (2001), sport means all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships, or obtaining results in competition at all levels." Coubertin (1894) sees sport is the habitual and voluntary cultivation of intensive physical effort." Guttmann (1978) defines sport as an activity characterized by physical exertion, skill, competition, and adherence to codified rules and regulations. International Olympic Committee (IOC) (2015) posits that sport encompasses all forms of physical activity that contribute to physical fitness, mental well-being, and social interaction. These include play; recreation; organized, casual, or competitive sport; and indigenous sports and games." Coakley (2009) views sport as an institutionalized competitive activity that involves rigorous physical exertion or the use of relatively complex physical skills by participants motivated by personal enjoyment and external rewards." United Nations (2003) states that sport means all forms of physical activity that contribute to physical fitness, mental well-being, and social interaction, such as play, recreation, organized or competitive sport, and indigenous sports and games."

##### **2.2.4 Cricket**

Cricket is a bat-and-ball game played between two teams of eleven players on a field at the center of which is a 22-yard pitch with a wicket at each end, each comprising two bails balanced on three stumps. The game's objective is to score runs by hitting the ball bowled at the wicket with the bat and running between the wickets, while the opposing team tries to prevent this and dismiss each player." (International Cricket Council, 2021). Cricket is a team sport with roots dating back to the 16th century, characterized by its complex rules, strategic depth, and unique terminology. It involves two teams of eleven players each, who take turns to bat and bowl, with the aim of scoring the most runs. (Wynne-Thomas,

2020). Cricket is a global sport distinguished by its diverse formats—Test matches, One Day Internationals (ODIs), and Twenty20 (T20) games. It requires a blend of physical skill, mental agility, and strategic planning, played by two teams over various durations, from a single day to five-day matches (Hughes, 2019). Cricket is a sport played and followed across the globe, notable for its historical significance and socio-cultural impact. It is played with a bat and ball, where two teams compete in formats that range from short T20 matches to extended five-day Test matches (Majumdar and Gemmell, 2018). Cricket is not just a sport but a cultural phenomenon that reflects historical, social, and political influences. It is played by two teams, with the primary objective being to score runs and dismiss the opposing players through strategic gameplay and skill (Marqusee, 2016).

Cricket is a complex bat-and-ball sport played between two teams of eleven players on a field centered around a 22-yard pitch with wickets at each end. The main objective is to score more runs than the opposing team by hitting the ball and running between the wickets while the fielding team attempts to dismiss the batsmen through various methods such as bowling, catching, and run-outs. There are three primary formats: Test cricket, One Day Internationals (ODIs), and Twenty20 (T20) cricket. Test cricket, the longest format, is played over five days with no limit on the number of overs, while ODIs and T20s are limited to 50 and 20 overs per side, respectively, with matches lasting around 8 hours and 3 hours (International Cricket Council, 2021). The game utilizes specific equipment, including a wooden bat, a hard leather ball, and wickets made of stumps and bails. Players also wear protective gear like pads, gloves, and helmets. The pitch is a central aspect of the field, which is a large oval marked by a boundary. Key roles include batsmen, who aim to score runs; bowlers, who deliver the ball with the intent to dismiss batsmen; fielders, who stop the ball and attempt to make dismissals; and the wicketkeeper, positioned behind the wicket to catch the ball and execute stumpings (Wynne-Thomas, 2020).

Gameplay starts with a coin toss to decide which team bats first. The batting team sends two players to the pitch to score runs while avoiding getting out, whereas the bowling and fielding team aims to restrict runs and take wickets. Dismissals occur through various means, such as being bowled, caught, or run out. Strategies in cricket vary, with batsmen adopting defensive or aggressive play styles based on the game situation, bowlers employing fast or spin techniques to outmaneuver batsmen, and fielders setting tactical positions to prevent runs and take wickets (Pedersen & Thibault, 2018; Hughes, 2019). Cricket's rich history and strategic depth have made it a globally beloved sport, blending athleticism with tactical gameplay. Its diverse formats, from the traditional Test matches to the rapid T20 games, cater to a wide audience, maintaining cricket's status as a dynamic and engaging sport (Majumdar & Gemmell, 2018).

Public administration plays a crucial role in sports governance by ensuring effective implementation of policies and management of sports organizations. This is particularly significant in cricket, a globally prominent sport with a complex governance structure. Public administration principles help promote efficiency and transparency within cricket organizations, impacting how they operate at various levels. Theories such as Public Value Theory, proposed by Moore (1995), emphasize creating public value through effective governance, which translates into fair competition and stakeholder engagement in sports. New Public Management (NPM) focuses on improving efficiency and accountability, relevant to cricket governance reforms aimed at enhancing performance (Hood, 1991). Good Governance principles, including transparency and accountability, are essential for ethical management in sports organizations (UNDP, 1997).

Cricket governance operates at multiple levels: international, national, and local. At the international level, the International Cricket Council (ICC) oversees global governance, including rule-setting and event organization. However, the ICC faces challenges in balancing the diverse interests of its member nations (Kollias, 2010). National cricket boards, such as the England and Wales Cricket Board (ECB) and the Board of Control for Cricket in India (BCCI), manage cricket within their countries but encounter administrative inefficiencies and corruption issues (Morrow, 2006). Reforms are ongoing to improve governance in these boards (Dumont & Huguet, 2011). At the local level, domestic leagues and clubs operate under national regulations, facing challenges related to fair play and stakeholder conflicts (Ratten, 2011).

Cricket governance faces significant challenges, including corruption and transparency issues, as evidenced by scandals like the spot-fixing controversy in the Indian Premier League (IPL) (Kollias, 2010). Efforts to enhance transparency and implement anti-corruption measures are crucial for addressing these problems (Nair, 2012). Regulatory challenges also arise from navigating complex international and local regulations, highlighting the need for effective frameworks to maintain the sport's integrity (Goulet, 2015). Additionally, managing diverse stakeholder interests, including those of players, fans, and sponsors, is a persistent challenge that requires strategic stakeholder management (Ratten, 2011). Case studies such as the IPL spot-fixing scandal and governance reforms in the ECB illustrate the impact of governance failures and the importance of robust governance structures (Nair, 2012). These cases highlight the need for continuous reform and effective governance models to address emerging challenges in cricket. Best practices and innovations in governance, such as implementing strict anti-corruption protocols and leveraging digital platforms for player and fan engagement, reflect ongoing efforts to modernize cricket administration (Morrow, 2006; Ratten, 2011).

### 2.3 Empirical Review

Alla and Ajibua (2012) delved into the management of Physical Education and Sports administration in Nigeria, emphasizing the significance of Physical Education as an integral component of overall education. Defined as the educational process focusing on physical activities to enhance and sustain the human body, Physical Education's successful realization of its objectives relies predominantly on its administrative control structure. Embedded within the National Policy on Education, the Physical Education Curriculum is implemented across all educational levels in Nigeria, following the 6-3-3-4 structure. Despite this formal integration, the administrative aspect of Physical Education has not received adequate attention from the government, primarily influenced by the economic challenges facing the country. This lack of attention has significantly hindered the growth and development of Physical Education. Despite governmental neglect, there is optimism in certain quarters that, with an efficient and effective organizational structure, Physical Education can endure and achieve its objectives in Nigeria.

## **2.4 Theoretical Framework**

The study adopts stakeholder theory, developed by R. Edward Freeman, posits that organizations have responsibilities to a wide range of stakeholders, including employees, customers, suppliers, communities, and the environment, beyond just their shareholders. The theory assumes that the interests of different stakeholders are interconnected and interdependent, necessitating a holistic approach to management. It emphasizes ethical and responsible management, balancing the interests of all stakeholders rather than prioritizing shareholders alone. Effective management under this theory involves actively engaging with stakeholders, understanding their needs and concerns, and incorporating their input into decision-making processes to build trust and foster cooperative relationships. The primary goal of organizations, according to Stakeholder Theory, should be to create value for all stakeholders, encompassing financial returns as well as social and environmental benefits. Additionally, stakeholder relationships and their importance can change over time and vary depending on the context, requiring organizations to be adaptable and responsive, continuously reassessing stakeholder priorities and strategies.

Stakeholder theory, despite its acceptance, has faced various criticisms. Critics argue that it lacks clear, actionable guidance on balancing conflicting stakeholder interests, providing a broad framework without specifying how managers should prioritize and make trade-offs (Jensen, 2002). Additionally, its broad focus on multiple stakeholders can dilute managerial focus and lead to inefficiency, as attempting to satisfy a wide range of stakeholders may undermine decisive and effective strategic decisions (Sundaram & Inkpen, 2004). The theory also faces criticism for ambiguity in identifying stakeholders, leading to inconsistent application and difficulties in stakeholder management (Phillips, 2003). Furthermore, it is suggested that Stakeholder Theory can give managers excessive discretion, potentially leading to managerial opportunism and self-serving behavior under the guise of stakeholder consideration (Jensen, 2002). Traditionalists supporting shareholder primacy argue that the primary duty of a corporation is to maximize shareholder value, contending that Stakeholder Theory undermines this principle by diluting the focus on profitability and shareholder returns (Friedman, 1970). Practical implementation of Stakeholder Theory is also challenging, as identifying and engaging all relevant stakeholders, balancing their interests, and measuring the impact of decisions can be complex and resource-intensive (Freeman et al., 2010). These criticisms highlight the theoretical and practical challenges associated with Stakeholder Theory, suggesting areas where further refinement and empirical research are needed.

Applying stakeholder theory to public administration in sports governance, particularly in Lagos State cricket, involves a comprehensive approach to recognizing and addressing the interests of various stakeholders. Stakeholders include primary groups such as players, fans, coaches, support staff, and sponsors, as well as secondary groups like government and regulatory bodies, media, cricket associations, communities, and educational institutions. Effective governance requires active engagement with these stakeholders through regular meetings, surveys, and the establishment of stakeholder committees to gather input and feedback.

Balancing stakeholder interests involves transparent decision-making, equitable resource allocation, and conflict resolution mechanisms to ensure fair treatment and address grievances. Ethical management practices, including anti-corruption measures, accountability, and social responsibility initiatives, are essential for maintaining the integrity of the sport and fostering trust among stakeholders. In practical terms, this approach can be implemented through strategic planning that aligns with stakeholder goals, regular monitoring and evaluation of governance practices, and capacity building to enhance stakeholder involvement. For instance, organizing a major cricket tournament in Lagos State would require engaging sponsors for funding, consulting local communities for venue selection, collaborating with media for promotion, and ensuring adequate support for players and coaches. Collecting feedback from fans and participants would also be crucial for improving future events.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focuses on methodology to be used to this research work successfully. It explains the research design. It also gives details about the population and sample used for the research.

### 3.2 Population and Sample of the Study

The term “population” has been defined by Odo (1992:40) as “the entire number of people, objects events and things that all have one or more characteristics of interest to a study”. Odo (1992:47) defines a research sample “as a process of selecting a proportion of the population considered adequate to represent all existing characteristics within the target population and to any other population having similar characteristics with the target population”. The population of this study is 82 drawn from players, coaches, umpires, board members and management of cricket sport in Lagos. The sample size was 66 determined by Krejcie and Morgan Sample Size Determining Table below.

**Table 1: Krejcie and Morgan Sample Size Determining Table**

Item A		Item B		Item C	
N	S	N	S	N	S
10	10	110	86	320	175
15	14	120	92	340	181
20	19	130	97	360	186
25	24	140	103	380	191
30	28	150	108	400	196
35	32	160	113	420	201
40	36	170	118	440	205
45	40	180	123	460	210
50	44	190	127	480	214
55	48	200	132	500	217
60	52	210	136	550	226
65	56	220	140	600	234
70	59	230	144	650	242
75	63	240	148	700	248
80	66	250	152	750	254
85	70	260	155	800	260
90	73	270	159	850	265
95	76	280	162	900	269
100	80	300	165	1000	274

**Source:** Krejcie & Morgan (1970). **Note:** N = Population Size and S = Sample Size.

### 3.3 Sources of Data Collection

In the process of carrying out this study, the data used were collected from two major sources. These sources include the primary and secondary sources.

#### 3.3.1. Primary Sources of Data

The primary sources of data used for the analysis of the study are those collected from the respondents through the designed questionnaire and interview. The questionnaires were administered by the researcher.

#### 3.3.2 Secondary Sources of Data

The secondary data for this study were collected from text books both published and unpublished that were found to be relevant for this study. These already written works include; textbooks, journals, magazines, newspaper, and some relevant documents that are relevant to this research work.

### 3.4. Method of Data Analysis

The data gathered analyzed using the Statistical Package for Social Sciences (SPSS) is used for easy analysis. This primary data analyzed through simple percentage. The questionnaire is divided into two sections. The first section captures bio-data information of the respondents while the second section captures information based on the concept of this research, using a 5-point Likert scale with “ 1= Strongly Disagree” and 5=Strongly Agree.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter presents findings based on the administered questionnaire. The analysis comprises the results of the demographic characteristics of the respondents from each sampled and the regression estimates of the variables. The totals of sixty-six questionnaires were distributed while sixty questionnaires were returned correctly. The survey cut across stakeholders in cricket sport in Lagos state. Package for Social Sciences (SPSS) Statistical software was used for analysis to determine the answer to the objective; the study was tested by pilot.

#### 4.2 Brief History of Lagos State Cricket Sport

Cricket in Lagos State, Nigeria, has a rich and varied history that traces back to the colonial era. Introduced by British colonial administrators in the late 19th and early 20th centuries, the earliest recorded matches in Lagos were played in the 1890s, primarily by British expatriates, colonial officers, and missionaries (Akindele, 1993). The establishment of the Lagos Cricket Club in 1932 marked a significant milestone, providing a structured environment for regular matches and the development of local talent (Olanipekun, 2005). Schools in Lagos began integrating cricket into their sports curriculum, fostering inter-school competitions that nurtured young players. By the mid-20th century, the sport had gained considerable popularity among the indigenous population, with Nigerians making notable contributions (Ikechukwu, 2010). Post-independence, the Cricket Federation of Nigeria (CFN) was established to govern the sport nationwide, with Lagos continuing to be a central hub. The development of cricket infrastructure, such as the Tafawa Balewa Square Cricket Oval, further promoted the game (Olawale, 2018). Modern initiatives, including youth development programs and cricket academies, have been instrumental in nurturing future stars, while Lagos has hosted international tournaments, providing local players with invaluable exposure (Okonkwo, 2020). Teams from Lagos State have consistently excelled in national championships, and many players from Lagos have represented Nigeria on the international stage, contributing significantly to the sport's growth in the country (Adeyemi, 2021).

#### 4.3 Data Presentation and Analysis

**Table 4.3.1: Pilot Study**

Cronbach's Alpha	Number of Items
.966	24

The table 2 indicates the result of the reliability test as displayed in the table above, the questionnaire is reliable; the Cronbach's Alpha is .966. Kuder and Richardson (1937), considered .6 Cronbach's Alpha or above .6 as a high reliability and acceptable index.

**Table 4.3.2: Demographic data of the respondents**

S/N	Items		Frequency	Percentage
1	Sex	Male	38	63.3%

		Female	22	36.7%
		Total	60	100%
2	Status	Player	35	58.3%
		Coach	4	6.7%
		Board member	7	11.7%
		Management	8	13.3%
		Fan	4	6.7%
		Umpire	2	3.3%
		Total	60	100%
3	Qualification	SSCE	28	46.7%
		ND/NCE	21	50%
		HND/BSC/BA	5	8.3%
		MASTER	4	6.7%
		PhD	2	3.3%
		Total	60	100%

Source: Researcher's Field Survey, 2025

The dataset categorizes 60 participants based on their sex, status, and qualifications. Among them, 38 are male, constituting 63.3%, while 22 are female, making up 36.7%. Regarding their status, the largest group consists of players, with 35 individuals representing 58.3%. This is followed by 8 participants in management (13.3%), 7 board members (11.7%), 4 coaches (6.7%), 4 fans (6.7%), and 2 umpires (3.3%). In terms of qualifications, 28 participants hold an SSCE, accounting for 46.7% of the total. ND/NCE holders follow with 21 individuals, making up 35%. There are 5 participants with HND/B.Sc./BA qualifications (8.3%), 4 with a Master's degree (6.7%), and 2 with a Ph.D. (3.3%). This data highlights a predominantly male sample, with a significant number of participants being players and holding an SSCE qualification.

**Table 4.3.3: Transparency of Decision-Making Processes**

S/N	Items	SD	D	U	A	SA	Total	Remark
1	The decision-making processes within the cricket board are communicated clearly to all stakeholders	2 (3.3%)	16 (26.7%)	6 (10%)	<b>21 (35%)</b>	15 (25%)	60 (100%)	Agree
2	Information about decisions made by the cricket board is readily accessible to the public	5 (8.3%)	2 (3.3%)	4 (6.7%)	<b>36 (60)</b>	13 (21.7%)	60 (100%)	Agree
3	The cricket board provides regular updates on decisions made during official meetings.	4 (6.7%)	6 (10%)	2 (3.3%)	<b>37 (61.7%)</b>	11 (18.3%)	60 (100%)	Agree
4	Stakeholders are actively involved in the decision-making processes of the cricket board.	4 (6.7%)	5 (8.3%)	1 (1.7%)	<b>40 (66.7%)</b>	10 (16.7%)	60 (100%)	Agree
5	The cricket board maintains a transparent financial reporting system, disclosing budgets and expenditures	2 (3.3%)	9 (15%)	4 (6.7%)	<b>37 (61.7%)</b>	8 (13.3%)	60 (100%)	Agree
6	Decisions made by the cricket board are easily understandable to the general public.	6 (10%)	10 (16.7%)	1 (1.7%)	20 (33.3%)	23 (38.3%)	60 (100%)	Strongly Agree
7	There is a clear and publicly accessible channel for stakeholders to raise concerns about decisions made by the cricket board	3 (5%)	12 (20%)	2 3.3	30 (50%)	13 (21.7%)	60 (100%)	Agree
8	The cricket board actively seeks feedback from stakeholders	3 (5%)	2 (3.3%)	4 (6.7%)	32 (53.3%)	19 (31.7%)	60 (100%)	Agree

	regarding decision-making processes							
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Source: Researcher's Field Survey, 2025

The table show that majority of the respondents agree that the decision-making processes are communicated clearly, with 35% agreeing and 25% strongly agreeing. Information about decisions is readily accessible to the public, with 60% agreeing and 21.7% strongly agreeing. Regular updates on decisions made during official meetings are provided, as indicated by 61.7% agreeing and 18.3% strongly agreeing. Stakeholders are actively involved in the decision-making process, with 66.7% agreeing and 16.7% strongly agreeing. The board maintains a transparent financial reporting system, with 61.7% agreeing and 13.3% strongly agreeing. Decisions are easily understandable to the general public, with 33.3% agreeing and 38.3% strongly agreeing. There is a clear and publicly accessible channel for stakeholders to raise concerns, with 50% agreeing and 21.7% strongly agreeing. The board also actively seeks feedback from stakeholders, with 53.3% agreeing and 31.7% strongly agreeing.

**Table 4.3.4: Accountability Structures within Cricket Boards**

S/N	Items	SD	D	U	A	SA	Total	Remark
1	The cricket board has clearly defined roles and responsibilities for its members and officials.	2 (3.3%)	6 (10%)	6 (10%)	<b>32 (53.3%)</b>	14 (23.3%)	60 (100%)	Agree
2	There are mechanisms in place to hold individuals within the cricket board accountable for their actions and decisions.	2 (3.3%)	12 (20%)	3 (5%)	<b>37 (61.7%)</b>	6 (10%)	60 (100%)	Agree
3	The cricket board has established codes of conduct and ethical standards for its members and officials.	1 (1.7%)	2 (3.3%)	1 (1.7%)	<b>41 (68.3)</b>	15 (25%)	60 (100%)	Agree
4	Regular audits and assessments are conducted to ensure financial accountability within the cricket board.	2 (3.3%)	12 (20%)	2 (3.3%)	9 (15%)	<b>35 (58.3%)</b>	60 (100%)	Strongly Agree
5	The cricket board promptly addresses instances of misconduct or unethical behavior among its members.	2 (3.3%)	12 (20%)	19 (31.7%)	<b>24 (40%)</b>	3 (5%)	60 (100%)	Agree
6	There is transparency in the reporting of the cricket board's financial transactions and expenditures.	1 (1.7%)	12 (20%)	1 (1.7%)	14 (23.3%)	32 (53.3%)	60 (100%)	Strongly Agree
7	The accountability structures within the cricket board are communicated effectively to all stakeholders	2 (3.3%)	11 (18.3%)	1 (1.7%)	10 (16.7%)	<b>36 (60%)</b>	60 (100%)	Strongly Agree
8	The cricket board actively seeks feedback from stakeholders regarding the effectiveness of its accountability measures.	2 (3.3%)	7 (11.7%)	2 (3.3%)	<b>39 (65%)</b>	10 (16.7%)	60 (100%)	Agree

Source: Researcher's Field Survey, 2025

A significant majority, 76.6%, agree that the board has clearly defined roles and responsibilities for its members and officials. Additionally, there is a high consensus, with 93.3% agreement, that the board has established codes of conduct and ethical standards. Effective communication of accountability structures is also a strong point, with 76.7% of respondents in agreement, and the board actively seeks feedback from stakeholders regarding the effectiveness of its accountability measures, as evidenced by an 81.7% agreement. However, the analysis also highlights areas needing attention. Only 45% believe that the board promptly addresses instances of misconduct or unethical behavior, indicating room for improvement in this area. While 71.7% agree that there are mechanisms to hold individuals accountable for their actions and decisions,

23.3% of respondents disagree or strongly disagree, suggesting that these mechanisms might not be fully effective or well-implemented. Financial accountability is another area where improvements are needed. Although 73.3% agree that regular audits and assessments are conducted, 20% disagree, indicating a lack of confidence among some respondents. Overall, while the cricket board demonstrates strong governance and ethical standards, efforts are needed to enhance the prompt addressing of misconduct and to strengthen financial accountability measure.

**Table 4.3.5: Stakeholder Engagement Strategies**

S/N	Items	SD	D	U	A	SA	Total	Remark
1	The cricket board actively communicates with fans through various channels to keep them informed about team activities and developments.	2 (3.3%)	14 (23.3%)	3 (5%)	<b>24 (40%)</b>	17 (28.3%)	60 (100%)	Agree
2	There are initiatives in place to involve local communities in cricket-related events and activities organized by the board.	Nil	2 (3.3%)	1 (1.7%)	12 (20%)	<b>45 (75%)</b>	60 (100%)	Strongly Agree
3	The cricket board seeks input from fans and the general public when making decisions that impact the overall cricketing experience.	3 (5%)	4 (6.7%)	6 (10%)	20 (33.3%)	<b>27 (45%)</b>	60 (100%)	Strongly Agree
4	The board actively engages with sponsors to ensure their involvement aligns with the interests of the cricketing community.	Nil	3 (5%)	6 (10%)	19 (31.7%)	<b>32 (53.3%)</b>	60 (100%)	Strongly Agree
5	Cricket board events and programs are designed to cater to a diverse audience, fostering inclusivity among various stakeholder groups.	2 (3.3%)	12 (20%)	Nil	10 (16.7%)	<b>36 (60%)</b>	60 (100%)	Strongly Agree
6	The board actively collaborates with media outlets to ensure effective communication and coverage of cricket-related activities.	6 (10%)	5 (8.3%)	4 (6.7%)	<b>25 (41.7%)</b>	20 (33.3%)	60 (100%)	Agree
7	The cricket board conducts regular surveys or feedback sessions to understand the expectations and concerns of stakeholders.	2 (3.3%)	9 (15%)	3 (5%)	15 (25%)	<b>31 (51.7%)</b>	60 (100%)	Strongly Agree
8	Stakeholders feel adequately represented in decision-making processes of the cricket board.	8 (13.3%)	13 (21.7%)	6 (10%)	<b>21 (35%)</b>	12 (20%)	60 (100%)	Agree

**Source: Researcher's Field Survey, 2025**

Findings show that the majority (68.3%) agree that the board actively communicates with fans through various channels, though 26.6% feel there is room for improvement, suggesting that while efforts are being made, better engagement strategies could enhance fan communication. The board demonstrates strong community engagement, with 95% agreeing on the effectiveness of initiatives to involve local communities in

cricket-related events, indicating a highly successful community engagement strategy. Additionally, 78.3% of respondents believe the board seeks input from fans and the general public when making decisions, though 11.7% express some dissatisfaction, indicating that while the board is largely successful in this area, there is room to ensure all fans feel their input is valued. The board's engagement with sponsors is highly regarded, with 85% agreement that sponsor involvement aligns with community interests, reflecting positively on the board's ability to attract and manage sponsorships.

Inclusivity in events and programs is another strength, with 76.7% believing the board's efforts cater to a diverse audience, fostering inclusivity among various stakeholder groups. However, 23.3% feel there is a lack of inclusivity, highlighting an area for further improvement. Collaboration with media is effective, with 75% agreement on successful media engagement, although 18.3% see potential gaps, suggesting the need for better media engagement. The board's regular surveys and feedback sessions are appreciated by 76.7% of respondents, yet 18.3% feel their feedback is not adequately sought, indicating a need for improved feedback mechanisms. Stakeholder representation in decision-making shows room for improvement, with only 55% feeling adequately represented, while a significant portion (35%) disagree, suggesting a perceived gap in stakeholder representation.

#### 4.4 Discussion of Findings

Scholars have emphasized the importance of transparent and inclusive decision-making processes in governance and organizational management. The majority of respondents in the dataset indicate that the cricket board's decision-making processes are communicated clearly, with 35% agreeing and 25% strongly agreeing. This aligns with the findings of Roberts and O'Reilly (1974), who argue that clear communication in decision-making enhances organizational effectiveness by reducing misunderstandings and fostering trust among stakeholders. Information accessibility is another critical aspect of transparent governance. With 60% of respondents agreeing and 21.7% strongly agreeing that information about decisions is readily accessible to the public, the cricket board demonstrates a commitment to transparency. This is consistent with Heald's (2006) assertion that public access to information is essential for accountability and democratic governance. The provision of regular updates on decisions made during official meetings, as indicated by 61.7% agreeing and 18.3% strongly agreeing, reflects good practices in organizational communication. According to Quinn and Cameron (1983), regular updates keep stakeholders informed and engaged, which is crucial for maintaining trust and support.

Active stakeholder involvement in the decision-making process is supported by 66.7% of respondents agreeing and 16.7% strongly agreeing. Freeman (1984) posits that involving stakeholders in decision-making processes not only legitimizes the decisions but also harnesses diverse perspectives, leading to more robust outcomes. The board's transparent financial reporting system, with 61.7% agreeing and 13.3% strongly agreeing, is a significant indicator of good governance. Transparent financial reporting, as noted by Bushman and Smith (2001), enhances accountability and reduces the risk of corruption and mismanagement. Decisions being easily understandable to the general public, as supported by 33.3% agreeing and 38.3% strongly agreeing, is crucial for inclusivity. Clear and understandable communication ensures that all stakeholders, regardless of their background, can engage with and understand the board's decisions, which is vital for participatory governance (Arnstein, 1969). The existence of a clear and publicly accessible channel for stakeholders to raise concerns, with 50% agreeing and 21.7% strongly agreeing, further supports the board's transparency and accountability. This finding is supported by the work of Fung (2006), who emphasizes that accessible channels for feedback are essential for responsive governance. The board's active seeking of feedback from stakeholders, with 53.3% agreeing and 31.7% strongly agreeing, demonstrates a commitment to continuous improvement and stakeholder engagement. According to Rowe and Frewer (2000), seeking feedback is a critical component of effective public engagement strategies, ensuring that the decision-making process is informed by the needs and perspectives of those affected.

The analysis of the cricket board's governance and accountability structures reveals several strengths and areas for improvement. A significant majority, 76.6%, agree that the board has clearly defined roles and responsibilities for its members and officials, which aligns with best practices of organizational governance emphasizing role clarity (Institute of Directors, 2021). This finding is supported by Okeke (2022), who stresses the importance of well-defined roles in enhancing organizational effectiveness in sports governance. Additionally, there is a high consensus, with 93.3% agreement, that the board has established codes of conduct and ethical standards, reflecting the importance of ethical frameworks in sports governance (International Cricket Council, 2019). Adeyemi (2021) further highlights that robust ethical standards are critical in maintaining the integrity and reputation of sports organizations. Effective communication of accountability structures is also a strong point, with 76.7% of respondents in agreement, suggesting that stakeholders are well-informed about governance processes, a critical aspect of transparency (Transparency International, 2020). Furthermore, the board actively seeks feedback from stakeholders regarding the effectiveness of its accountability measures, as evidenced by an 81.7% agreement, highlighting the board's commitment to continuous improvement through stakeholder engagement (Freeman, 2010). Aina (2021) corroborates this by emphasizing the value of stakeholder feedback in enhancing governance practices.

However, the analysis also highlights areas needing attention. Only 45% believe that the board promptly addresses instances of misconduct or unethical behavior, indicating room for improvement in this area. This suggests a potential gap in the enforcement of ethical standards, which is crucial for maintaining integrity in sports organizations (Sport Integrity Global Alliance, 2020). Ekechi (2023) notes that delayed responses to misconduct can undermine trust in governance structures. While 71.7% agree that there are mechanisms to hold individuals accountable for their actions and decisions, 23.3% of respondents disagree or strongly disagree, suggesting that these mechanisms might not be fully effective or well-implemented. This indicates a need for stronger accountability frameworks to ensure consistent enforcement (OECD, 2019). Financial accountability is another area where improvements are needed. Although 73.3% agree that regular audits and assessments are conducted, 20% disagree, indicating a lack of confidence among some respondents. This points to the necessity for more robust financial oversight to build trust

and credibility (International Federation of Accountants, 2018). Aluko (2022) emphasizes that transparency in financial matters is essential for maintaining stakeholder confidence. Overall, while the cricket board demonstrates strong governance and ethical standards, efforts are needed to enhance the prompt addressing of misconduct and to strengthen financial accountability measures to ensure comprehensive and effective governance.

The study revealed that the majority (68.3%) agree that the board actively communicates with fans through various channels, though 26.6% feel there is room for improvement, suggesting that while efforts are being made, better engagement strategies could enhance fan communication. Effective communication is crucial for maintaining a strong relationship with fans, as emphasized by Freeman (2010), who highlights the importance of stakeholder engagement in organizational success. Locally, Okeke (2022) underscores the role of transparent communication in sustaining fan trust and enthusiasm within Nigerian sports. The board demonstrates strong community engagement, with 95% agreeing on the effectiveness of initiatives to involve local communities in cricket-related events, indicating a highly successful community engagement strategy. Adeyemi (2021) asserts that community involvement in sports fosters a sense of ownership and support for local teams, which is crucial for long-term success. Internationally, Hoye and Cuskelly (2007) support the notion that community engagement is vital for sports organizations, as it builds a strong fan base and encourages local support.

Additionally, 78.3% of respondents believe the board seeks input from fans and the general public when making decisions, though 11.7% express some dissatisfaction, indicating that while the board is largely successful in this area, there is room to ensure all fans feel their input is valued. Aina (2021) highlights the importance of fan involvement in decision-making processes to create a more inclusive and supportive environment. Similarly, the International Cricket Council (ICC, 2019) emphasizes the need for cricket boards to actively seek and incorporate fan feedback to enhance the overall cricketing experience. The board's engagement with sponsors is highly regarded, with 85% agreement that sponsor involvement aligns with community interests, reflecting positively on the board's ability to attract and manage sponsorships. Ekechi (2023) notes that aligning sponsor activities with community interests is crucial for maintaining positive relationships and long-term support from both sponsors and the community. On an international level, Slack and Parent (2006) argue that effective sponsor engagement is key to securing financial support and ensuring the sustainability of sports organizations.

Inclusivity in events and programs is another strength, with 76.7% believing the board's efforts cater to a diverse audience, fostering inclusivity among various stakeholder groups. However, 23.3% feel there is a lack of inclusivity, highlighting an area for further improvement. Aluko (2022) emphasizes the importance of designing inclusive sports programs that cater to diverse audiences to foster a sense of belonging and participation. Internationally, Cunningham (2007) supports the need for inclusivity in sports, arguing that it enhances the appeal and reach of sports events. Collaboration with media is effective, with 75% agreement on successful media engagement, although 18.3% see potential gaps, suggesting the need for better media engagement. As Hoye and Nicholson (2009) point out, effective media collaboration is essential for promoting sports events and maintaining public interest. In the local context, Ekechi (2023) stresses the importance of media engagement in raising the profile of cricket in Nigeria and ensuring that the sport receives the attention it deserves. The board's regular surveys and feedback sessions are appreciated by 76.7% of respondents, yet 18.3% feel their feedback is not adequately sought, indicating a need for improved feedback mechanisms. Freeman (2010) suggests that regular and meaningful engagement with stakeholders through surveys and feedback sessions is crucial for understanding their expectations and concerns. Locally, Okeke (2022) also emphasizes the importance of stakeholder feedback in improving governance practices in sports organizations. Stakeholder representation in decision-making shows room for improvement, with only 55% feeling adequately represented, while a significant portion (35%) disagree, suggesting a perceived gap in stakeholder representation. Mitchell, Agle, and Wood (1997) note that effective stakeholder representation is critical for ensuring that diverse perspectives are considered and that decisions reflect the interests of all parties involved. Aina (2021) also highlights the importance of inclusive decision-making processes in sports governance to enhance stakeholder trust and support.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMENDATIONS

#### 5.1 Summary

Scholars highlight the importance of transparent and inclusive decision-making in organizations. The cricket board excels in clearly communicating its decision-making processes, enhancing effectiveness and trust, as supported by Roberts and O'Reilly (1974). The board's practice of making decisions publicly accessible aligns with Heald's (2006) emphasis on transparency and accountability. Regular updates keep stakeholders informed, in line with Quinn and Cameron's (1983) recommendations. The board's active stakeholder involvement in decision-making supports Freeman's (1984) view on the legitimacy and diversity of decisions. Its transparent financial reporting reflects Bushman and Smith's (2001) focus on accountability. Clear communication of decisions fosters inclusivity, consistent with Arnstein's (1969) concept of participatory governance. Accessible channels for raising concerns emphasize Fung's (2006) principles of responsive governance, and the board's commitment to continuous improvement through feedback aligns with Rowe and Frewer's (2000) discussion on stakeholder engagement.

The analysis of the cricket board's governance and accountability structures highlights both strengths and areas for improvement. The board is praised for having well-defined roles and responsibilities and for establishing codes of conduct and ethical standards, which are crucial for organizational integrity and reputation. Effective communication of accountability structures also stands out, ensuring stakeholders are well-informed and enhancing transparency. However, concerns remain regarding the board's responsiveness to misconduct and the effectiveness of its accountability mechanisms. Delays in addressing unethical behavior could undermine trust, and some mechanisms may need strengthening. Financial accountability also requires attention, as there are doubts about the effectiveness of audits and financial oversight, underscoring the need for greater financial transparency to maintain stakeholder trust.

The study indicates that the board is seen as actively engaging with fans through various channels, though there is room for improving these engagement strategies. Freeman (2010) and Okeke (2022) both emphasize that effective and transparent communication is crucial for maintaining strong fan relationships and trust. The board's community engagement is highly regarded, with success in involving local communities in cricket events, as highlighted by Adeyemi (2021) and Hoyer and Cuskelly (2007). This involvement fosters local support and a sense of ownership, essential for long-term success. Regarding fan involvement in decision-making, respondents feel the board seeks public input, though some suggest that feedback could be better valued. Aina (2021) and the International Cricket Council (ICC, 2019) stress the importance of incorporating fan feedback to enhance the cricketing experience. The board's management of sponsorships is positively viewed, with successful alignment of sponsor interests reflecting well on its relationship with sponsors, according to Ekechi (2023) and Slack and Parent (2006). Inclusivity in events and programs is recognized as a strength, though there are concerns about a lack of diversity. Aluko (2022) and Cunningham (2007) advocate for more inclusive sports programs to engage a broader audience. Media collaboration is effective, though there is room for improvement, as noted by Hoyer and Nicholson (2009) and Ekechi (2023). Effective media engagement is important for promoting the sport and enhancing visibility. While regular surveys and feedback sessions are valued, there are concerns about their effectiveness, and stakeholder representation in decision-making needs improvement. Freeman (2010), Okeke (2022), Mitchell, Agle, and Wood (1997), and Aina (2021) emphasize the need for meaningful stakeholder engagement to enhance governance and consider diverse perspectives.

#### 5.2 Conclusion

The study examined public administration in sports governance in Lagos state. The study concluded that the cricket board's governance, accountability, and operational structures reveals a mix of strengths and areas for improvement, informed by scholarly perspectives. The board excels in transparent and inclusive decision-making, financial accountability, community engagement, and stakeholder feedback, all of which are supported by robust communication channels and ethical policy formulation. However, areas needing improvement include responsiveness to misconduct, financial management, fan involvement, inclusivity and diversity, media collaboration, technology integration, and policy communication. Despite these challenges, the board's strong governance practices and commitment to continuous improvement position it well for enhancing effectiveness and trust, ensuring the long-term success and integrity of cricket in the community.

#### 5.3 Recommendations

1. Revamp Communication Strategies: Implement a multi-channel communication plan to ensure policies and decisions reach all stakeholders. Utilize social media, local media, community meetings, and newsletters to engage diverse communities across Lagos effectively.
2. Simplify Policy Documentation: Redesign policy documents using plain language and clear formatting to make them more accessible. Regularly update these documents to reflect current practices and ensure they are easily understood by Lagos's diverse population.

3. **Boost Stakeholder Engagement:** Establish regular feedback sessions and online surveys to gather input from stakeholders, including fans and local community members. Create advisory committees with diverse representation to involve stakeholders in decision-making processes.
4. **Optimize Resource Management:** Conduct a comprehensive review of current resource allocation practices. Implement a transparent system for tracking and reporting resource use to ensure funds are efficiently directed towards developing cricket facilities and programs in Lagos.
5. **Enhance Financial Accountability:** Strengthen financial oversight by conducting regular audits and publishing detailed financial reports. Adopt best practices in financial management to build and maintain trust among stakeholders and sponsors.
6. **Increase Inclusivity in Programs and Events:** Develop and promote cricket programs that cater to a wide range of demographics, including underrepresented groups. Ensure events are culturally inclusive and reflect the diversity of Lagos.
7. **Integrate Technology Effectively:** Invest in advanced digital tools and platforms to streamline administrative tasks and enhance communication. Provide training for staff to maximize the benefits of these technologies and improve operational efficiency.
8. **Implement Ongoing Monitoring and Evaluation:** Set up a framework for regular assessment of policies and programs. Use feedback and performance data to make informed adjustments, ensuring that the board remains responsive to the evolving needs of Lagos's cricket community.

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