Governance Behavior in Organizations and Team Performance: The Influence of Leader Trust

Dr.Bhagwansing M.Bainade[1]

[1]Associate Professor, Public Administration, MSS Arts and Science College, Tirthpuri Jalna, Dr.Babasaheb Ambedkar Marathwada University, Aurangabad Maharashtra rajputbhagwansing24@gmail.com

Dr Ch Sudipta Kishore Nanda[2]

[2]Assistant Professor – II, Department of Commerce, School of Tribal Resource Management, KISS Deemed to be University, Bhubaneswar, Odisha

sudipta.nanda@kiss.ac.in

Dr. Preeti vats[3]

[3]Assistant Professor, Commerce and Management, Kamal Institute of Higher Education and Advance Technology

preetivats2515@gmail.com

Dr. K. K. Ramachandran[4]

Director/ Professor: Management/Commerce/International Business, DR G R D College of Science, India

dr.k.k.ramachandran@gmail.com

https://orcid.org/0000-0003-0589-4448

Ms. Devleena Banerjee[5]

[5]Assistant Professor, CHRIST University Pune, Lavasa Campus Maharashtra – 412112
devleena.banerjee99@gmail.com

Dr. Ankit Gupta[6]

[6]Associate Professor, Department of Management, ITM Gwalior (M.P) India

prof.ankit7@gmail.com

Abstract

This research analyzes the complicated link between leader trust, governance behavior, and team success in organizations. Governance provides the foundation for rules, procedures, and decision-making, making it crucial to organizational success. The research claims that leader trust influences governance behavior, team dynamics, and performance.

Team performance is crucial to organizational health and efficiency, and governance frameworks affect it. High-performing teams foster innovation, efficiency, and flexibility, which are vital in a complicated corporate environment. Governance, including strategic decision-making, power and responsibility balance, and corporate culture alignment, is vital to organizational guidance and control. The influence of governance behavior on team performance is unclear in the research.

This research examines leader trust, which is essential to governance systems. Honest, fair, and goal-oriented leaders foster a collaborative team atmosphere. However, a lack of leadership trust may lead to skepticism and rejection of governance norms, causing communication and collaboration issues that inhibit teamwork.

Filling a critical literature vacuum, this work is important. Governance behavior, leader trust, and team performance are examined. A systematic literature review is used to gain insights from respected academic databases, journals, and

archives. Leader trust starts a positive feedback cycle, according to the research. Trust increases governing behavior, which boosts teamwork. This cycle builds confidence and collaboration.

Competitive businesses must understand the trust-governance-behavior continuum. one continuum improves decision-making, employee engagement, and organizational performance, according to one research. This study shows the necessity of trust for long-term success and provides academic and organizational counsel.

Keyword: Governance behavior; Team Dynamics; Leader Trust; Teamwork, Organizational success

Introduction

Organizational success depends on good governance. Leader trust influences governance behavior and team performance (Rahayu, et al., 2020).. Governance in organizations is the framework of rules, procedures, and decision-making mechanisms that guide and control activities. The structure sets, manages, and achieves an organization's objectives. Governance structure affects financial performance, strategic direction, and team performance, making it vital for organizational success

Team performance is vital for assessing an organization's health and efficiency. High-performing teams improve creativity, efficiency, and flexibility, helping the company navigate a changing business environment. Organizational leaders who want their teams to contribute must understand team performance variables (Ibrahim, 2021).

Governance behavior affects team performance in complicated ways. Governance behavior is what leaders do to manage and lead the company. Effective governance needs strategic decision-making, balancing power and responsibility, and understanding corporate culture.

Leader trust affects team governance perception and execution. Team members are more likely to endorse and execute governance systems when trust is high states Rakibul-Hasan, et al., (2020). A healthy and collaborative team culture is fostered by leaders' honest, fair, and goal-aligned choices.

However, a lack of leadership trust may damage governance procedures. Team members may reject or doubt choices, causing communication and cooperation issues. This may hurt team effectiveness as the company struggles with internal disagreements and a diminished ability to execute plans

Trustworthy leaders encourage and motivate team members to work hard (Albarracín et al., 2020). This study emphasizes the importance of leader trust in affecting governance behavior and team success. Team members' faith in their leaders is called leader trust. It's essential for good leadership; when team members trust their leaders, open communication, cooperation, and a shared commitment to corporate goals result.

Rational of the Study

This research fills a gap in the literature on governance behavior, leader trust, and team success in companies. These aspects have been studied separately, but their interrelationships have not. This research addresses the gap by examining how governance behavior affects team performance via leader trust. Governance behavior in organizational management has been studied extensively, notably in decision-making and structural frameworks. The influence of governance behavior on team performance is not well studied. This research examines governance choices and team dynamics.

Due to its importance in successful leadership, leader trust and employee engagement have been widely studied. The link between leader trust, governance behavior, and team effectiveness is little studied. This research examines these elements' connection. The practical consequences for organizational performance make this study important. Implementing governance mechanisms is difficult without confidence. The effects on decision-making, teamwork, and organizational performance are examined in this research. Leader trust mediates this connection. High trust levels encourage team members to embrace governance frameworks, encouraging cooperation and efficiency. However, low trust may lead to resistance, skepticism, and poor communication, which can hinder governance systems and team effectiveness.

In conclusion, this study aids academic comprehension and organizational advice. Governance behavior, leader trust, and team performance are examined in this research to fill a vacuum in the literature. It helps firms enhance governance frameworks and build trust-based, high-performing teams for long-term success.

Literature Review

This literature review critically synthesizes governance behavior, leader trust, and team performance theories and empirical investigations. This section reviews current research to offer a complete overview of these topics and identifies gaps that highlight the need for a more nuanced understanding of the relationship between confidence in leaders, governance procedures, and team results.

Governance Behaviour in Organization

Governance behavior in organizational management involves leaders' behaviors, choices, and conduct. Leadership directs, controls, and manages organizational operations, processes, and people. Governance affects an organization's strategic direction, decision-making, and success. Governance conduct is crucial to an organization's success and effectiveness. It sets the rules, methods, and mechanisms needed to realize the organization's goals. Sustainable organizational success depends on good governance, which improves financial, strategic, and team performance.

The agency theory has significantly influenced discussions on governance (Rassouli, et al., 2020). This theory posits that organizations comprise of principals, who are shareholders, and agents, who are managers. Governance mechanisms are implemented to align the interests of these parties. The agency theory posits that organizations consist of principals (shareholders) and agents (managers) who act on behalf of the principals. Governance mechanisms, such as boards of directors, are established to align the interests of the two parties involved. The principal-agent relationship delineates the dynamics and expectations between the owners of an organization and the individuals entrusted with its management.

Governance structures influenced by agency theory impact decision-making processes and organizational objectives (Pruteanu, 2020). This theory examines the impact of mechanisms such as boards of directors and executive compensation on managerial behavior. Comprehending the dynamics is crucial for understanding how governance behavior shapes an organization's trajectory As per to the (Gaghman, 2020), Governance behavior is crucial to organizational performance, determining its efficacy and durability. Governance behavior meticulously constructs the framework of rules, processes, and mechanisms needed to guide the company toward its goals. This framework guides decision-making, accountability, and corporate purpose and vision alignment.

Financial performance benefits from good governance. Strong governance frameworks help organizations make smart financial choices, distribute resources wisely, and avoid risks. This improves financial stability and resilience, supporting long-term success. Governance procedures' openness and accountability reassure investors, creditors, and shareholders, improving the company's finances.

The stewardship Theory emphasizes managers as stewards who prioritize the organization's best interests stataes (Keay, A. 2017). According to this view, good governance requires trust and collaboration between leaders and subordinates and a shared commitment to corporate objectives.Unlike agency theory, stewardship theory emphasizes leader-subordinate devotion. Effective governance requires managers to create trust and teamwork to prioritize the organization's best interests as stewards.

Governance behavior also affects strategic alignment. A clear governance structure aligns corporate choices with strategic goals and long-term vision. According to the Stenling. et al., (2022), Effective governance processes help leaders make choices that support the organization's purpose, values, and objectives. Strategic coherence improves organizational agility, flexibility, and capacity to handle complex and changing business contexts, laying the groundwork for long-term success.

Governance conduct affects organizational team performance greatly. Clear governance frameworks foster team accountability, cooperation, and responsibility. Leaders who make ethical and transparent decisions create a healthy

workplace culture that boosts morale and engagement. High-performing teams boost innovation, efficiency, and flexibility, helping the company adapt to problems and opportunities.

In the views of (Hijazi, 2021), Effective governance is essential for organizational longevity. It underpins good financial management, strategy coherence, and organisational culture. Governance behavior becomes more important in maintaining resilience, adaptation, and long-term success as firms traverse the current business world.

Team Dynamics in Organization

As per to the (ftikhar et al., 2023), Team dynamics, the intricate interplay of psychological factors inside a group, affects an organization's success. Open communication, idea exchange, and constructive dispute resolution are crucial for good teamwork. Cohesive teams attain goals together. This unity boosts productivity and innovation by accepting diversity and creativity. Knowing team dynamics may help leaders inspire and drive their teams to achieve organizational objectives. This talent creates a trusting, motivating culture.

However, Harris, et al., (2023) argues Negative team chemistry may hurt. Communication failures, unsolved disagreements, and discord slow growth and create a hostile workplace. Dysfunctional dynamics may alienate team members, hindering cooperation and encouraging competition. Fear, distrust, and a lack of idea sharing limit productivity and creativity.

Khan, et al., (2020) states Leadership effectiveness depends on team dynamics. Leadership skills include conflict management, trust building, and team alignment with company goals. Positive team dynamics boost employee happiness and retention. Their friendly work atmosphere makes employees feel appreciated and engaged. However, negative dynamics may cause employee dissatisfaction and turnover as competent workers seek better jobs. Team dynamics affect company culture, communication, dispute resolution, productivity, creativity, and employee well-being. Companies seeking long-term success in a dynamic and competitive world must recognize and promote healthy team dynamics.

Integration of Organization Behaviour and Team dynamics

Organizational behavior and team dynamics must be integrated to create an effective workplace that fosters healthy connections and teamwork. Organizational behavior examines employee attitudes and actions to reveal leadership styles, communication patterns, and employee motivation. This information helps explain how these individual elements interact in the group setting when paired with team dynamics.

Leaders who understand organizational behavior may improve team dynamics. Motivational theories may help motivate and engage teams. Organizational behavior studies how communication patterns may be tailored to facilitate information sharing and teamwork. Organizations may discover and address individual and group difficulties by studying team dynamics from an organizational behavior viewpoint (Gigliotti, et al., 2023). This integrated approach covers workplace dynamics including conflict management, cooperation improvement, and team goal alignment with company goals.

Through the use of organizational behavior concepts in team dynamics, firms may create a workplace culture that values diversity, encourages open communication, and promotes individual and collective growth. This comprehensive strategy boosts teamwork, employee happiness, and retention (Filho, 2018).

Integrating organizational behavior and team dynamics allows firms to comprehensively address difficulties, enhance individual and team performance, and create an innovative, long-term success-friendly workplace. In the present dynamic and competitive corporate world, understanding human behavior and group dynamics is essential for organizational performance.

Figure 1: Organization Behaviour and Team dynamics

The influence of Leader Trust and Organization Behaviour

Organizational effectiveness and success depend on leader trust and organizational behavior. Leadership trust affects employee attitudes, motivation, and performance. Employees who trust their leaders are more engaged, committed, and eager to work hard. Trust promotes psychological safety, open communication, and teamwork.

However, lack of confidence in leaders may lower staff morale, skepticism, and dedication. Distrust may result from perceived dishonesty, inconsistency, or incompetence. Such situations may lead to employee disengagement, which can hurt company performance.

Organizational behavior—the study and management of individual and group dynamics, communication, and motivation—influences workplace culture. Good organizational conduct fosters cooperation, creativity, and adaptation (Brown, 2023). Leaders who understand organizational behavior may improve team dynamics. Motivational theories may help motivate and engage teams. Organizational behavior studies how to adjust communication patterns to increase information flow and teamwork.

Leader trust affects organizational behavior dynamically. Trustworthy leaders promote organizational behavior, which builds trust. Trust and organisational behaviour constitute a positive feedback loop. Lack of trust may start a loop that hurts an organization's performance (Estes, & Pandey, 2023). Organizations aiming to create a workplace culture that values collaboration, creativity, and employee well-being must recognize and nurture this link to succeed in today's dynamic and competitive business climate.

The influence of Leader Trust and Team Dynamics

Leader trust and team dynamics impact organizational performance, both positively and negatively. Positive team dynamics need leader trust. It fosters open communication, teamwork, and goal-setting. When team members trust their leader, they are more likely to participate, contribute, and work together to achieve goals, enhancing team performance.

Positive team dynamics boost organizational performance via cooperation, creativity, and adaptation. Teams with respect, good communication, and a common goal may overcome obstacles, foster innovation, and achieve goals. This positive loop promotes trust and collaboration, boosting team and organizational performance (Delice et al., 2019).

However, a leader's lack of trust may cause communication issues, disagreements, and low morale. In such instances, team performance may suffer, making corporate objectives harder to attain. Dysfunctional team dynamics may prolong a distrust loop that inhibits cooperation and lowers trust. This unfavorable dynamic affects team effectiveness and organizational productivity and employee happiness.

Organizational success depends on leader trust and team dynamics. Innovation, cooperation, and goal achievement benefit from trust and teamwork. However, distrust may harm teamwork and organizational effectiveness. Organizations must recognize and manage this link to create a positive and productive workplace (Fox et al., 2021).
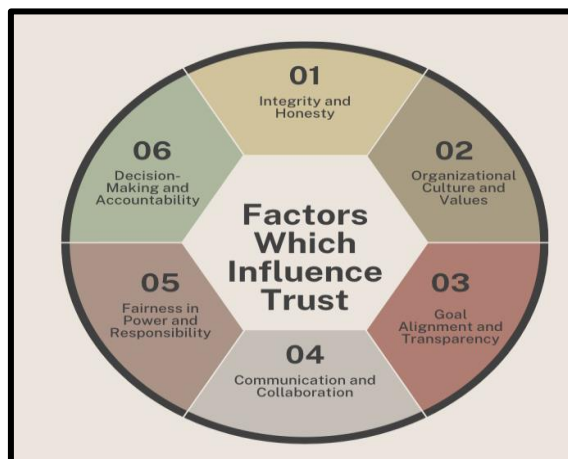
Figure 2: Leadership Factors

Methodology

A Systematic Literature examine (SLR) is an organized way to examine and synthesize information on a subject or issue (Alerasoul et al., 2022). A thorough literature search is followed by a careful examination of the selected research. This study employed a systematic literature review using secondary data from recognized academic databases, journals, and repositories. A thorough literature search on governance behavior, leader trust, and team performance is conducted. To cover relevant literature, PubMed, JSTOR, Scopus, and others are used. Titles, abstracts, and full-texts are carefully examined, with inclusion criteria prioritizing peer-reviewed papers, books, and reports published within a certain period. The literature was selected from the years 2017 to 2023. This research uses a rigorous selection procedure to collect empirical findings, theoretical frameworks, and conceptual debates on the selected themes. Data extraction organizes key information from selected literature. Patterns and links are found using theme analysis. To guarantee the trustworthiness of the synthesized results, the literature is rigorously evaluated for study design, methodology, and sample size. This systematic method, based on extensive academic database research, seeks to understand the complex link between governance behavior, leader trust, and team performance in organisations.

Data Analysis

The selected literature on governance behavior, leader trust, and team performance is analyzed and interpreted using content analysis during data analysis. Identifying literary themes, patterns, and links allows for a full textual analysis. This research uses content analysis to expose literature's hidden meanings, ideas, and contextual subtleties. The study includes governance behavior, leader trust, and team performance interactions and relationships. This strategy provides a methodical and rigorous manner to get insights into these variables' complicated interactions. Content analysis may uncover hidden meanings in text data, allowing a detailed study of organizational effectiveness and team dynamics.

Results/Findings

This study shows the complex relationships between leader trust, governance behavior, and team effectiveness. A comprehensive investigation shows that strong leader trust affects governance behavior. Trustworthy leaders make strategic decisions, balance authority and responsibility, and understand and fit with the business culture. Leader trust is strongly correlated with team members' support and implementation of governance systems. Team members are more inclined to adopt and actively engage in governance frameworks when trust is strong, fostering organizational success (Da Silva Souza & Takahashi, 2019).

The research examines how leader trust affects governance behavior and team dynamics and performance. The study shows that good governance improves teamwork. Leadership that promotes collaboration and transparency improves communication, responsibility, and team commitment to corporate objectives (Moreno-Serra et al., 2019). Effective governance fosters favorable team dynamics, which boost creativity, efficiency, and adaptability, improving team

performance. This shows that the leadership trust-governance behavior-team dynamics continuum is critical to corporate team performance and health.

The study found a positive feedback loop started by strong leader trust. This loop shows that trust motivates good governance, which improves team dynamics and fosters trust and cooperation. This cyclical interaction helps organizations succeed. The study shows that trust and teamwork help firms make good choices, solve complicated problems, and seize opportunities. The positive feedback loop improves decision-making, collaboration, and performance, establishing the company for long-term success in a changing business environment.

Overall, the results underline the importance of trust in organizational performance. Leadership trust improves financial stability, strategy coherence, and team performance (Kolbe & Boos, 2019). Leader trust, governance behaviour, and team performance improve workplace harmony and resilience. In an ever-changing and competitive business environment, trust is crucial to long-term success, according to the survey. Thus, firms that focus and develop leader trust have better decision-making, employee engagement, and performance.

In a nutshell, this study illuminates the complicated relationship between leader trust, governance behavior, and team performance. Trust in leadership promotes good governance and high-performing teams, according to the research (Abimbola et al., 2019). Organizations must recognize and comprehend these interrelationships to succeed in the dynamic and competitive environment, as the trust-governance-behavior continuum is crucial to success and longevity.

Table 1: Summary of Research Findings

Outline	Findings
Impact of Leader Trust on Governance Behavior	Trust in high-level leaders improves governance behavior, including strategic decision-making, authority and responsibility allocation, and business culture. Trust is essential to governance system promotion and implementation.
Relationship Between Governance Behavior and Team Dynamics	Positive governance behavior, which is influenced by the trust placed in leaders, is associated with enhanced team dynamics. Transparent and collaborative governance promotes open communication, accountability, and shared commitment among team members.
Effect of Team Dynamics on Performance	Positive governance fosters enhanced team dynamics, leading to improved creativity, efficiency, and flexibility, ultimately enhancing overall team performance.
Formation of Positive Feedback Loop	Trust in high-level leaders leads to good governance, improved team dynamics, and increased trust and cooperation. The cyclical nature of this connection is fundamental to organizational performance.
Trust as a Key Component for Organizational Success	Leadership trust improves financial stability, strategy coherence, and teamwork. When leader trust, governance behavior, and team performance are linked, organizations succeed long-term.

Conclusion

In summary, this research illuminates the intricate relationships between leader trust, governance behavior, and team success in businesses. The research shows that leader trust affects governance behavior, team dynamics, and performance. Trustworthy leaders promote governance system implementation via strategic decision-making, balanced authority and responsibility allocation, and company culture alignment. High leader trust creates a positive feedback loop, according to this research. Trust in leaders improves governance and teamwork. This cycle builds organizational trust and collaboration. In dynamic corporate situations, the cyclical connection is essential for organizational success.

The study shows that trust is crucial to organizational performance. Financial stability, strategic coherence, collaboration, and employee engagement increase with leadership trust. Leaders that are trusted make better decisions, engage employees, and perform better over time.

In today's fast-paced, competitive business climate, firms must understand and develop the trust-governance-behavior continuum to succeed. This research advances academic knowledge and organizational direction. It offers insights to strengthen governance frameworks and build top teams.

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