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Anti-doping efforts in Norwegian ice hockey and golf

A qualitative research on anti-doping preventive measures
and implementation in ice hockey and golf

Masteroppgave i idrettsvitenskap
Seksjon for kultur og samfunn
Norges idrettshøgskole, 2018

Abstract

The primary purpose of this master thesis is to examine anti-doping preventive measures in the Norwegian Golf Federation (NGF) and the Norwegian Ice Hockey Federation (NIHF). Furthermore, the thesis studies how expectations from the institutional environment affect the two sports federations concerning the implementation of anti-doping preventive measures. The thesis focuses specifically on the implementation of preventive measures towards junior athletes. The Norwegian Anti-Doping Agency (ADNO) has the national responsibility for anti-doping efforts in Norwegian sports. ADNO has provided standard educational programs for Norwegian sports federations and clubs, and the implementation (or lack thereof) of these programs in the studied sports is a particular focus of the thesis.

The study has a qualitative research design, and I have employed semi-structured interviews to interview informants from both federations and two clubs from each sport. In addition, one representative from the Norwegian Anti-Doping Agency (ADNO) was interviewed. The sample was strategically chosen based on the informant's responsibilities and knowledge about doping.

The theoretical framework employed is new institutionalism and implementation theory. In new institutionalism, the term isomorphism explains why and how organizations become more similar to each other because of pressure from the institutional environment. In addition, isomorphism refers to how organizational change occurs because organizations seek legitimacy. Implementation theory describes processes of implementation in an organization. A specific question of interest is whether implementation happens mainly from the top and downwards in the organizations or the other way around.

The results showed that both federations are in a starting phase regarding anti-doping work. However, both federations have anti-doping preventive measures for their members especially for elite players in both the senior and the junior category. The federations employed primarily the "Clean Athlete" program as their anti-doping preventive measure for the members. Regarding the clubs, they did not employ any of ADNO's educational programs. However, the interviewed ice hockey clubs had

implemented some preventive measures on their own initiative. The interviewed golf clubs had not implemented any anti-doping preventive measures. However, NGF decided that in order to be counted on the national ranking systems, players are required to conduct the “Clean Athlete” program from ADNO.

Furthermore, the results showed that coercive isomorphism was present on different levels. Firstly, Norwegian Sports Confederation and Olympic and Paralympic committee (NIF) has decided that all sports federations in Norway have to be certified as “Clean Federations” (another ADNO program), if not they will lose ten percent of the funding from NIF. As such, NIF puts pressure on federations such as NGF and NIHF to implement anti-doping preventive measures. Within golf, NGF puts pressure on their elite members. In particular, members who play national tournaments are required to conduct the “Clean Athlete” program. In ice hockey, NIHF similarly puts pressure on elite players, mainly those playing for national teams. All national team players are required to conduct the “Clean Athlete” program.

Concerning mimetic isomorphism, the interviews indicated that NIHF looked at anti-doping work in handball, which is a similar sport in terms of intensity and physicality. None such explicit mimetic isomorphism was identified in the case of golf. Regarding normative isomorphism, the institutional environment expects sports organization to implement and address anti-doping work with effort. Lastly, in terms of implementation theory, the thesis demonstrates a clear top-down approach in both sports, where pressure from NIF to implement ADNO’s programmes can be considered the main driving force of implementation.

Key words: Anti-doping, New institutionalism, Isomorphism, ADNO, Preventive measures, Golf, Ice Hockey, Implementation, Top-Down, Bottom-Up. “Clean Federation”, “Clean Club”, “Clean Athlete”.

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Acknowledgement

An intensive and an educational year have gone by and I am humble that I have been able to spend a year researching on something that I am truly passionate about such as anti-doping work. It has been a long, tough road but also an exciting one.

Although I have been writing this master thesis and spent plenty hours preparing it, many people have helped me on the way.

I want to thank all my informants for participating in the interviews and for many interesting conversations/interviews. Secondly, I want to thank my supervisors, both Sigmund Loland and Morten R. Sandvik for good advices and feedbacks.

Lastly, I want to thank my sister for helping with correcting the language. I really appreciate everything you have done for me this last year. In addition, I want to thank my mom and dad for support through the years and to my fellow students for all the help and having a good time studying at NIH.

Oslo, 30. may 2018

Mats Danielsen

1. Introduction

Doping in sports has recently been heavily exposed in the media with athletes being suspended for usage of doping both intentionally and unintentionally. In Norwegian sports, three athletes have recently been banned for anti-doping violations. The cross-country skier Martin Johnsrud Sundby gave two urine samples in which the level of asthma medication salbutamol exceeded the limit set in the anti-doping regulations. Therese Johaug, also a cross-country skier, tested positive after using a lip cream that contained the prohibited substance clostebol. Ruth Kasirye, a weightlifter, consumed the prohibited substance meldonium under acute medical treatment, and gave a positive doping test (Tingve, 2017; Braastad, 2016, Jorem, 2016). Arguably, with these doping cases, the Norwegian public and sports organizations have been enlightened that doping cases are complex and nuanced; that doping does not always appear intentional. The complexity and nuance of doping cases point to the importance of anti-doping education and knowledge, to prevent apparently unnecessary anti-doping violations.

According to the World Anti-Doping Code (WADC) article 2.1-2.10, several actions or states-of-affairs count as anti-doping violations. Some of the definitions of doping within The Code include:

2.1 Presence of a Prohibited Substance or its Metabolites or Markers in an Athlete's Sample.

2.2 Use or Attempted use by an Athlete of a Prohibited Substance or a Prohibited Method.

2.3 Evading Sample Collection

2.4 Filing Failures and Missed Tests.

2.5 Tampering or Attempted Tampering with any part of Doping Control.

2.6 Possession of a Prohibited Substance or a Prohibited Method.

2.7 Trafficking or Attempted Trafficking in any Prohibited Substance or Prohibited Method.

2.8 Administration or Attempted Administration to any Athlete In-Competition of any Prohibited Method or Prohibited Substance, or Administration or Attempted Administration to any Athlete Out-of-Competition of any Prohibited Method or any Prohibited Substance that is prohibited Out-of-Competition.

2.9 Complicity in an Anti-Doping Rule Violation.

2.10 Prohibited Association (WADC, 2015).

As such, the various anti-doping violations imply that prevention is considered to be not only about convincing athletes that doping is wrong, but also about providing sufficient information and knowledge in order to avoid unnecessary doping violations.

The establishment of World Anti-Doping Agency (WADA) and The Code was essential landmarks for anti-doping work due to the previous lack of features among global anti-doping regimes (Houlihan, 2002). Although there is a strong focus on anti-doping work, as with drugs and narcotics in the community, the chance of sports being entirely free for doping is unrealistic. Still, it is widely considered that sports need to continue the fight for doping-free sports. In the prevention of doping, WADA suggests that education is an essential tool that should be implemented by sports organizations (Houlihan, 2002).

Regarding anti-doping work in Norway, Norwegian Sports Federations have the responsibility themselves to implement anti-doping preventive measures in their respective sports in collaboration with the ADNO. ADNO has provided self-prepared anti-doping educational programs for sports federation to implement such as “Clean Athlete,” “Clean Club” and “Clean Federation.” The anti-doping educational programs are intended for all support groups in sports such as medical experts, administration, players, and coaches. Therefore, I found it interesting to examine how two sports federations are implementing anti-doping preventive measures. I find it especially interesting to explore the focus towards young athletes because forming healthy attitudes early against doping is commonly considered vital for avoiding anti-doping violations later in their careers (Backhouse, 2015). Therefore, I ended up with the research question: How does the Norwegian Ice Hockey Federation and the Norwegian Golf Federation implement anti-doping preventive measures at the federation and club level?

1.1 The Research Question of the Study

Doping is considered as a problem in sports and therefore it is essential to implement and study anti-doping prevention. Today, there are different challenges towards anti-doping prevention as the possibilities to “dope” increases with new methods approaching such as gene doping (Singler, 2015). In Norway, sports federations have the responsibilities in collaboration with ADNO, to organize and implement anti-doping efforts in their sports. As such, it would be interesting to examine sports federations in Norway and look at how they are implementing anti-doping preventive efforts. In deciding the participating federations of my study, I wanted to look at two different sports concerning physicality and intensity such as ice hockey and golf. I decided to examine ice hockey and golf because I wanted to look at one high intensity sport and one low-intensity sport. Regarding the doping risk in both sports, according to Handelsman (2015), all the different variations of sports have the necessity of a specific skill. Concentration sports might profit from the use of substances that reduce anxiety such as beta-blockers or glucocorticoids, while high-intensity sports that have a high risk of injuries will benefit from the use of various growth performance-enhancement drugs. High-intensity sports usually consist of contacts sports, which includes ice hockey, while golf is a mental game where concentration over an extended period is essential. Therefore, based on my previous knowledge and literature about the doping risk, I assume that ice hockey has a medium/high risk for doping, while golf has a medium/low risk.

Internationally, there have only been a few doping occurrences in both sports. During the last ten years, three doping violations have occurred in golf and five in ice hockey. In Norwegian sports, there have been two doping cases in golf and eleven in ice hockey between 2008- 2017. As both of the doping cases in Norway in golf were related to the usage of cannabis, it is fair to say that doping has not been a problem in the sport in Norway. Other than the doping risk, I also wanted to study a team sport and an individual sport. The reason being that I wanted to explore the contrast between a team sport and an individual sport concerning thoughts about doping and anti-doping preventive efforts.

In addition, to interview key persons in the federations, I decided to interview individuals in two clubs in each of the federations to examine the implementation of anti-doping preventive measures on club levels. In addition, I wanted to look into the collaboration between the federations and ADNO. Based on my interests I have compiled my research question:

- How does the Norwegian Ice Hockey Federation and the Norwegian Golf Federation implement anti-doping preventive measures at the federation and club level?

In order to cover my main research question, I asked the following sub questions.

- How does NGF and NIHF implement anti-doping preventive measures towards junior athletes between the ages 13- 19?
- How does the institutional environment affect (in terms of isomorphic pressure and legitimacy) federations to implement anti-doping preventive work?
- How is the implementation of anti-doping work in golf and ice hockey?
- How are NGF and NIHF implementing WADA's and ADNO's recommended best practice concerning anti-doping work?
- What are the similarities and differences between golf and ice hockey regarding anti-doping efforts and how could these similarities and differences be explained?

In order to be able to understand and explain my results, I need a theoretical framework. For this project, I have chosen new institutionalism and will examine if isomorphism affects federations and clubs working practices regarding anti-doping work. Does federations and clubs become more similar to each other? The institutional environment puts pressure on organizations, which forces an organization to change. Therefore, it is interesting to see how different variations of pressure, force federations or clubs, to implement anti-doping preventive measures. In addition, it is interesting to see if federations or clubs try to imitate successful organizations concerning anti-doping work. To be able to understand the implementation process of anti-doping work in both sports federations, I have employed implementation theory.

1.2 Overview of the Thesis

The thesis is divided into eight chapters. The first chapter includes an explanation for choosing the research question and the goals and purposes of the research. The second chapter presents a background context about different anti-doping levels such as WADA, the WADA Code and the Norwegian Anti-Doping Agency (ADNO) and clarifies their anti-doping preventive measures. In addition, I will present an introduction to the two different sports and the chosen clubs. The third chapter revolves around previous relevant research on anti-doping work in sports. The fourth chapter covers the theoretical framework, which includes new institutionalism and implementation theory, and I will clarify different relevant aspects to the research such as institutional field and isomorphism. The fifth chapter contains the methodical framework in which I describe how I collected, analysed and discussed my data to answer the research question. The sixth chapter covers the results. I will present different preventive measures employed by the federations and clubs and challenges concerning anti-doping work. In the seventh chapter, I will connect the discussion to the chosen theoretical framework, which is isomorphism and implementation theory. In addition, I will connect the preventive measures employed by the federations and clubs with WADA's and ADNO's recommended best practice concerning anti-doping work. In the final chapter, there will be a conclusion and further directions for relevant research projects.

2. Contextual Background

2.1 *Anti- Doping Policy before WADA*

Doping in sports is not a recent phenomenon. Indeed, it is believed that athletes in ancient Rome, Greece, and Egypt used performance-enhancing substances (Hanstad, 2009). Later, in the nineteenth century, substance use occurred in sports such as cycling and swimming with the substances mainly being caffeine, cocaine, and alcohol (Hanstad, 2009). The initial increase of drug use in sport occurred at the beginning of the twentieth century, but the definite increase of the doping issue occurred during the Second World War. The drug use primarily revolved around substances that improved mental awareness among military troops during the war. After The War, the popularity of anabolic steroids use increased considerably, initially amongst the Soviet athletes in the Olympics in Helsinki in 1952. Because of the Cold War, researchers suggest that the steroids abuse occurred on both sides of the iron curtain, which involved the USA and The Soviet Union because of the competitions between them. Others also suggested that the increased use of doping occurred because of the development of pharmaceutical industry and further focus on medications (Hanstad, 2009).

During the Olympic Games in Rome in 1960, cycling experienced the death of a Danish cyclist, which made the International Olympic Committee (IOC) form a medical committee in 1961 and later to a commission in 1967. The intended tasks of the commission included providing doping control and updating the prohibited substance list. At the Winter Olympic Games in Grenoble in 1968, the first doping tests were completed. Later, the fight against doping continued with IOC playing an important role. Still, there was an issue with anti-doping work because it did not appear sufficient and with a lack of enthusiasm by different levels of sports such as international federations and National Olympic Committees (NOC). Certain countries such as Belgium, France, and the Scandinavian Nations, showed a further willingness to promote anti-doping work. Other governments, notably East Germany and The Soviet Union, chose to include a systematic doping regime in enhancing their sports performances. (Hanstad, 2009). At the beginning of the 90s, further countries had an increased focus on anti-doping work and then in 1991, the included countries created a memorandum of understanding between governments that would help them develop and implement programmes designed to prevent the use of doping. They continued their

collaboration in different meetings during the 1990s (Hanstad, 2009). Summed up, according to Houlihan (2007) the anti-doping work before 1999 was characterized by lack of efforts, momentum, and resources. Regarding the first anti-doping policy formulated by International Sports Federations, cycling and athletics were prominent actors. The reason cycling wanted stronger anti-doping policies was the evidence of stimulating substance use among athletes (Houlihan, 2015).

2.2 WADA

With the scandal in Tour de France in 1998 where French customs and police officers revealed doping use in cycling, a world conference on doping in sport was held in Lausanne in 1999. At the conference, IOC decided to establish a World Anti-Doping Agency (WADA). By the fact that governments were significant in the discovery of doping cases, they wanted to be included and have a central role in the anti-doping agency (Hanstad, 2009). Some of WADA's objectives include promoting and coordinating the battle against doping, strengthen ethical principles, updating the prohibited drugs and methods list, develop technical standards, establish equal rules and disciplinary procedures, anti-doping education, preventive programs and perform research against doping (Chappelet & Mabbott, 2008).

The highest organ of WADA, the foundation board, consists of 50 percent members from the Olympic movement and 50 percent members from public authorities. WADA is interested in a high degree of transparency in their work, several documents could be found on the Internet, and media have the opportunity to attend meetings of the foundation board. WADA's vision describes as "*a world that values and fosters doping-free sport*" (Chappelet & Mabbott, 2008, p.141).

According to Hoberman (2005), already few years after WADA's establishment, WADA had developed more credibility than IOC ever earned regarding the issue on doping. There were though certain challenges in terms of the effectiveness. Firstly, there was an issue with the payment to WADA, where countries seemed to have a habit of not meeting the payment deadlines. As such, it was speculated that WADA might not have enough funding to fight doping all over the world. Secondly, WADA had a challenge with governments, which did not always show the greatest willingness in providing doping controls on a regular basis (Hoberman, 2005). According to Houlihan (2015), a

numerous of international sports organizations are satisfied with WADA's anti-doping efforts. As such, the international sports organizations will not prioritize anti-doping activities themselves (Houlihan, 2015).

Although there have been several positive remarks in the operation of WADA, a numerous of scholars are more critical to WADA. Smith & Stewart (2008) describes the current anti-doping policy of WADA as both ambitious and inconsistent in different ways. Some of the mentioned examples refer to the fact that athletes are not setting a good example because of alcohol abuse and evidence that sport could increase injury and such. WADA also claims that lack of doping will provide fairer competition amongst athletes. Smith & Stewart (2008) suggests that this is inconsistent with reality because there will be for example talented sports athletes gifted with good genes, providing an advantage in sport. Lastly, there is an example of protecting athlete's health. WADA claims that performance-enhancing substances are bad for athlete's health but again is inconsistent with the fact that sports such as boxing and American football are dangerous to people but athletes are still allowed to participate. Similarly, Kayser, Mauron & Miah (2007) questions the inconsistency of the ethical aspects and suggesting among other things that doping should be allowed in sports to equal the genetic and environmental differences to enhance a level playing field. They also claim that anti-doping does not prevent damaging of health in sports because the sports itself are producing health risks.

Furthermore, Kayser & Smith (2008) argues that *“current anti-doping policy is essentially a costly, repressive, zero tolerance approach in elite sport and critical systematic examination of the impact of anti-doping policy is urgently needed”* (Kayser & Smith, 2008, p. 87). According to Waddington & Smith (2009), non-sporting organizations have been more effective than WADA in terms of anti-doping efforts. Moreover, they claim, *“the traditional punitive approach adopted by WADA, as well as WADAs educational programmes, are likely to have a relatively limited impact...also suggested that WADA policy is likely to be ineffective in terms of protecting the health of the athletes”* (p.230). Waddington & Smith (2009) therefore argues that instead of having a “law and order” approach that they see as ineffective, WADA should instead focus on harm reduction, which the International Cycling Federation (UCI) did with cycling. UCI denied athletes participation if their blood levels were too high.

2.3 World Anti-Doping Code

One of WADA's general priorities includes a universal anti-doping code, which will apply to all countries and amateur/professional sports. The Code aims to understand what is forbidden in and outside competitions but also norms for specialized laboratories and control procedures. The World Anti-Doping Code was officially formed in Denmark in March 2003 and became effective in use in January 2009. The Code has since then been improved and revised several times. The Codes signatories include IOC, International federations, NOCs and the International Paralympic Committee (IPC) (Chappelet & Mabbott, 2008; WADA, 2015).

More specific The Code is the essential document, which includes standard anti-doping policies, rules, and regulations for sports organizations and public authorities to follow (WADA, 2015). In performing consistency with the anti-doping work, WADA has established five international standards. The five international standards include:

- Testing.
- Laboratories.
- Medical exemptions.
- Prohibited substances and methods list.
- Protection of privacy and personal information (WADA, 2015).

The Code has shown excellent harmonization ability in the anti-doping work worldwide since its entrance. In addition, The Code is still developing regarding rules, regulations, and policies. Developing updated rules, regulations and policies are necessary because of the continuous developing in ways to avoid being caught and the arising of new substances. Right now, The Code has been accepted by over 660 sports organizations and to be compliant with The Code; three steps are required: Acceptance, implementation, and enforcement (WADA, 2015). Acceptance of The Code refers to agreeing to the principles, which The Code demands and with accordance.

Implementation of The Code implies the implementation of the rules, regulations, and policies and lastly, enforcement revolves around enforcing the rules, regulations, and policies (WADA, 2015). Houlihan (2007) claims that The Code has been successfully implemented by WADA and describes as the most significant contribution to anti-doping work. Further, Houlihan (2007) describes The Code as *“an extremely successful*

document which not only introduced a considerable degree of harmonization of policy and practice in anti-doping but also established a framework for continuing and closer cooperation between governments and their domestic federations” (Houlihan, 2007, p.18).

Regarding the primary purpose of The Code, it describes as *“to protect the athletes fundamental right to participate in doping-free sport and thus promote health, fairness, and equality for athletes worldwide”* (WADA, 2015, P.11). Values are important factors in sports, and we talk about “Spirit of the Sport” or Olympics as central aspects of fair participation among athletes. Some of the essential values in sport revolve around fair play, honesty, health, teamwork, respect for laws and rules, fun and joy, etc. Hence, doping is contradicting against these values and therefore seen as damaging of sports (WADA, 2015).

The goal of strategic objectives for WADA includes:

- *Preserve the integrity and value of sport and youth*
- *Actively promote the “level the playing field” philosophy*
- *Act independently, professionally and without bias or influence (WADA, 2015, p.3)*

John Fahey, former president of WADA states:

WADA is committed to protecting the rights of clean athletes, where hard work and talent are justly recognized and doping cheats are exposed for what they are. Clean sport is fundamental to a healthy society and sets the best example for future generations of athletes (WADA, 2015, p.3).

According to WADA, they developed strategic plans for attempting to address the doping problem in sports (WADA, 2011). As such, one major task for WADA is to ensure signatories doing their job of conducting The Code and provide complete reports back to WADA. Therefore, WADA suggests that they will be in control and monitor the occurrence of anti-doping efforts in the different sports departments (WADA, 2008).

2.4 WADA Best Practice Model

According to WADA and The Code, a large part of doping prevention in sports is conducted by providing educational programs among athletes, primarily focused on younger age groups. The objective of the programs is described as “*prevent the intentional or unintentional use by athletes of prohibited substances and prohibited methods*” (WADA, 2015, p. 96). WADA suggests that the information is an essential key factor for prevention of doping in sports, particularly amongst younger athletes. Therefore, information on anti-doping should be implemented in schools. A significant part of the educational programs is to provide correct and updated information about certain areas such as anti-doping rule violations, the prohibited list, doping control procedures, consequences of doping, managing the risks of supplements, the harm of doping in the spirit of the sport and such. WADA suggest that not only athletes should conduct the programs but also parents, coaches, sports clubs and schools (WADA, 2015). Moreover, WADA claims that athlete support personnel have a responsibility for educating athletes with anti-doping policies and rules that correspond with the Code. In addition to that, “*all signatories shall promote and support active participation by athletes and athlete support personnel in education programs for doping-free sport*” (WADA, 2015, p. 97). Hence, the signatories should allocate the appropriate amount of resources for implementing the programs in all necessary areas of sport. Therefore, according to WADA, national federations’ have the responsibility for anti-doping knowledge in their sport and national federations are required to incorporate anti-doping education. Furthermore, the collaboration among signatories (IOC, NOCs, IPCs, and IFs) and governments explains as an important aspect of developing, implementing and providing good practice concerning anti-doping work. Collaboration is also significant in terms of sharing experiences and providing effective preventive anti-doping programs among all involved parts of sports (WADA, 2015).

In educating athletes, there are several learning options. WADA has developed different learning mechanisms for, especially younger athletes. The different learning methods include for example anti-doping books, parent guides, computer games, card games, brochures, quizzes, and e-learning modules. Hence, WADA has provided different learning offers to ensure sufficient knowledge about doping (WADA, n.d.).

2.5 Anti-Doping Work in Norway: a Historical Overview

Norwegians are described as people with healthy negative attitudes and a disapproving mentality about doping (Gilberg, Breivik & Loland, 2006). In the article about Norwegian anti-doping policy produced by Hanstad and Skille (2008), Norway is stated to be the first country to perform unannounced testing outside competitions, which occurred in 1977 (Hanstad & Skille, 2008).

The starting point of anti-doping work in Norway from a sporting perspective occurred at the beginning of the 1970s. At the general assembly of the Norwegian Confederation of Sports (NIF) in 1973, which is the highest organ for Norwegian sport, they agreed upon disapproval of performance-enhancing drugs in sport. Later in 1976, the general assembly decided to initiate testing of Norwegian athletes for anabolic steroids. After 1978, every Norwegian sports federation was required to perform control measures. In 1980, expansion of control measures included substances and methods that the IOC stated as illegal. Summed up, Norwegian sports followed what IOC meant was fair practice regarding doping. In 1988, the IOC decided to select Aker University Hospital as the main doping laboratory for Norway (Kulturdepartement, 1999).

NIF decided in the early 90s to form a general plan for its anti-doping work, and the result came in 1992 when the plan for 1992-1995 was formed. Other measures such as focusing on young athletes were set into motion in 1997 with the project “Anti-Doping Work in Schools.” For learning about anti-doping, Norwegian high schools and some selected junior high schools were included in the project, educational material was distributed, and the schools provided lectures with former drug abusing athletes. As Internet connections became common among the general public around the turn of the millennium, an anti-doping handbook was produced for athletes online, both for elite and young, professional and amateur (Gilberg, Breivik & Loland, 2006).

Despite the general anti-doping stance in Norway, the country has still experienced some cases of doping violations since the late 1970s. Between 1977 and 1985, 24 Norwegian athletes violated the doping regulations, but between 1998- 2002 the number increased to 38 (Gilberg, Breivik & Loland, 2006). I assume that many of the suspended athletes came from doping vulnerable sports such as powerlifting etc.

Hans B. Skaset proved to be a significant person for the Norwegian anti-doping work in the 1990s and onwards. Skaset went from being president of the National Olympic Committee (NOC) to the director general of Department of culture (DSP) and decided to devote government money specifically for anti-doping purposes. Resources is a vital aspect of the anti-doping work and Skaset provided in 1995s budget 7.1 million for that cause and an additional 2 million to Aker University hospital for laboratory work (Hanstad & Skille, 2008). That number increased through the years and in 2006, anti-doping Norway received 18.5 million and Aker University hospital 3.9 million (Council of Europe, 2008). According to Rune Andersen, substances assigned for anti-doping helped Norway in keeping their strong position in the world as a leading anti-doping agency and NIF would probably not use an extent of funds for anti-doping work if they were not earmarked for that purpose (Andersen, 2005)

In 1997, the government and NOC also established a working group on anti- doping efforts (Hanstad & Skille, 2008). Summed up, it is fair to say that Skaset has provided a great deal of work in further progressing the Norwegian anti- doping work, both in terms of making it more efficient and becoming pioneers in international anti-doping work for several years.

2.6 Anti- Doping Norway

The establishment of the Norwegian Anti-Doping Agency (ADNO) occurred in June 3rd, 2003 by NIF and the Department of Culture and Church (KKD). ADNO is functioning as an independent foundation. Therefore, ADNO has the primary responsibility for all doping controls and prosecution activities, which occurs without inference of NIF and the government. In addition, ADNO has the responsibility for both preventing doping use among athletes but also in the contribution to a doping-free community. Department of culture delivers economic substances to ADNO for sports purposes, while department of health provides funds to measures outside sports (ADNO, 2017). For someone, this might be seen an issue in case of the independence of ADNO, but Rune Andersen suggests that the issue of independence is irrelevant because of the non-existent influence from the department of culture and NIF regarding ADNOs daily work (Andersen, 2005)

In later years, ADNO has been given the responsibility to perform work outside the organized sports as well. Therefore, ADNO has acquired resources from the Department of Health (ADNO, 2017). This includes anti-doping work in training centres and problematic incidences that might occur with customers using illegal performance-enhancing substances.

ADNO's vision describes as "*Clean training. Similar opportunities*". (ADNO, p. 5, translated from Norwegian). According to ADNO, they want similar opportunities for all athletes in sports and people in the community. In the efforts providing similar opportunities, ADNO is employing specific tools. Some examples of tools include information, control activities, preventive measures and international work (ADNO, 2017).

2.6.1 ADNO: Preventive Measures in Anti-Doping Work in Norway

ADNO claims that knowledge is a crucial factor in creating healthy attitudes toward doping (ADNO, 2017). According to ADNO, they defined different important target groups for their anti-doping work. Some of the primary target groups include "*athletes in the registered testing pool and their support personnel, national top-level athletes and their support personnel, athletes participate in competitions, youths participating in organized (competitive) sport and sports medical personnel.*" (Council of Europe, 2008, p.16). For reaching the mentioned target groups, ADNO employs preventive measures such as educational materials, an informative website, campaigns, lectures, and stands (Council of Europe, 2008). Regarding a drug-free community, ADNO suggests that knowledge about the damaging effects of doping can contribute to help people stay away from drugs. Drugs are easy to purchase. Therefore, ADNO is clear on the fact that allocating resources on anti-doping will be beneficial in the future (ADNO, 2017).

I am in this master thesis focusing on federations, regarding anti-doping work. The anti-doping role of sports federations revolves around providing enough educational knowledge for their members. By educational knowledge, I mean information about anti-doping. ADNO shall provide information about planning and execution of preventive measures to sports federations. Therefore, ADNO and national sports federations have a close collaboration with regularly meetings occurring. (Council of Europe, 2008).

2.6.2 Anti-Doping Norway: Working Towards a “Clean Sport”

According to ADNO, as an ambition, ADNO wants to be a strong force in the anti-doping preventive work in Norway but understand the importance of the participation of Norwegian sports federations, other organizational levels and the willingness to employ the different preventive measures. In recent time, more organizational levels in Norwegian sport are implementing anti-doping in their organizational strategies and plans. As such, ADNO provides different anti-doping programs, which should be easy to understand and employ for all organization levels. Among other things, the different anti-doping preventive programs, which can be employed, are “Clean Federation,” “Clean Club,” “and “Clean Athlete.” The goal of the different programs is to offer quality tools for different target groups, which helps people receiving the right knowledge about doping (ADNO, n.d)

“Clean Athlete” is a program for all involved parts such as trainers, different support groups, athletes in the federation, which gives an introduction and an understanding of the doping issue (ADNO, n.d.). The program is a simple e-learnings module and is available to complete on iPhones, iPads, PCs, etc.

“Clean Federation” is a program for federations, which want a stronger focus on anti-doping preventive work. The goal of the program is providing enough knowledge about doping and show certain attitudes against doping. The federations have to put anti-doping work on future anti-doping policies and implement preventative measures to important sections of the federation. The current number of registered “Clean Federations” in Norway is 18 (ADNO, n.d.). Regarding my chosen federations, golf and ice hockey, both federations are working towards being certified as “Clean Federations”. In 2016, NIF decided that all sports federations in Norway have to be certified as a “Clean Federation”. If they are not willing to implement anti-doping efforts, sports federations risk losing 10 percent of their funding from NIF (NIF, n.d).

“Clean Club” is a program for clubs and teams to employ. The reason for implementing “Clean Club” should be forming healthy values and attitudes among young athletes. Therefore, clubs and teams should implement “Clean Club” and form anti-doping plans and policies (ADN, n.d.).

In Norway, we have sport-specific schools for both high schools and junior high schools called WANG and NTG. These sport-specific schools are interested in bringing healthy attitudes early to adolescents. Therefore, anti-doping work will be prioritized in the school curriculum. ADNO has consequently created the learning program “Clean Student,” which is completed by all students in sport-specific schools (ADNO, n.d).

2.7 The Norwegian Ice Hockey Federation

The Norwegian Ice Hockey Federation (NIHF) is part of the Norwegian Sports Confederation and the Olympic and Paralympic Committee (NIF) and per 2014 includes 14 231 members divided among 102 clubs within eight organized regional confederations and one region. Per 2014, Norwegian ice hockey consists of 45 ice hockey arenas (Norwegian Ice Hockey Federation, 2015). The administration in the federation currently consists of 14 employees (Norwegian Ice Hockey Federation, n.d.)

Lately, according to the federation, Norwegian ice hockey experiences strong positivity because of an enhanced reputation, higher activity of players and the development of more ice hockey arenas. Regarding anti-doping preventive work, nothing is mentioned in their strategic plan for 2015-2019 (Norwegian Ice Hockey Federation, 2015).

According to an overview of doping cases in Norwegian ice hockey, eleven athletes have violated the doping regulations from the period 2008-2017. Out of the eight mentioned cases, four cases have been anabolic steroids with the rest being central stimulants and cannabis (ADN, n.d.).

2.7.1 Doping Internationally in Ice Hockey

Ice Hockey’s biggest league National Hockey League (NHL), which is situated in North America, is not currently WADA compliant. Although NHL is not WADA compliant, the International Ice Hockey Federation (IIHF) is a signatory to The Code.

In an article published in 2016 about NHL, results showed that there have only been three doping cases in the last ten years. Therefore, it is questioned how well the testing system is working in NHL. Certain people do not think steroid is a factor in ice hockey,

the players do not want to be bigger, but it just shows ignorance according to the article. In addition, the article suggests that blood doping and EPO would be beneficial in ice hockey especially at the end of games when players are tired (Spector, 2016). Ken Kirkwood who is a professor of University of Western Ontario, researching on ethics of performance-enhancing drug use believes that:

There's a drug out there for every type of NHL player. Steroids are very versatile. They do not just make you big and strong. They can make you faster; they can allow you to recover quicker. They allow you play and train harder the next day. How you use them is up to you (Kloke, 2015).

Another factor mentioned refers to the fighting to stay and remain play for the first team and not be sent down to the second team or opposite. A former player in Toronto states, *"Because you're in the same city as the big club in Toronto you're seeing the glitz and the glam and on Saturday night the city is buzzing. You're so close, you're right on the doorstep. It might influence guys to go down the wrong direction."* (Kloke, 2015). Therefore, there will be different temptations, which players will face throughout their careers because they want to do everything necessary to get to the next level. Since NHL is not WADA compliant and the fact that they are not following WADA rules and guidelines, it is difficult to say how many athletes that would have been suspended if following the WADA rules and guidelines.

2.8 The Norwegian Golf Federation

The Norwegian Golf Federation (NGF) is one of Norway's biggest federations with over 100 000 memberships divided among 180 clubs. Out of the 100 000 memberships, 10 000 is young athletes under the age of 18 (NGF, n.d). Therefore, the sport includes mostly adults and a majority of players have golf as a hobby rather than having competitive ambitions. A challenge for NGF in recent years is the declining of young and female members.

In addition to NGF being a member of NIF, golf is a member of the International Golf Federation, the European Disabled Golf Association, and the European Golf Association.

The administration of NGF is divided into groups: 'sport', 'club and organization', 'communication and market', and 'office support'. The federation consists of 28 employees. Like ice hockey, golf has not mentioned anti-doping preventive work in their strategic plan for 2016-2019 but has a link to anti-doping on their website where players or others can click onto the “Clean Athlete” program, see the prohibited list or acquire more information from ADNO (NGF, 2015; NGF, n.d.).

Regarding doping cases in the period 2008-2017, only two have violated the doping regulations, both for cannabis use. Therefore, golf has not had a particularly significant problem with doping use in Norway in recent years.

2.8.1 Doping Internationally in Golf

In international golf, such as on the European Tour and PGA Tour in the USA, there is no agreement with WADA on the anti-doping policy, and therefore they are not WADA compliant. In a testing figure report from WADA, the report showed three adverse findings of prohibited substances of total 612 samples in golf (WADA testing figures, 2016). Regarding doping cases in the professional golf tour in North America, only four players have been suspended for illegal substance use in a decade of testing (Beall, 2017).

3. Previous Research

Regarding research on anti-doping, researchers have explored different levels of anti-doping efforts. I will clarify some of the previous central research on the different anti-doping efforts in international, national and athlete levels. The inclusion criteria's for the previous research chapter is the significant research in all mentioned levels of anti-doping efforts, and I particularly wanted to have a good general understanding of important research relevant to my topic.

3.1 WADA

Firstly, there has been research on WADA and their regulations. Miah (2002) studied the connection between WADA and the political positioning of Europe concerning anti-doping initiatives. Miah (2002) emphasizes the conflict between WADA and the EU. In addition, the study emphasized the tension between sports organizations and governments. In particular, there were three key decisions that created the tension. Firstly, EU felt that they did not have sufficient representation on the WADA board, to match its financial contribution. Secondly, WADA did not honour the EU contribution and in addition, were requesting further funds from the EU. Lastly, EU considered the level of transparency in WADA's working budgets as non-satisfactory (Miah, 2002).

Hanstad (2009) looked at how anti-doping work developed after the Tour de France scandal in 1998. The study showed that WADA got more credibility than IOC ever had and the involvement of governments have been more effective in the fight against doping, although governments might not have the expertise concerning anti-doping work. Wagner (2009) studied the emerge of WADA as a hybrid organization. According to Wagner (2009), WADA pursues to increase its complexity and increase the capacity to avoid future doping crises by coupling to external systems such as law and politics.

Houlihan (2002) studied the issues of reaching compliance in international anti-doping policy. Houlihan (2002) discussed different aspects of compliance regarding the implementation of the World Anti-Doping Code. Houlihan (2002) suggests that:

A stronger and potentially more effective long-term basis for achieving compliance would seek to complement a clear sanctions policy with a more elaborate compliance system. An underdeveloped element of the compliance system is the potential role of WADA in capacity building through, for example, the development of a team of expert advisors and also through the encouragement of bi-lateral and regional groupings of countries to provide opportunities for information exchange and mutual support (p. 204).

Furthermore, Houlihan (2002) explains the importance of compliance with The Code and the fact that it must be cost-effective and reduce doping in sport.

Hanstad, Skille & Loland (2010) performed a study on the implementation of WADA's policy of global harmonization. They reported that several countries did not implement The Code properly concerning recommended policy and that there are several differences between countries. One reason for the mentioned challenges in the implementation of WADA's policies could be lack of resources. Other challenges for WADA are the differences amongst countries concerning economic, political and cultural/social features (Hanstad, Skille, Loland, 2010).

Houlihan (2014) studied formal implementation and actual compliance with international guidelines for anti-doping among stakeholders such as governments, international federations, and organizers. The study was based on WADA and UNESCO's own survey tools to assess implementation and compliance, and analysis of WADA Independent Observer reports from major sports events in the period 2009-2012. The study emphasizes that it is necessary to distinguish between formal implementation and actual compliance. Furthermore, it is concluded that WADA and UNESCO's own survey tools are well suited for assessing formal implementation, but need improvement concerning actual compliance. Better monitoring of compliance is emphasized as a focus area for WADA and UNESCO in the work of harmonization.

3.2 National Level: Research on the Norwegian Anti-Doping Agency

Regarding ADNO, in 2008, the Council of Europe surveyed the functioning of Norwegian anti-doping efforts. According to the Council of Europe report (2008),

Norway did a respectable job with their anti-doping preventive efforts. The report highlighted the educational work as quite effective. Norway employs lectures, information on websites and brochures as some of the educational tools for building a greater understanding among Norwegian athletes and people about the doping issue. The Council of Europe wanted Norway to evaluate the effectiveness of the educational and information work (Council of Europe, 2008).

3.3 *Anti-Doping Work in Sports Federations both Internationally and Nationally*

Further, Wagner (2011) looked at anti-doping work in two different international federations, IAAF and FIFA. The results show that FIFA did not see doping as a problem in football and therefore, using less time and resources on the matter. On the other hand, IAAF recognized the challenge of doping in the sport and as such employed several anti-doping preventive measures (Wagner, 2011). Femoen (2012) studied two national federations: The Norwegian Cycling Federation (NCF) and the Norwegian Handball Federation (NHF). NHF had not had many doping cases in recent years and, according to the study, NHF did not prioritize spending much resource on anti-doping work. On the other hand, the study considered NCF to implement extensive and well-planned anti-doping efforts (Femoen, 2012). Hanstad (2009) analysed the implementation of WADA's policies on the international level, specifically in the International Ski Federation (FIS). In addition, Hanstad (2009) wanted to look deeper into different challenges at the national level and the individual athlete was analysed. In addition, Hanstad (2009) studied the question of the whereabouts information system and how they are influenced by the system. According to Hanstad (2009), the growing development of anti-doping work has definitely been an important factor so far in a more effective fight against doping (Hanstad, 2009).

3.4 *Attitudes and Knowledge about Anti-Doping*

Backhouse et al. (2007) analysed a large number of studies on attitudes towards doping among top athletes, school athletes, schoolchildren, bodybuilders and weightlifters and others who train at fitness centres, health personnel, trainers and other support staff, as well as the general population. The Meta-analysis included 69 studies (38 from USA, eight Great Britain, six from France, four from Australia, one from Canada, and one from eleven other countries). The analysis showed overall negative attitudes towards

doping of all the groups apart from among bodybuilders, weightlifters and others who train at fitness centres. The findings showed that many considers doping use as acceptable to increase muscle mass and strength.

Backhouse & McKenna (2012) performed research on coaches in sports and their knowledge, beliefs, and attitudes towards doping. Coaches are seen as important actors in shaping their athletes and providing anti-doping attitudes in sport. According to the results, coaches believe athletes use different personnel such as a physician, pharmacists or other teammates when enquiring doping-related purposes. Coaches also understand their role as protectors and expressed mostly negative attitudes towards doping. In addition, coaches understand the importance of doping knowledge and education for athletes. Nevertheless, no research can conclude the effects of coaches regarding anti-doping prevention for any levels in sport. The research also revealed a lack of anti-doping knowledge among coaches, same as another study concluded researching on the medical professionals in sports (Backhouse & McKenna, 2012). Mazanov et al. (2014) researched the knowledge and attitudes of athletes support personnel. Same as above, the lack of knowledge was present, and the need for anti-doping education is necessary (Mazanov et al, 2014).

Morente-Sanchez & Zabala (2013) studied attitudes, beliefs, and knowledge among elite athletes. The study included an assessment on articles published from the period 2000-2011. The results showed that the reason for using a banned substance involved achievement of success, financial gain, and improving recovery. Furthermore, the results showed that there is a general belief about the inefficacy of anti-doping programmes. In addition, athletes consider that there is a lack of information on nutritional supplements and side effects of performance-enhancing substances. Regarding influence of athletes, there is an understanding that coaches appear to be the main influence and provider of doping information.

Morente-Sanchez & Zabala (2015) studied attitudes, beliefs and knowledge of technical staff concerning anti-doping in Spanish top football. The study showed that a high percentage of the studied subjects did not know the meaning of WADA, nor knew the existence of a prohibited list and a low rate had recommended supplements to their athletes. The main finding of the study was the lack of knowledge of anti-doping.

Furthermore, the study highlights the necessity of education to technical staff in Spanish football.

3.5 Anti-Doping Education

In 2011, Nødland evaluated the lecture programs for ADNO. The main goal of the evaluation was to perceive an understanding in which the program may have generated an increase of athlete's knowledge and affected attitudes towards doping. The results revealed that the participants found the education both relevant and helpful, and lead to a higher degree of increased knowledge. Other interesting results show that younger athletes became more critical to doping after the course and Nødland (2011) suggests that the reason for being more critical to doping develops through a changed attitude and increased knowledge (Nødland, 2011).

In an overview article about anti-doping education in sport, Backhouse (2015) suggests that firstly, WADA is not allocating sufficient funds to education. Therefore, WADA could be more effective if additional funds were allocated to anti-doping education (Backhouse, 2015). Of the few already completed systematic evaluations of existing anti-doping educational programmes, there is an uncertain understanding of what impact anti-doping education gives the athletes concerning cognition, affect and behaviour. Because we have this uncertainty about the effectiveness of current anti-doping programmes, it limits us to create and develop future effective anti-doping educational programmes. One challenge Houlihan discussed was the previous connection between information and education in The Code, and emphasized the difference between the two. While information is a one-way process, education on the other hand is a two-way process involving both teaching and learning. In addition, education is designed for a continuous process with the student (Backhouse, 2015).

Backhouse (2015) also emphasizes the importance of teaching younger ages, because it is easier to prevent unhealthy attitudes early, rather than changing an already developed behaviour. According to Backhouse (2015), there is a challenge with anti-doping in schools and the reason being that young people could have an absence of learning because they might not always be attending school with regularity. Backhouse (2015) highlights the necessity of securing school participation concerning anti-doping education. Furthermore, there are studies concerning stakeholders and their involvement

with doping. Results showed that some coaches have been sanctioned because of the involvement of doping, while others try to influence their athletes to take a stand against doping. In addition, some coaches feel responsible for providing knowledge and information to their athletes. According to Backhouse (2015), coaches are important role models who should use their influence to foster healthy attitudes towards doping among their athletes. Another study on athlete support personnel in Australia showed that the support personnel considered anti-doping education as not their responsibility. Backhouse (2015) states that there are different challenges that might restrict the effective employment of prevention policies, among other things, a lack of confidence to confront the issue or lack of resources to act on the issue.

There have been studies about cognitive approaches such as information-focused programmes delivered as standard, and education as a multifaceted and constructive approach to doping prevention. Firstly, information-focused programmes are considered as the foundation of anti-doping education. The cognitive approach has been criticized because it is believed that receiving information is ineffective. An example of that is the drug and tobacco abuse (Backhouse, 2015). With the multifaceted and constructive approach, learning is central. In this approach, instruction, problem solving, activity-oriented learning, participant interaction, and problem posing are key aspects of education. American sports employed such aspects in their education (ATLAS and ATHENA) of anti-doping. The analysis of the programs revealed a low degree of reduction of doping intentions and no changes in doping behaviour. An explanation mentioned in the analysis was the possibility of a lack of focus on doping.

Regarding information to athletes, a study in Australia was conducted with 1000 athletes. The results showed that many of the athletes described Internet as their most common source of information about doping. Furthermore, the study revealed that online learning might not be the most appropriate way to learn (Backhouse, 2015).

Patterson, Backhouse & Duffy (2016) studied anti-doping education for coaches and the reason being the lack of information from different countries and sports. The goals of the study were to look at the status for anti-doping education for coaches and providing a greater understanding of the education system. The study included 13 National and International sports or anti-doping organizations where nine represented the UK

national organizations. It appears in the research that the majority of participants saw the education as important as coaches have an important role in the influence regarding anti-doping. Some of the challenges faced were though the lack of resources, limited coordination between national organizations and higher organizations, and the pessimism perceived because of the constant search of revealing cheaters. Hence, the status for anti-doping education explains, as not entirely operationalized and anti-doping efforts are not being a priority amongst sports organizations because the focus revolves usually around sporting activities (Patterson, Backhouse & Duffy, 2016).

4. Theory

4.1 Organizational Theory

In this master thesis, I am studying organizations of Norwegian sports but also the term institutions and institutionalism will appear. Firstly, the definition of organizations explains as *“a social unit of people that is structured and managed to meet a need or to pursue collective goals. Organizations are open systems- they affect and are affected by their environment”* (Businessdictionary, n.d). Organizations are a part of human life in many different ways and on a daily basis; we have to deal with organizations. Life becomes easier if we have a good understanding of how organizations work and therefore creating the opportunity to influence the development of organizations concerning improvements. Hence, organization theory will help us gain relevant knowledge about organizations (Parent & Slack, 2007).

On the other hand, institutions have become an important term in social sciences. The concept of institutions is described in various disciplines such as in geography, sociology, psychology, and politics. There is a definition issue concerning the institutions according to scholars (Hodgson, 2006). In my master thesis the definition of an institution, refer to *“an organization, establishment, foundation, society, or the like, devoted to the promotion of a particular cause or program, especially one of a public, educational, or charitable character”* (Dictionary, n.d.).

The term organizations will have a central role in this thesis and will fulfil certain essential purposes in the two studied sports. Central organizations in the research include the Norwegian Sports Confederation (NIF), Norwegian and international sports federations, and clubs but also the government. In addition, the foundations WADA and ADNO have a vital role regarding anti-doping efforts in sports.

One relevant theoretical framework for answering the research question is organizational or institutional theory. In this theory chapter, I will clarify why I have chosen these theoretical frameworks. There are many levels of how to study organizations. The most relevant for my thesis is the inter-organizational level, which explains how organizations are affected by other organizations and how the organizations could affect the institutional environment and vice versa (Nylehn, 1997).

There are many different theories within organizational theory and institutional theory. I have chosen particularly on the new institutional theory. This theoretical framework is a suitable tool for analysing social phenomena. Social phenomena in this context refer to a social world that consists of institutions, practices, structures and enduring rules (Lawrence & Shadman, 2008). Furthermore, within new institutionalism, I am clarifying the most relevant aspects such as the institutional field, legitimacy, and isomorphism. The different elements of new institutionalism explain why organizations change and become more similar to each other because of for example coercive pressure endorsed by the expectations of the institutional environment. In addition, organizations tend to look at other successful organizations, leading to an imitation of the actions made by these. The theory is relevant to my research because the institutional environment tends to put pressure on organizations, which could cause an organizational change even though the change could be ineffective and lack productivity. Therefore, an organizational change could be an expectation by the institutional environment. Hence, organizations within the same institutional field tend to become more similar to each other. Therefore, it is interesting to explore how the institutional environment puts pressure on sporting organizations to change concerning anti-doping efforts.

In the world of sports concerning doping, the institutional environment now expects sports organizations to address anti-doping work with effort, and WADA requires more attention towards anti-doping preventive measures. The goal of the study is not to look at the most effective ways to deal with doping in the organization, but rather see how federations, clubs, and members change accordantly to pressure addressed by the institutional environment. Therefore, it is interesting to explore what factors are involved for an organizational change to occur. For explaining the theory aspects of new institutionalism, I primarily employed the scientific works produced by Meyer & Rowan (1977) and DiMaggio & Powell (1983). These scientific works are the most essential to isomorphism, legitimacy and the institutional field within the new institutionalism and, therefore, I will employ these as the primary source of the theory (Lawrence & Shadman, 2008).

In addition to employing new institutional theory, I employed implementation theory to analyse the findings. I chose implementation theory because it was interesting to

examine how the implementation process worked in the two studied sports. In addition, I wanted to examine the anti-doping initiations that could arise from the top, which means the leaders in the federation, or if it occur amongst the clubs at the bottom.

4.2 New Institutional Theory

Institutional theory consists of old institutionalism and new institutionalism. Philip Selznick was one of the first people that studied organizations with the employment of institutional theory in 1957. The main point in the book “Leadership in Administration: a Sociological Interpretation” states that organizations not necessarily were as rational as they claimed. One way of gaining a better understanding of the difference between old and new institutionalism is to look at the focus areas within the two. Old institutionalists focused on individual organizations, while new institutionalists wanted to study what occurs inside of the institutional field (Campbell, 2004). As such, new institutionalists looked at how organizations influence each other and how the institutional environment influences them.

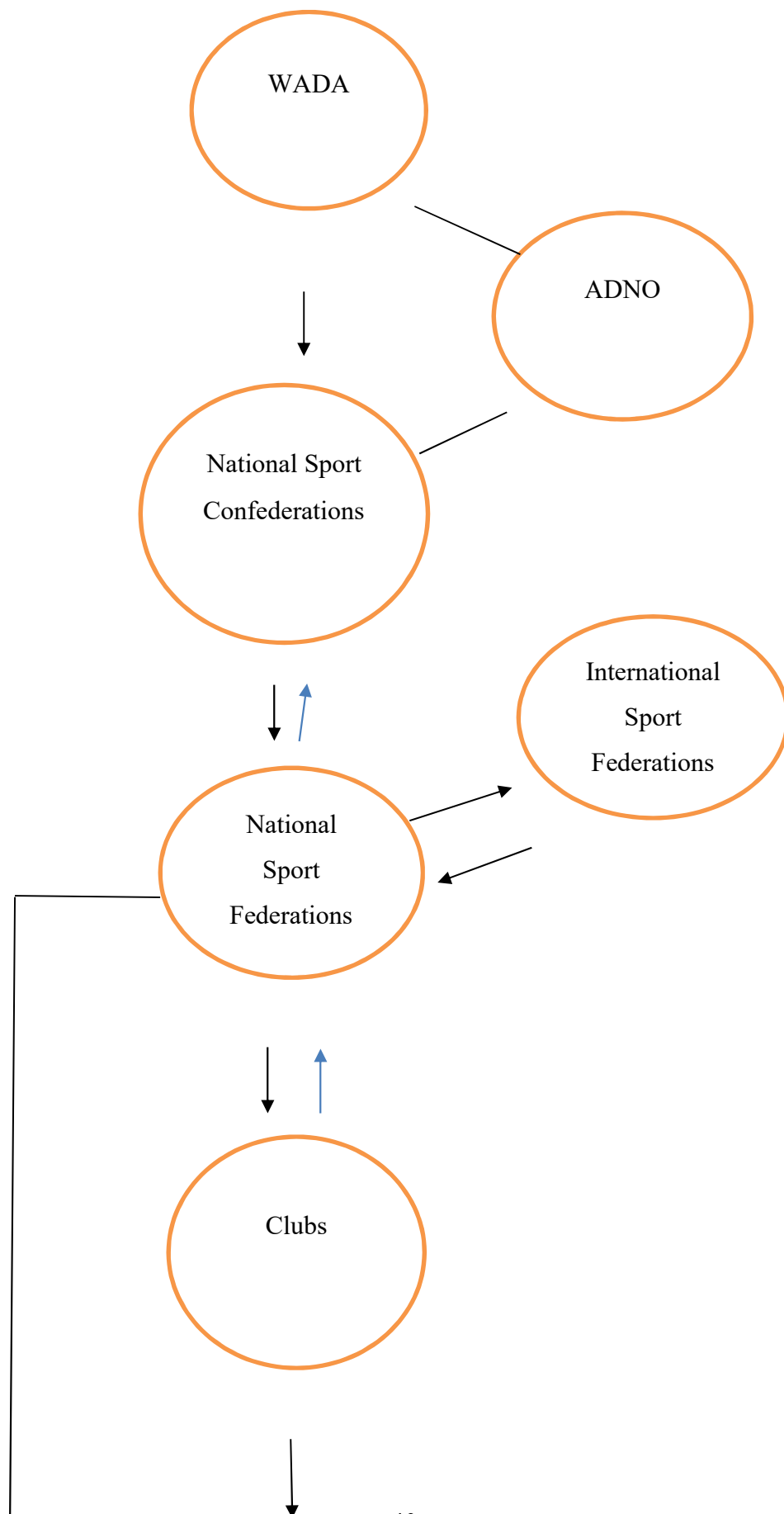
In the 1970s, the theory was under revivification when theorists were investigating the possible effects of institutional contexts of organizational structures. The interest revolved around knowledge on how institutions survive, how they die, how they change, how they relate to each other and how organizations can affect their institutional environment. Of these questions mentioned, the institutional theory has expanded to a broader range of social research (Lawrence & Shadnam, 2008). The new institutional theory that was developed in the 1970s and 80s included more aspects such as the institutional field and isomorphism. I will further clarify these phenomena’s in the next sections of the chapter.

Meyer & Rowan (1977) defines institutionalization, as “... *the processes by which social processes, obligations, or actualities come to take on a rule like status in social thought and action*” (p.341). In my research study, this will imply that NGF and NIHF (federations in NIF) are responsible for everything regarding the organizational work in their own sports in Norway. As such, NGF and NIHF decide the rules, scheduling of games, and both organizing and financing the activities in the sports. Therefore, there is a situation that both NGF and NIHF have the monopoly of the sporting activities occurring in their sports in Norway.

Another example is NIF, which set standard rules for members and guidelines for how things should be done in Norwegian sports. Hence, because of these standard rules, federations will likely become more similar.

Lastly, there is WADA. WADA has a global responsibility of anti-doping efforts around the world. WADA wanted to fight the war against doping by forming the World Anti-Doping Code, which showed significant harmonization ability of anti-doping efforts in sports. The Code is a document that includes rules, regulations, and policies, which the world of sports has to implement and follow. As such, there is an expectation that anti-doping work should be addressed with effort to secure a fair competition amongst athletes in sports.

Organizational Map of Actors in Anti- Doping:



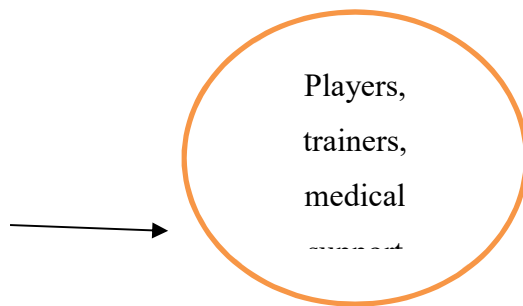


Figure 2: *This figure explains how the interaction between all actors influences each other in terms of anti-doping. On top, there is WADA who decides all the rules and guidelines that sports confederations require following. ADNO`s role is to help federations, and clubs with information and knowledge about doping. In addition, ADNO provides anti-doping tools such as education programs that federations, clubs, and players can conduct. ADNO also provides testing of Norwegian athletes in all areas of sport.*

National Confederations puts pressure on Sports Federations, International Sports Federation puts pressure on National Sports Federations, Sports Federations` puts pressure on clubs, clubs put pressure on players etc., but it could also be the opposite as shown in the figure 2. The black arrow means a higher degree of likeliness of pressure.

Therefore, the figure 2 shows generally a top-down implementation but there could also be some cases of initiation occurring from the bottom- up.

4.2.1 Institutional Field

Within institutional theory, there is a significant concept called institutional field. This concept helps us to understand the complete field in which each organization is located. As an example, the institutional field could affect organizational structures and goals.

DiMaggio and Powell (1983) describe that institutional fields are “...*those organizations that, in the aggregate, constitute a recognized area of institutional life; key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar service or products*” (DiMaggio & Powell, 1983, p.148). The totality of relevant actors for a particular organization is the key point

concerning the institutional field (Marchado-De Silva et al, 2006). Scott expanded the definition of the institutional field. He defined institutional field by the concept of societal sectors. The concept of societal sectors refers to a *“collection of organizations operating in the same domain, as identified by the similarity of their services, products or functions, together with those organizations that critically influence the performance of focal organizations”* (Scott, 1991, p. 117). Later in 1995, Scott expanded his definition and described a field as *“a community of organizations that partakes of a common meaning system and whose participants interact more frequently and fatefully with one another than with actors outside the field.”* (Scott, 1995, p. 56). Interest groups, trade organizations, and the public are all included because they are influencing organizations or group of organizations of interest. Therefore, an institutional field will not be static over time but rather dynamic. The reason why it is dynamic refers to the fact that organizational challenges and goals change over time (Fahlen, 2006).

4.2.2 Legitimacy

Meyer & Rowan (1977) claims, *“In modern societies, organizations are in a highly institutionalized context of various professions, policies, and programs, which serve as powerful myths”* (Lawrence & Shadnam, 2008, p. 2290). As such, Meyer & Rowan stated that the expectations in the field are myths of what is essentially right practice in their institutional field. Organizations have turned away from their previous approach concerning goals of rational thinking and productivity to an attempt to adapt to their institutional environment and have less specified goals. The goal is to obtain legitimacy in their institutional field. By incorporating according to the expectations of the institutional environment, organizations have an increased chance of survival. In addition, the institutional environment might create a practice and good standard of how organizations should work. Therefore, rational myths arise when several organizations within the institutional field implement these proper practices and standards created by the institutional environment. As such, the practice and standard would be seen as legitimate. Therefore, more organizations would reproduce these practices and standards. To be able to compete with other organizations for resources and clients, similar organizations would imitate the legitimate practices and standards (Meyer & Rowan, 1977). As organizations choose to follow values and interests from other organizations in their institutional environment, they move away from the goals that were initially made. One consequence of institutions starting to follow the same rules

and guidelines is that they become more similar over time. This implies that organizations that share the same institutional environment will likely end up homogeneous over time because of similar practices and structures (Cambell, 2004).

An example of a legitimate standard in anti-doping is the anti-doping preventive educational programs such as “Clean Athlete” and “Clean Club” of ADNO. These are the standards, which federations and clubs are employing concerning anti-doping preventive measures in their sports. Hence, the federations and clubs are therefore incorporating already existing legitimate standards and practices instead of creating new preventive measures themselves.

In my research, based on the definition of an institutional field, Norwegian ice hockey and Norwegian golf are both parts of the institutional field. The highest authority in both sports are the federations, and all of the international and Norwegian clubs, politicians, leagues and tournaments, sponsors, media, and the audience will be a part of the field of Norwegian ice hockey and Norwegian golf.

4.2.3 Isomorphism

DiMaggio & Powell (1983) analysed the institutional processes and the institutional field. DiMaggio & Powell (1983) claimed that organizations adapt to each other in terms of what the institutional field regarded as legitimate. As such, organizations tend to become homogenous. Isomorphism refers to the process, which organizations within the same field are pressured into becoming more similar to each other concerning both form, structure, and practice. Isomorphism occurs when organizations adjust according to the expectations of the institutional environment and their institutional field although isomorphism might not necessarily increase the efficiency and productivity but rather focus on resemblances with other successful organizations. Because of isomorphism, organizations tend to imitate successful structures and action plans, which form more similar organization patterns. Therefore, organizations will seem identical to each other and it becomes hard to spot differences from an outside perspective. By incorporating this method, it will increase the chances of becoming a successful and legitimate organization. According to DiMaggio & Powell (1983), the opportunity of isomorphism rises when organizations compete for political power and legitimacy.

DiMaggio and Powell (1983) explain that there are three isomorphic processes: Coercive, mimetic and normative (Lawrence & Shadnam, 2008).

Coercive Isomorphism:

Coercive isomorphism could arise from situations with political influence or issues with legitimacy. It results from “...*Formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function*” (DiMaggio & Powell, 1983, p. 150). Sometimes this kind of pressure can lead to joining in collusion either by force, as persuasion or as an invitation. The organizational changes can be a response to pressure from authorities such as the state and the government. Actors of great importance in an institutional field can enhance the chances for an isomorphism to occur (DiMaggio & Powell, 1983). In my research, examples of important authorities are NIF, NIHF, and NGF. Regarding doping, WADA has developed rules, regulations, and guidelines that federations have to follow to be able to be represented for example in the Olympics. As such, federations have to follow anti-doping procedures of the anti-doping agencies.

In addition, NIF decided that all sports federations in Norway have to incorporate anti-doping work and become “Clean Federations.” The consequence of not incorporating anti-doping work in the federation will result in losing 10 percent of their money grants from NIF.

Mimetic Isomorphism:

Mimetic isomorphism primarily occurs when there is an uncertainty in the organization, and this uncertainty can be a dominant force that could lead to imitation. This imitation of other organizations could occur for several reasons. Imitation could occur when, for example, goals are too ambiguous or when the institutional environment creates uncertainty. Therefore, uncertain organizations tend to look at what successful and legitimate organizations do and tries to imitate them. By imitating successful and legitimate organizations, it increases organizations’ chance of gaining more successiveness and legitimacy (DiMaggio & Powell, 1983). As an example in sports, mimetic isomorphism could occur when less successful anti-doping agencies are

uncertain and as such look at other countries that have succeeded in their anti-doping work and have well-functioning agencies. Furthermore, a federation that wants to initiate anti-doping efforts in their sports will likely be looking at other successful, legitimate and comparable federations instead of creating their own plans and structures.

Normative Isomorphism:

According to DiMaggio & Powell (1983), normative isomorphism refers to professional isomorphism. Professionalization describes as either employee of an occupation or people having the same background (mainly from education or such) working in the same positions across a range of different organizations. This occurs when common career paths and titles are created. It is an assumption that people that have the same education and experience will probably have the similar thoughts and methods to handle any challenges or to perform their tasks at work. In addition, their employees drive organizations, and therefore information tends to be passed on across organizations. Thus, organizations within the same field would become more homogeneous because of this informational flow from personnel and thereby bring organizations closer together (DiMaggio & Powell, 1983).

In short, we can say that professionalization and a high degree of similarity of employees will increase the possibilities for isomorphic change in an organization (DiMaggio & Powell, 1983). In this research, it can also be compared to the anti-doping work. Development in anti-doping work has led to a higher professionalization because of recent employment of pharmacist's, biological engineers, etc. in anti-doping agencies, which is a proof of more career paths in organizations. In conjunction with this study, normative isomorphism also refers to the expectations from the institutional environment, which expect sports to manage doping issues within their organizations themselves and take more responsibility when cases involving doping occur. The institutional environment also expects sports organizations to implement successive anti-doping preventive measures.

Critics of institutional theory:

There are certain critics of the institutional theory. The critics mainly refers to a lack of focus on the process of change, and further on why organizations are irrational in the sense of neglecting how they can be more effective. Nevertheless, these thoughts constitute a counterbalance to traditional perceptions of organizations such as closed, rational systems, where increased effectivity and productivity were essential factors for organizations (Bolman & Deal, 2014).

Skirstad & Skille (2007) present another criticism in their chapter about neo-institutionalism. They discuss the imitation issue, which is related to how much weight that it is put on imitation, but also points out that the theory has relatively less potential for explaining the change. The main point is that organizations tend to imitate other successful and legitimate organizations instead of finding own solutions to different issues (Skille, Skirstad, 2007).

Although there are certain critics of institutional theory, I still think the theory is relevant for this research because I am looking at how the global sporting environment puts pressure on sporting organizations to implement anti-doping preventive measures and not looking at how anti-doping work could be more effective. In addition, it will be interesting to see how and if federations/clubs implement legitimate standards of anti-doping education.

New Institutional Theory: Isomorphism

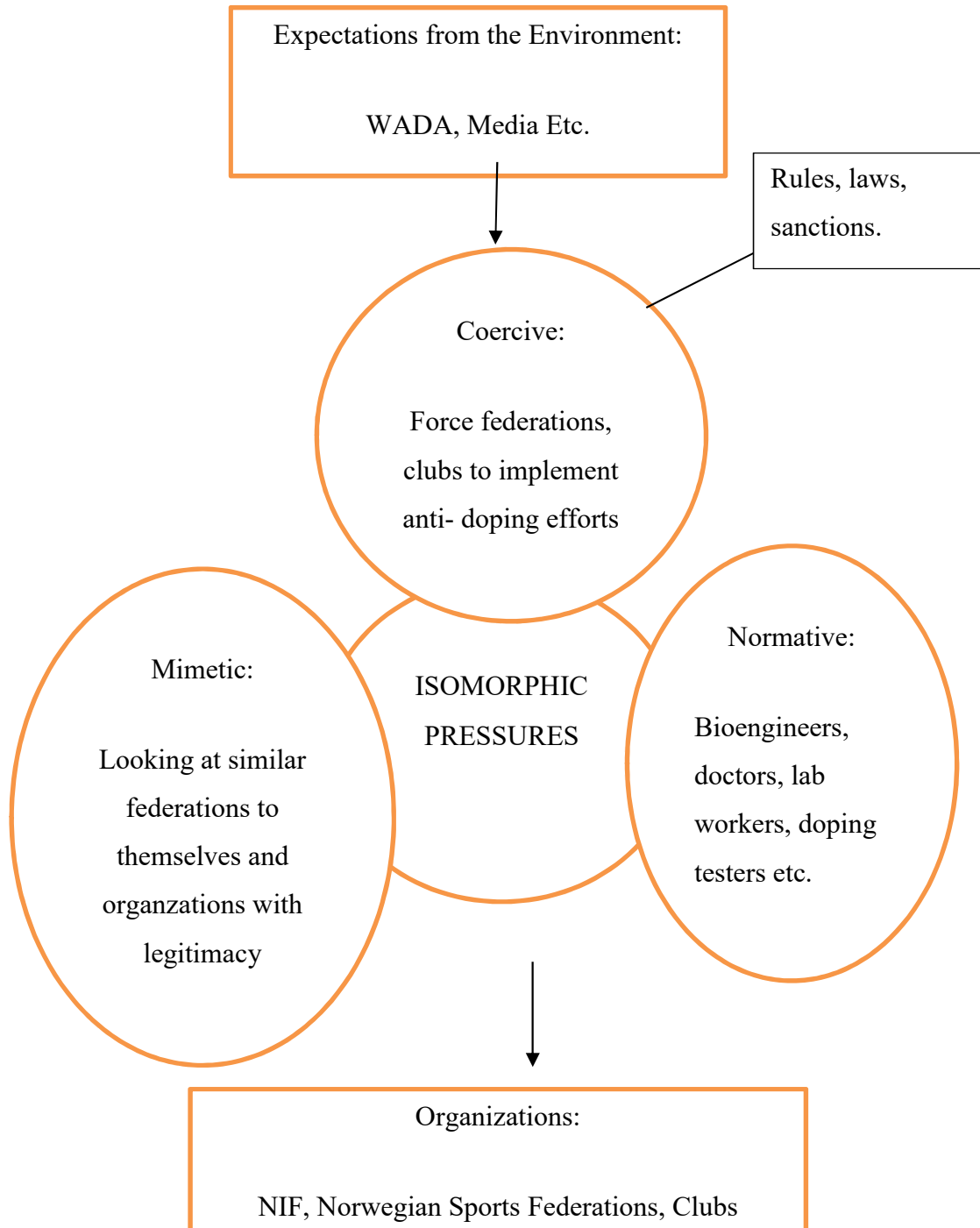


Figure 1: *This figure explains the influences occurring between the institutional environment and the organizations with the employment of different variations of isomorphism. Coercive isomorphism forces organizations to change with rules, sanctions, and laws. Mimetic isomorphism occurs when organizations are uncertain or have too ambiguous goals and therefore look at successful and legitimate organizations. Lastly, normative isomorphism refers to professionalism.*¹

4.3 Implementation Theory

In addition, to examine isomorphism, and how isomorphism can change sports federation's policies in terms of anti-doping efforts, I also added implementation theory to explain the possible implementation of anti-doping measures in sports clubs. There are two different implementation approaches in implementation theory, namely top-down or bottom-up (Strittmatter, 2017). While top-down describes as, for example, the hierarchy perspective starting with the leaders at the top, down to lower levels of an organization, bottom-up explains pressure made by lower levels in for example an organization or general street-level bureaucrats (Strittmatter, 2017). As such, an interesting question will be to discover if anti-doping efforts are decided from the top and distributed downwards to clubs or do clubs initiate and demand more anti-doping efforts from the federations. This question will be answered in this research.

Another important factor is the communication within the organization (Strittmatter, 2017). An exciting aspect of the research will be looking at the communication between federations and clubs where sub-regions are transitional between federation and clubs.

¹ Journal of Innovation and business best practice (p. 5), of A. Pishdad, A. Haider & A. Koronio, 2012, Adelaide: Ibima publishing. Copyright Ibima publishing. Reproduced with permission. Added figured by the researcher.

5. Methods

Methods are considered as the process of solving questions and acquiring new knowledge. According to Kvale & Brinkmann (2015), the definition of methods explains as the research process from start to finish, which helps researchers reach their goals of the study. The acquisition of knowledge is completed systematically by investigating reality, phenomena and experiences (Kvale & Brinkmann, 2015). In this chapter, I will clarify which research methods I have employed and why. I will specify each of the methodical considerations of the research process. Some of the methodical considerations I will clarify are the sample, the interview process, interview guide, document analysis, transcribing, coding and analysis, validity, reliability, and ethics. In addition, I will explain particular challenges with the different aspects of the research process.

5.1 *The Choosing of Methods*

Regarding methods in research theses, there are two main kinds, quantitative and qualitative (Everett & Furseth, 2016). The quantitative approach seeks overview and explanation and is usually about a large sample size and quantifiable data. Qualitative approach highlights insight, depth, and attempts to gain an understanding of the information generated. The data collected in the research will be based on the informants' thoughts, opinions, and perceptions. The samples usually are small and strategic, and the researcher explores in depth in each one of the informants (Tjora, 2012; Thaaard, 2013). For the collection of qualitative data, interviews are one of the most employed tools (Laake, Olsen & Benestad, 2013).

Some of the strengths of employing qualitative research is providing a detailed in depth picture of how for example people experience the world when studying complex, cultural and social entities, and studying fields that have not been extensively researched (Laake, Olsen & Benestad, 2013; Thalgaard, 2013). Regarding the weaknesses of qualitative research, it revolves around the generalization potential. The main reason is the relatively small unit sample size and the fact that random sampling is normally not included. Another reason for low generalization ability is the usage of interviews and not surveys. Standard questions and answers are included in a survey, while in interviews, the questions are open and people give different answers. As such,

comparison is difficult in qualitative research. The fact that interviews are conversations, which can develop in different ways, makes it even more difficult generalizing the data (Laake, Olsen & Benestad, 2013).

To answer the research question, I chose qualitative method because I wanted to gain a better understanding of how people in federations and clubs understand anti-doping in two different sports. I also wanted to look at how they experience expectations from the institutional environment regarding implementing anti-doping preventive measures. Therefore, I wanted to go into depth on the topic of anti-doping preventive measures in two different sports in Norway. I interviewed relevant people, which increased the possibility to find causalities within the field of the research.

5.2 Sample

The sample used in qualitative research is normally performed with strategic sampling. In strategic sampling, researchers want to select people with relevant experiences and qualifications regarding our research question. Choosing the right sample size is also very important. The sample size should include all the necessary elements in relations to the goals of the project, and when we have provided enough understanding of the phenomena, we study (Thagaard, 2013).

In the research, I wanted to discover which preventive measures ice hockey and golf federation employed in their anti-doping work. Therefore, I interviewed the responsible people for anti-doping work in the chosen federations.

In addition, I interviewed ADNO because of their roles in anti-doping. This provided me with the opportunity to reveal the communication and collaboration between ADNO, federations, and clubs, and the training the federations receives from ADNO. The research also revolves around the implementation of anti-doping measures in sports clubs, therefore choosing the relevant representatives in clubs are essential for the research. I decided to explore two clubs in each of the federations and interviewed one medium and one large club. The reason for choosing my sample is that I was interested in revealing how a smaller club with fewer resources handles anti-doping prevention compared to a large club with more resources.

For ice hockey, I have chosen a top league club playing in the highest division in Norway as my large club, and the medium club will be a mass participation club. Since the research focuses especially on younger athletes, I chose clubs with a high degree of juniors' participation. In addition, I picked clubs close to where I am currently located and therefore would be more accessible to get in contact and perform the interviews with the clubs.

Because golf is an individual sport, I chose clubs from member mass volume. I have chosen one club with a high mass volume and one with a medium mass volume of members. It was essential to select golf clubs, which had a relatively high degree of junior participation.

Regarding getting in contact and recruiting interview informants within the federations and clubs, I started sending e-mails to the general manager of the federation or clubs. In the e-mail, I sent the informed consent letter, a small description of the research and asked about interviewing the people who were responsible for handling anti-doping work. Because of the low degree of respondents by email, I decided to call informants by phone. This approach was more successful, and all interviewees were recruited as such. I interviewed nine people in total. The informants I ended up interviewing was either the general manager or people with the responsibility for anti-doping in the federation or club. Some of the informants had not been working in their position for very long. Therefore, a weakness might be that they lacked the necessary information of what the clubs or federations had done previously

5.3 Data Collection

5.3.1 Interview

Interview as a method is often used in qualitative research. The primary goal of an interview is to collect as much information required for answering the research question. Among other things, the researcher is interested to discover perspectives and views portrayed by people or groups regarding different topics. An interview is a suitable tool for understanding people's feelings, thoughts and experiences. Data provided in an interview arises from a social interaction between those being

interviewed and the researcher. People explain their understanding or experience of a topic, which has been developed because of previous experiences (Thagaard, 2013).

For the data collection, I chose to employ a semi-structured interview, which is the most common method of interviewing in qualitative research. Characteristics of a semi-structured interview revolve around different topics that I wanted to clarify, but with no precise order. Even without precise order in the conversation, key topics, which clarify the research question, are necessary to appear during the interview. A semi-structured interview is a flexible conversation between the researcher and the interview subject. Semi-structured questions are usually open, and we want to prevent leading questions in the interview. The reason to avoid leading questions is to avoid certain situations that induce the interviewee to agree or disagree with the researcher. As such, the interviewer should be open-minded in case of unplanned new topics, which can appear during the interview. I pre-prepared different questions before the interview took place, but I was open to the interview subject to elaborate the answers. In addition, I asked follow-up questions (Thagaard, 2013).

For conducting a successful interview, the interviewer should possess certain traits of expertise and skills. A combination of academic expertise, mastering social relations and experience in handling social situations are essential knowledge for an interviewer. I used myself as an instrument for data collection. Therefore, before the interview took place, I put myself into the interview respondent's situation, which in this case is challenges with anti-doping in a sport, to increase my knowledge of academic expertise. As such, I would be able to ask questions, which interview subject finds relevant. To ensure enough academic expertise, it was necessary to read about anti-doping and prepare by retrieving the necessary competence. Furthermore, in order to secure a good atmosphere in the interview situation, it is important to act sympathetically and provide support. As such, the interview subject will feel safe and provide more openness in his/her answers when sharing experiences and views. A different important aspect of an interview situation is the balance between asking and listening. If all the mentioned aspects of an interview are present, it is more likely that trust will develop between the interviewer and the interviewee. In the case of an anti-doping project, which is a sensitive topic amongst people, the researcher requires considering the formulation of

the questions carefully. Trust is a crucial factor in receiving the necessary answers to the research question (Thagaard, 2013).

5.3.2 Interview Guide

Regarding qualitative interviews, exploration of topics to acquire right information is an important goal. For obtaining the correct information, the interviewer wants to ask questions, which encourages the interview subject to reflect on the topics. In the design of an interview guide, interviews contain central questions, follow-up questions and probes (Thagaard, 2013).

The main task is to illuminate central topics we want answering in the thesis, while following- up questions help us to provide detailed information about specific topics or answers we find especially interesting. Probes are questions, comments or a short response, which provide a fluent conversation. The primary goal of probes is to encourage interview subject to exchange additional information about a topic and clarifying their statements (Thagaard, 2013).

There are different ways and approaches we can formulate an interview guide regarding structure. One alternative, which I employed for the research, was the “tree with branches” model. The stem of the tree represents the main topic, which in my case was anti-doping, and the branches represent the particular topics. This approach is suitable to employ when the interviewer knows in advance the topics they want to illuminate in the interview. (Thagaard, 2013). Since I was aware of the topics I wished to illuminate in advance before the interview, this approach is relevant to my interview guide.

I wanted a precise structure on the interviews and to be sure that all of my topics were covered, I formed an interview guide. In the process of securing right questions regarding the research question and topics, I spent a considerable amount of time on the interview guide. The fact that I retrieved a considerable amount of the needed information to answer the research question out of the interviews it assured me that I formed a good interview guide. Since the interview subjects are busy working with daily responsibilities in the clubs, I limited the number of questions in the interview guide, therefore aiming for an interview lasting between 30 and 60 minutes. Because the theoretical framework is essential in the discussion, it was vital for me to form questions

related to the chosen theory, and therefore the theoretical framework was partly leading when drafting the interview guide. I started with different topics and further continued writing keywords underneath all the chosen topics. Furthermore, I created questions, which I thought were essential to each of the topics and the research question. In addition, I looked at other interview guides from previous similar studies to ensure the quality of the questions. Some of the questions were open that prompted the interviewee to elaborate, while others were more specific. I created different interview guides, which had different questions but similar topics. The federations had the same interview guides, while the clubs had much of the same topics but included some new ones. ADNO had a different interview guide with different questions. The main topics covered general questions, doping in the sport, preventive measures in the sport and relationship to ADNO. To get the conversation flowing from the beginning, I started with some general questions. Interesting answers by the interviewee prompted follow-up questions.

5.3.3 Conducting the Interviews

Because the interview subjects were quite busy, the interview subjects scheduled the time and location of the interview. The first interview took place at the start of October 2017, and the last was conducted early December 2017. The average length of the interviews was about 30 minutes with the longest being 45 minutes. All the interviews were performed face-to-face and conducted on their respondents' working places or sporting arenas. By executing the interviews face-to-face, I managed to achieve good relations with the informants. All of the interviews were conducted in a closed office, except for one that was conducted in a cafeteria. The advantage of executing an interview in a closed space is that there will likely be fewer disturbances. In the cafeteria, different people were talking, which could cause disturbances in the interview. In addition, conducting face-to-face helps the interviewer to read body language and attitudes, which could be important in research with sensitive topics.

The impression that emerged after all the conducted interviews were that the topic brought discussions and enthusiasm amongst the informants. Everyone was interested and answered every question thoroughly. In addition, we had good discussions throughout the interview. After the interviews were conducted, I was to be sure that the interview subjects elaborated on what they wanted to say about the topic and that they

gave all the necessary information I required. After conducting the first couple of interviews, I retrieved some new questions for the following interviews and gained more experience. Concerning those interviews that lacked valuable information, I decided to contact the interviewees by e-mail. I was then able to acquire the necessary information. When interviewing the informants, I chose to employ a recorder. I wanted to employ two devices in case something happened to one of the devices. By employing a recorder, I could focus on body language and the listening. Another benefit with a tape recorder is that I can go back and listen to what the informant precisely says, which is significant when incorporating quotations in the research. Direct quotations will also provide strength in the research concerning reliability.

5.3.4 Document Analysis

In addition to implementing interviews for the research, I employed document analysis. The documents that I employed in the discussion was NGF's anti-doping policy, which I retrieved by e-mail from the informants

5.4 *Transcribing*

Transcribing or transformation refers to the change from one form to another. When we transcribe, we translate from oral language to written language. Therefore, the interview conversations become further suitable for analysis by transcribing the oral conversation to written form. By organizing the data from oral to written form, the data material will appear as more detectable for the process of analysis. In addition, the structuring of the data material is the beginning of the data analysis (Kvale & Brinkmann, 2009).

I chose to transcribe all of the interviews to get the best possible knowledge of the collected data material and to ensure a high degree of reliability because no relevant data material was excluded. The transcription always occurred immediately after the interviews were completed because the information retrieved was still fresh in memory. I employed a transcribing program that was beneficial to the transcribing process, such as changing the speed of the interview. After the completed transcription, I chose to write a summary overview version of all the interviews and all the important aspects of the interviews, which helped in the process of analysis.

5.5 Coding and Analysis

In the coding and analysing part of the project, I wanted to structure and systematize the transcribed data by performing a thematic analytic approach. According to Thagaard (2013), a thematic analytic approach refers to the study of the information we acquire concerning the different themes but also comparing the answers from the informants. In addition, it is essential to study into depth on each of the themes (Thagaard, 2013).

When performing the analytic process, an inductive and deductive approach is important. Inductive and deductive refer to the work that was conducted before the interviews such as the themes, theoretical framework, context and previous research (Thagaard, 2013). In the analytic process, I chose the already selected themes when I began coding and analysing the transcribed data material. I added other themes such as challenges with anti-doping work and anti-doping learning amongst juniors when analysing the data. In addition, I analysed and divided the transcribed data using the theoretical framework such as coercive isomorphism, mimetic isomorphism, normative isomorphism, legitimacy, model of best practice (regarding anti-doping preventive measures) and implementation theory. In addition, I chose not to employ any data programs. Instead of applying data programs such as MAXQDA 12, I used another word document where I copied/pasted the information into my chosen themes. To make the data material easy to visualize I used colour codes, such as all preventive measures in red, challenges with anti-doping work in the sports blue, doping as a problem in the sport in purple, etc.

Furthermore, since I was writing the master thesis in English and the interviews were in Norwegian, I had to translate all the quotations. There are certain benefits and challenges writing in my second language. Firstly, the benefits of writing in English are the experience of writing in a universal language but also the opportunity to gain a better understanding and interpretation of the quotations. The challenge with translating from one language to another is that the meaning of sentences might differ and they might not correspond to what the interview subjects' state. As a solution to that challenge, I sent in all of the quotations to the informants for a quality check. There was one occurrence where the informant changed a couple of the quotations. Because English is my second language, it is a challenge, but I have studied in Australia and therefore felt comfortable writing in English. In addition, I feel that a research in English is more

attractive and more people have the opportunity to read the study. I was furthermore thinking about moving to English speaking countries. Because of that, I assumed that it was the right choice to write in English.

5.6 Reliability

Reliability in qualitative studies refers to the reproducibility, repetition, and consistency of the research (Sparkles & Smith, 2014). Furthermore, reliability revolves around the question of whether other researchers will provide similar results if interpreting the same transcribed data material (Thyer, 2010). Hence, if the study is performed twice, the findings and results should be similar to each other. By incorporating transparency throughout the research process, it helps strengthen the reliability. As such, I was explaining the whole research process in this chapter (Thagaard, 2013).

During the transcription of data, cautiousness is vital because inaccuracy will affect the reliability and the data might be compromised (Laake, Olsen, Benestad, 2013).

Therefore, I was employing a tape recorder and performing the transcription in a precise matter, which helped me to achieve a correct transcript of what my interview subjects were saying. In addition, I was asking same questions to both of the federations and to all of the clubs. This ensures the ability to assess and compare differences amongst the relevant information retrieved.

Regarding the results, an important factor is to distinguish clearly between my analysis and actual interviews and quotes. Therefore, I was highlighting the citations from interview subjects in cursive and explaining which federation or club this originated from (Thagaard, 2013).

Lastly, I need to be able to reflect upon the collection of data. How will the relations to the interview subjects affect this project? Another important question revolves around the openness of the interview (Thagaard, 2013). For the interview with NGF, some challenges may arise because the interviewee with the responsibility for anti-doping is a former acquaintance. Because of this previous relationship, it is essential that I reflect on how this might affect the interview situation and the collection of data. More specifically, openness and trust are more likely to occur in the conversation, and the interviewee is confident that I would not do any harm to the federation. The same aspect

might also apply to the other interviews because of my connection to other informants from other clubs. On the other hand, anti-doping is still a sensitive topic, which might prevent the interview subjects to discourse openly about anti-doping. As such, although I have good connections to the interview subjects, they still might show some resistant in talking to me about particular problems or challenges the federation or club might have.

5.7 Validity

According to Pitney & Parker (2009), validity “*addresses whether research findings capture what really happened and what participants truly meant and believed about a situation*” (p.62). Usually this revolves around the internal validity. The key aspects of internal validity in qualitative research are accuracy and trust (Pitney & Parker, 2009).

Another aspect that will strengthen the validity is transparency. Transparency is achieved when I show the justifications for my interpretations thereby conclusions, which is formed from analysing data. Well-justified interpretations of the analysing process will strengthen the project (Thagaard, 2013). For securing a more valid research, I confirmed my interview guide with the supervisor in case my questions would provide valueless information. I used the theoretical framework as a guideline for formulating my questions to assure relevant questions for the research project. If I did not fully understand the answer, I would ask the interview subject to elaborate. Regarding transcription, I would listen carefully and ensure a good understanding of what the interview subject is meaning, which will prevent misunderstandings.

Another aspect of validity refers to the researcher's experience with and knowledge about the institutional environment, which is being studied. For example, I might have knowledge or experience about the topic or the sports, which provides me with a good understanding of the phenomena. As such, my experiences and knowledge will influence my interpretations of the data. On the one hand, I might be able to have a better overall understanding of the research topic. On the other hand, my experience and knowledge of the phenomena can potentially lead to less open-mindedness and overlooking certain aspects (Thagaard, 2013). Regarding my understanding of anti-doping work, I do not have much experience in the area even though I always have been interested in the topic. I have though been an athlete on a national level and worked as a

junior coach in golf, and for that reason have a good understanding of what occurs in the sport regarding anti-doping work. My experience and knowledge of ice hockey come from watching many games as a spectator and been generally interested in the sport.

Another strength of validity is comparing my results to other similar projects. A strengthened validity could occur if this research corresponds to other studies. If this research does not correspond with other similar projects, it is necessary to elaborate the significance of my research results and their value in the field of anti-doping (Thagaard, 2013).

External validity refers to the degree of generalization or transferability of the study and if the study can be valid or relevant in different contexts. As mentioned earlier, generalization and transferability are weaknesses in qualitative research and usually is normally hard to fulfil because of few units and the difficulty in comparing data (Laake, Olsen, Benestad, 2013; Thagaard, 2013). Although transferability is hard to fulfil in qualitative research statistically, there is still the possibility for transferability to other sports federations in Norway concerning anti-doping work. Through an evaluation of this study and comparing it to other studies of anti-doping work in sports federations in Norway, there is the opportunity for people to decide themselves if the findings and the analysis are transferable to the institutional field. Therefore, a person's conclusion about the transferability depends on the reliability, validity and the contextual knowledge about similarities and differences.

5.8 Ethics

Like all other projects, qualitative research needs to follow ethics guidelines. The ethical principles encourage the researcher to show fairness and accuracy regarding results and evaluation of the research project. Because I employed interviews for the research project, which means I am in near contact with the people I study or are included in the project, it was therefore necessary for me to send in an application to the Norwegian data protection official (NSD) for processing with personal data (Thagaard, 2013). I sent in my application in the middle of August and got it approved five weeks later.

Thaagard (2013) mentions especially three crucial ethical guidelines to employ in a research project; Informed consent, confidentiality and consequences of participate in research projects (Thagaard, 2013).

Informed consent refers to the necessary information about the project and the various rights a subject, who participates in a research project, has. An included participant in the research project has the right to withdraw from participation at any given time without any form of negative consequences. Informed consent provides different challenges. Because of uncertainty about the data material, we cannot inform the people included about how we interpret the data. Therefore, as researchers, we need to reflect on every single aspect of what the project revolves around. Before I conducted the interviews, I sent out informed consent forms to all the involved parts, and they had to sign before the interview could take place (Thagaard, 2013).

Secondly, confidentiality refers to the protection of people involved in the study. Therefore, it is necessary for researchers to prevent hurtful information about the subjects involved in the study to appear in the research. Hence, researchers have the opportunity to anonymize, which prevent identifying people who participate in the study. In this study, anonymization is hard to secure, that is why I sent all the quotations I employed in the study to the interview subjects. As such, they could secure that I was only employing accurate quotations of what they had said to avoid misunderstandings. Furthermore, I employed quotations, which the informants were satisfied including in the research. Rules about storage and destroying data material are also important parts of confidentiality. The challenge of confidentiality refers to the dilemma between anonymizing and reliability/verifiability. As such, it makes it harder for other researchers to test the result of the study, but this usually is difficult to accomplish in qualitative research, and we rather want to protect the people involved in the study (Thagaard, 2013).

Lastly, researchers want to avoid harming the people involved in the study. Values such as respect for human dignity, human integrity, and freedom are vital for any research project. The challenge could occur when interviewer and interviewee hold different interpretations of the results of the study. Therefore, I sent my quotations to all involved

participants for approval, and they had the opportunity to change the quotations if necessary to prevent misunderstandings (Thagaard, 2013).

For my project, which revolves around a sensitive topic, I needed to reflect upon the ethical aspect. Firstly, doping as a topic is sensitive, and informants could find it unpleasant. Therefore, it is important to reflect upon how I addressed the questions. Secondly, there is the challenge with anonymization. In this research, it could be a factor because others might easily spot the informants. I have sent all informants their quotations for a quality check to ensure that everyone is represented correctly and to prevent misunderstandings.

6. Results

In this chapter, I will present the empirical data. Firstly, I will start presenting the preventive measures employed by the federations and clubs regarding anti-doping efforts. In addition, I will present why they employed these preventive measures. Secondly, I will clarify different challenges that golf or ice hockey organisations had in terms of anti-doping work. Thirdly, I will present the relationship the federations and clubs had with ADNO and, lastly, I will give an overview of similarities and differences between golf and ice hockey regarding anti-doping work and views about anti-doping.

How does the Norwegian Ice Hockey Federation and the Norwegian Golf Federation implement anti-doping preventive measures at the federation and club level?

6.1 Preventive Measures at the Golf Federation

According to the informant at the Norwegian Golf Federation (NGF), the anti-doping work that was started this year have been extensive. Previously, according to the informant, the federation has not prioritized anti-doping work because it appears not to be a big problem in golf:

We just put it on the agenda this year because NIF decided that all federations shall become clean federations. We wanted to start thinking about it previously because we want to appear as a clean sport, we do not want anyone to cheat. We also want to look at it as a kind of value-based work to children and young people, and we should show good attitudes and a healthy sport (Informant, NGF).

Regarding the question of the risk of doping in golf, the informant claims that:

As an athlete, we never thought about doping, that was not a topic at all. We never even knew what we could take to become better golfers. We have defined golf as low risk. But becoming stronger, hit further, coming back from injuries

and things like that does exist and central stimulating substances of which makes you calmer, it is absolutely an opportunity for someone to take. Golf has developed extremely on the physical part, so someone might be tempted to take shortcuts. In what degree steroids can help hitting longer, I do not have any conception of that. For many, it might be an adverse outcome to gain too much muscle concerning the mobility and the technique. I might have been naïve and thought that it does not occur in our sport but it does occur and now there is an extreme amount of money too. People are injured and cannot afford to stay injured for long periods, and it is easy to think it exists even though we do not know about it (Informant, NGF).

Nevertheless, although the federation does not see doping as a problem in their sport, according to NGF, they still want to be aware and to disassociate themselves from doping. Therefore, NGF has written a collaborate agreement with ADNO to become a “Clean Federation.” Concerning anti-doping efforts in golf, NGF employs different preventive measures. Firstly, the informant explains that there is a criterion to have completed “Clean Athlete” e- module program to be able to compete in national tournaments in Norway:

Everyone that is on our teams and everyone that plays our tournaments on the national level must complete the clean athlete program. Therefore, if you want to play the Norwegian cup, and to be counted on the Order of Merit, then you have to have completed the clean athlete. Everyone that is not will be taken away [From the order of Merit] (Informant, NGF).

This applies to everyone who is older than 15 years old. Furthermore, the informant suggests that the learning program is a good introduction to learn about healthy attitudes and anti-doping work.

Regarding top athletes, according to NGF, the federation is bringing ADNO to training camps. In addition, all medical personnel and trainers have completed the “Clean Athlete” program and players receive all the necessary medical follow-up by doctors. As such, according to the informant, Norwegian top athlete golfers have proper tools to obtain information about anti-doping work.

When we look at adolescents, NGF has this year brought up anti-doping information on the first player meeting with athletes and their parents before the season started. Adolescents will also gain information about doping through their sport-specific schools, which the informant claims that many junior golfers attend these organizations.

Lastly, NGF held the general golf assembly in November. At the general assembly, NGF had a theme day with different topics where representatives from anti-doping Norway were present and had an anti-doping stand for clubs to visit. This, however, was optional; therefore, clubs were not obliged to attend. According to the representative who was present, there was a low interest by the clubs. When looking at knowledge and collaboration between NGF and other sport federations in terms of imitating successful federations in anti-doping work, the informant claims that, *“We have looked a little on their preventive measure plans and how they are doing it, but we do feel that anti-doping work is fairly new.”* (Informant, NGF).

Furthermore, the informant explains that not many sports are similar to golf. Golf is rather in comparison a sport with low intensity over an extended period, and therefore it is less relevant for the federation to collaborate with other federations regarding anti-doping work.

To make anti-doping information simply to access, NGF has provided information about anti-doping efforts into their home page. This is an easily accessible web page that players and support groups easily can click and access the Norwegian anti-doping home page, the “Clean Athlete” program, and the doping prohibited list. In terms of anti-doping efforts in the clubs, NGF wants all clubs to be certified as “Clean Clubs.”

We wish that they shall conduct clean club. And we have mentioned it on different meeting places. The challenge is that the clubs do not see the value and have too many other important things to do. So it is pretty hard work, but I had a goal of having 25 clubs [as clean clubs], and now we have 6 on the list, so we are far away, and we had a goal of 250 athletes that completed clean athlete, and we have 340 so that is good (Informant, NGF).

Furthermore, regarding anti-doping efforts in clubs, the informant at NGF explains that the most common effort employed by the clubs is the “Clean Club” program. Clubs employ already existing educational programs:

It is a matter of taking a stand and putting a plan for how you intend to implement it in the clubs and how to conduct it. It is the value-based work, which primarily is done in the club. A regular hobby golfer is important messengers of an important message. Grandparents and parents and those who go there
(Informant, NGF).

The informant also states that some clubs have contacted the federation, asking questions about anti-doping work, *“I get some questions from clubs, but guide them further to the clean club program because it says how you should do it”* (Informant, NGF).

In addition to the previous preventive measures, according to the Norwegian golf anti-doping policy, the federation has planned further preventive measures towards clubs. Firstly, the clubs wanting to become a part of the concept “Quality Club” is required to conduct the “Clean Club” program. Secondly, clubs that want to host golf tournaments in Norway are also required to conduct the “Clean Club” anti-doping program during the year. Hence, the federation will prioritize clubs that already have conducted the anti-doping program to host national golf tournaments (NGF, anti-doping policy). In a question asked to the informant about how this is going to be followed up, the informant states:

We have not managed to follow it up, and it is challenging to get the clubs to implement it and to be aware of their responsibilities. If we are to convey the message, there is a collective effort that must be present, but most people only think of top-level doping. We are unable to claim that they will implement, but we push and recommend they do (Informant, NGF).

Therefore, there is a question about power concerning clubs being agents of change in becoming “Clean Clubs.” According to the federation, NGF wants clubs to conduct the “Clean Club”, but they still might not have the extensive power to follow the

requirement. According to the informant, the danger is that there might not be enough “Clean Clubs” to host tournaments. As a temporary solution to the problem, the informant suggests, “*we have to moderate ourselves a bit until the clubs have both the capacity and the desire to contribute*” (Informant, NGF). There is also presently an issue with clubs because they do not see doping as a problem in the sport. According to the informant:

I do not think a club sees doping in golf as a problem, and I do not think they look at a problem when there is 90 % adult members that play hobby golf. Therefore, they do not think about the value-based work for adolescents and kids because it is not enough young members present (Informant, NGF).

6.2 Preventive Measures in a Large Club in Golf:

Regarding a large club in golf, results show that anti-doping work is not a priority:

On that matter, we have not been good enough I have to admit. It is not something that has been high on the list of recent years, but it has though been talked about it and been mentioned but has to admit that we have not done anything systematically about it (Informant, Large Golf Club).

According to the informant, there has not been any form of lectures or information to players about doping thus far. The informant explains that doping may have been mentioned on different common or group meetings, training camps or in acquaintance with students at WANG. There are currently 8-10 WANG juniors in the club. The informant states: “*I have good contact with the trainer at WANG, so we have good control of what is happening there. They have some plans, but of course, no reason for us not to do something in the club. Surely more who could benefit from that information*” (Informant, Large Golf Club).

Regarding the risk of doping in golf, the informant states that:

I do not know I could just sit here and interpret because I do not know much about it. I have of course heard a little and maybe read a little about it here and there that it might be someone that could take something to make one calmer,

perhaps in association with injuries to get back quickly and stuff like that, but I have to be honest that I do not have heard much about doping and golf
(Informant, Large Golf Club).

Moreover, according to the informant, the federation puts no coercive pressures to the clubs and anti-doping work has only been mentioned once during the five years the informant has been an employee in the club. The informant also suggests that if anti-doping preventive work is not imposed, the clubs might not see the point or feel the necessity to do something about it.

During the research process and shortly before the interview, the informant registered the club as a “Clean Club.” The club has started the process of becoming a certified “Clean Club”, and the informant explains that they will have lectures on doping this upcoming winter with players and parents. Furthermore, the informant says that it would be nice with some more information about anti-doping work from the federation. The club has had one or two lectures about diet and nutrition with a diet and nutrition expert. The lectures have included general knowledge about diet and nutrition, and knowledge about what is healthy to eat and not.

Learning and knowledge about anti-doping is important for younger age groups. According to the informant, golf athletes in national tournaments are acquired to complete the “Clean Athlete” program when they are 15 years old and older. Therefore, the federation has set an age group for which they consider is appropriate for their anti-doping work. According to the informant in the large golf club, there could be different levels of anti-doping work in terms of targeting different age groups:

I think we could begin the value based work in a reasonable way because many of our players start to get pretty active from they are 11-12 years old and there are different degrees of beginning the preventive work so it might be clever to start already then, but I am not a specialist so it could be clever cooperating with anti- doping Norway (Informant, Large Golf Club).

In addition, the informant understands that the knowledge level amongst the athletes could be better. Moreover, in a question regarding knowledge the informant answers,

“No, of course, it could be much much better. I think so. It is surely someone that is much better than others are” (Informant, Large Golf Club).

6.3 Preventive Measures for a Medium Golf Club:

When interviewing the medium golf club, they neither had any form of preventive measures towards doping:

As a club we have not participated in any ‘anti-drug campaign’ I think, however, I have just recently started working here, so I am not sure if they have been part of it in the past. I am going to the ‘AGM’ (Annual General Meeting) for the golf clubs that are part of the Norwegian Golf Federation this coming weekend, I am not sure if it will be discussed there. It would benefit everyone if they did. I would love it if they brought it up as I am 150% against drug abuse and doping and I would love for them to bring awareness to everyone (Informant, Medium Golf Club).

Every athlete that plays NGF national tournament requires having completed the “Clean Athlete” program. As such, their elite players must have completed the program and have received information about doping. As many other clubs, the interviewed club also has athletes at sport-specific schools such as WANG.

The view is similar in the medium golf club about learning and knowledge about anti-doping in younger ages, where the informant suggests that we could never start too early with anti-doping preventive work. Focus on health, healthy diet and nutrition, and correct training is important. In Norway, athletes’ start to play tournaments when they turn 13 years old. As such, according to the informant, *“when athletes begin playing tournaments, it should be mandatory for all of them to learn about the ‘anti-drug’ campaigns”* (Informant, Medium Golf Club).

6.4 Challenges with Anti-Doping Work in Golf:

The magnitude of challenges with anti-doping work in golf revolves around the usefulness of anti-doping education among golf members. There is a great deal of agreement among the interviewed informants, which did not see doping as a significant problem in their sport. Everyone could though see the benefit of doping use when

returning from for example injuries. In addition, when concerning nervousness, the use of beta-blockers could occur, but beta-blockers could also be unbeneficial because a player might lose the adrenalin needed in tight situations:

Taking beta-blockers playing golf will relax your body and keep your heart rate down, however, I feel that you will lose the explosiveness in your golf swing then and you will not be able to play properly. Beta-blockers might fix some things, but it destroys other parts (Informant, Medium Golf Club).

Furthermore, the informant states that it may be a higher chance of cheating with equipment rather than doping (Informant, NGF). Golf courses also tend to be longer because of players hitting longer than previously, but the ball still needs to get into the hole and therefore it is still important to hit straight rather than long. There is also uncertainty among the interviewed informants about steroids and how it could be beneficial in terms of hitting the ball longer. According to NGF, *“I do not have any clue if you hit the ball further with the use of steroids. For many people, it could be contrary to get big muscles in relations to mobility and the technique you had before you became too big”* (Informant, NGF).

Another factor mentioned is the economic factor. Further benefits in terms of money in sport and therefore the temptations to cheat increases. The informant argue that, *“It is an extremely considerable amount of money though. People are injured and cannot afford being injured for a long period and therefore easy to think that it exists without us knowing”* (Informant, NGF).

In golf, according to the informants, the members of clubs do not see the necessity of employing time on anti-doping preventive measures. The members do not see the value and clubs have enough on their plate with day-to-day activities and therefore do not prioritize such work. Another challenge in golf, according to the informant from the NGF, refers to 90 percent of the members, which are hobby golfers that do not benefit from doping use or feel the need of using any performance-enhancing substances. Hence, the mentioned golfers may not be interested in using time and resources on anti-doping education.

Another challenge in golf revolves around the professional tournaments. Per 2017, the professional tours are not WADA compliant. As such, the professional tours employ their own rules and guidelines for players to follow except when qualifying for the Olympics. NGF recognizes the problem and tries to put pressure on professional tours to implement The Code. The informant states, *“We have now joined forces with Sweden and Denmark in relation to try to put pressure on the European tour initially because it is the Tour that is closest to us”* (Informant, NGF).

According to the informant (NGF), the professional tours want to reserve themselves against doping cases like the Johaug case, where the professional skier Therese Johaug violated the doping regulations with a lip cream that included a prohibited substance. This is another example demonstrating that the federation tries to push for implementation, in this case for the World Anti-Doping Code.

6.5 Relationship between Golf and the Norwegian Anti-Doping Agency:

According to NGF, the federation has a good dialog with ADNO. ADNO has mostly provided help forming the anti-doping policy for the federation, with the communication mainly interacted through e-mails but there have also been meeting activity in trying to reveal any problematic areas golf may have. The informant states that, *“We look at the clean athlete list quite often and have been in a lot of dialog with ADNO when it comes to our anti-doping manual. Like getting it approved and such”* (Informant, NGF).

Concerning the golf clubs, none of the interviewed clubs claimed they had any contact with ADNO, neither now or before.

6.6 Preventive Measures in Ice Hockey Federation:

Like NGF, according to the Norwegian Ice Hockey Federation (NIHF), they are in the starting phase concerning anti-doping work and the reason being only a few occurrences of doping cases previously in ice hockey. According to the informant:

What has arrived above the surface has been very little even though it is a sport that obviously should gain some benefits of pushing some boundaries in terms of

substances that builds muscle and such. I have experienced some cases with central stimulating substances further down in the division system and a junior player using muscle-gaining substance, but luckily, it happens rarely in Norwegian ice hockey (Informant, NIHF).

Like golf, the problem of doping has not been a significant issue in Norwegian ice hockey, but according to NIHF, they still understand the possibilities of pushing some boundaries to become better ice hockey players and the risk of doping occurrence in the sport is present. Concerning preventive measures, NIHF prioritizes measures they have the direct impact on, such as u16 and older, mainly top athletes on the respective national teams:

We are preparing an anti-doping policy now, but at least I have set up an annual cycle plan according to the target groups we have, and when it comes to target groups it does not just count the players, but the federation, the employees here and the board, leaders in clubs and players in all levels. The first thing we have to do is initiating all national teams to conduct clean athlete and we shall have it on the first training camp for both girls, boys, senior women, senior men and the men shall have one on the first players meeting when they are gathered in November. Now it is a focus on doing the things we have to do in terms of getting certified [certified as a clean federation] (Informant, NIHF).

In addition, according to the informant, players have to send in lists to managers of what type of products they are consuming. Moreover, medical support personnel have to participate in anti-doping courses provided by ADNO to be able to be a part of the national teams. NIHF also wants to include anti-doping learning in second level coaching courses. Lastly, the senior national team has some test matches against Latvia next year in April, where NIHF wants ADNO to provide a lecture for the players. According to the informant in talks with ADNO, anti-doping work is important but to an extent and it is important not to overdo it. According to NIHF, *“the goal is to let it come naturally and be an integrated part of our work, getting the correct amount of attention”* (Informant, NIHF).

In terms of preventive measures concerning younger athletes, as mentioned previously, NIHF mainly focus on athletes that the federation has a direct impact on. As such, for younger athletes that means national teams' u16, u18 and u20. According to the informant, the younger teams will conduct an anti-doping theme day at the elite camp where everyone also completes the "Clean Athlete" program (Informant, NIHF).

The preventive measures toward clubs have not been a priority yet. The informant explains:

We have not had any measures towards clubs yet, but we have just started with this [anti-doping work], but we want to work towards clean clubs, of course, but we have to start somewhere. This is not a full-time job, so we have to begin with the ones we have around us (Informant, NIHF).

There have previously been preventive measures concerning the top league in Norway among clubs, and the informant states that, "*we had for some years ago a campaign with anti-doping Norway where we had a relay hockey stick that went from club to club after conducting the clean club program*" (Informant, NIHF).

Furthermore, the informant states that clubs, which plays in the top division and plays on a high level in Norway, should be registered as "Clean Clubs." NIHF wants especially GET- league clubs, u20 and u18 to conduct "Clean Club" because they are seen as the future of Norwegian ice hockey.

Unlike NGF, according to the informant for NIHF, ice hockey has looked at different federations concerning anti-doping work, primarily the Norwegian Handball Federation (NHF). The informant states that, "*In the introduction, we have been in contact with the handball federation because it is fairly like hockey as a sport in terms of power and strength but also other elements*" (Informant, NIHF).

Moreover, the informant claims that they have used ADNO as an interlocutor and used the total collected information they have provided from working with other sports federations in Norway. As we can see for ice hockey, NIHF looked at similar sports when beginning their anti-doping work. Like ice hockey, handball also demands

stronger physique than other sports, but still do not see doping as a significant problem. According to Femoen (2012), NHF did not have numerous preventive measures because of few doping occurrences in the sport. Unlike NGF, NIHF has no information about anti-doping efforts on their home page.

6.7 Preventive Measures in a Top League Ice Hockey Club

The GET- league clubs are divided into two separate clubs, an elite club and a mass participation club. According to the informant regarding elite players, the preventive measures include:

A doping review before every season start with the city sports medicine clinic. At the doping review, the sports medicine clinic will provide information about what is legal and not. If the players want to use different products, they need to ask the clinic if the product is legal (Informant, Elite Team Top League Ice Hockey Club).

The elite club does not participate in any form of follow-ups or testing. The informant states that, *“the players have a responsibility of checking everything and ask if they are uncertain about anything”* (Informant, Elite Team Top League Ice Hockey Club). There is also a medical team for the players, mainly providing legal medicaments when players are injured and so forth.

Regarding preventive measures for juniors, there is a weekly weighing of athletes. According to the informant, *“if a player dramatically increases weight and are not in puberty, then speculations might occur, and we should test that player”* (Informant, Top League, Junior Club). In addition to weekly weighing, the informant claims that 90 percent of the current players are students at sport-specific schools such as WANG and the other 10 percent have been students. Hence, the players would have completed the “Clean Athlete” or “Clean Student” at school. Like the large golf club, the top league ice hockey club also would want something from the federation regarding information about doping:

If we had some information about this from the federation, then of course, we would do it, but we cannot launch such a campaign ourselves, and we would like

people with the expertise in anti-doping work to do the development of such efforts. If we get such information, of course, we will forward the information to parents and players (Informant, Top League Junior Ice Hockey Club).

Concerning nutrition supplements, the informant claims that the club has responsibilities and for that reason are employing diet and nutrition lectures to athletes and parents. It is important to be careful when buying these supplements and it is necessary for parents to have a good understanding because parents are those that generally pay for the supplements. Therefore, if players want to use nutrition supplements, then they need to check if it is approved. Furthermore, the informant though says that he has not seen any supplements being consumed by the players at the ice hockey arena where players spend much of their time of the week:

If anyone should come in here with protein powder, then I would like to know what it is. On that matter, I think the club is checking things properly, and many have a good understanding of it. We have nutrition lectures here that talk about being careful especially to parents that buy the supplements (Informant, Top League Junior Ice Hockey Club).

The informant also says that athletes are given the prerequisite to increase muscle mass because the athletes are provided healthy food after every ice and gym training session. Again, the awareness is significant for players, leaders, and parents. Therefore, anti-doping education is essential for juniors and the parents that buy the products. A point of education is bringing awareness to check products before consuming different performance supplements. A result may be a reduced amount of doping cases in sports where players are unintentionally consuming illegal performance substances, which could be avoided with education.

When interviewing the top league ice hockey club, the view on early learning to younger ages seemed essential concerning anti-doping education. The informant states that, *“the more we can learn them when they are younger, the less we need we need to learn them when they are bigger but should not start learning to young either”* (Informant, Top League Junior Ice Hockey Club).

In addition, the informant suggests that education of parents is vital since they are those who usually buy the products. Therefore, younger athletes will benefit from more education because they might not question the products their parents buy. Furthermore, the informant mentioned the need of testing younger athletes. The other informant in the mass participation ice hockey club also supported this suggestion and would like seeing younger athletes doping tested, especially the GET- league clubs.

About the risk of doping, the informant states that:

In Norwegian ice hockey, I think it is not a problem, which is how I perceive it. I do not see it and the ice hockey has developed itself on a high level in terms of training. In ice hockey, there is close monitoring at training and trainers are always present. There is not much individual training before you reach junior elite, before that they are gathered at training a lot. But I have not heard anything about it I have to say (Informant, Top League Junior Ice Hockey Club).

On the other hand, the informant states that:

There is absolutely pressure when we do elite sports, and we have the right to say that someone is too small or not strong enough to do the job of which we want you to do on the field. Therefore, it is some pressure there, but we train often, and we see the development of the players. They are here six days a week and does all the gym and ice practices here so I think we can control them pretty good here with the weekly weighing and if we see that someone goes unnaturally fast or is someone eating good and exercising well and getting the progress that they deserve and have not cheated on. Therefore, I think we have good control of the situation (Informant, Top League Junior Ice Hockey club).

6.8 Preventive Measures in a Mass Participation Ice Hockey Club:

Regarding preventive measures among senior athletes in the club, the only preventive measure includes having a section in their contract when the signing, which they need to dissociate from doping substances. In general, the club has a zero tolerance of doping and fronts anti-doping in a sporting document where they dissociate themselves from all

doping use. The informant states that, “*we want to front and consider ourselves as a “Clean Club” even though we have not registered us as a clean club or gives any form of information like lectures as such*” (Informant, Mass Participation Ice Hockey Club).

Other than anti-doping in the sporting document, the informant states that doping has been discussed and mentioned in forums and meetings with parents. Concerning nutritional supplements, the informant does not think supplements are necessary and think it is too much focus on consuming for example protein shakes. According to the informant, “*you can be as good and strong without using any substances. Eat healthy Norwegian food and be sure to eat and drink enough and enough sleep*” (Informant, Mass Participation Ice Hockey Club).

Furthermore, the informant states that it would be valuable to receive more information about doping from NIHF and further organize a doping theme day, would be beneficial.

Like in golf, the informant in the mass participation ice hockey club considers it appropriate to learn about anti-doping when players are thirteen and older. The focus on learning about healthy food and nutrition supplement is particularly important. Moreover, learning about medicine is beneficial. As an example is the view of grey areas in doping where the informant views the uncertainty of some products that may create confusion among athletes.

Regarding the risk of doping in ice hockey, the informant states that:

I want to say that it is a low [risk], it is no big problem, at least I know, I know that there have been some cases of people that have been caught and we have even had someone in the club that has been caught and banned. My impression is that it is not much, there have been some cases, but I do not want to say there is any problem in the sport we are playing (Informant, Mass Participation Ice Hockey Club).

6.9 Challenges with Anti- Doping Work in Ice Hockey:

Unlike golf, ice hockey does not face the problem of adult members, which consider anti-doping work as unnecessary. Even though most of the interviewed informants

consider doping as an almost non-existing problem in Norwegian ice hockey, they understand the importance of anti-doping education and value-based work, especially amongst younger athletes. There has though been a couple of doping cases in ice hockey, but mainly by using central stimulating substances. Another factor is the economic benefits by which increase the temptation of taking illegal substances, especially in bigger leagues, for example in the USA. The National Hockey League (NHL) in North America is also non-WADA compliant. The informant from NIHF states that, *“I think it is more accepted in foreign countries in view of coming back from injuries, but I do not think it is accepted in the Norwegian environment”* (Informant, NIHF). Furthermore, according to the informant, it is more likely that doping occurs in private environments rather than in clubs in Norway (Informant, NIHF).

A challenge NIHF recognizes is the so-called grey areas in doping. The informants explain that everyone knows anabolic steroids, blood doping and such, but some areas are uncertain. An example which is mentioned is nasal spray and cough medicine. These products might contain illegal substances, and this is where the challenge occurs. Hence, the informants understand that athletes particularly need more knowledge and education concerning grey areas around doping. Therefore, athletes could fear taking medicine because of the possibility of being caught for doping use.

Another challenge recognized by the federation is the challenge of catching all athletes in terms of completing the “Clean Athlete” program. Each year, new upcoming athletes join the national teams before the season starts and during the season, and therefore it is not always easy to track who has completed the program and not. Everyone in the national teams shall have conducted the program according to the federation, and before every start of the season the “Clean Athlete” program is completed, but the challenge occurs when new players are selected during the season.

6.10 Relationship between Ice Hockey and the Norwegian Anti- Doping Agency

According to the informant of the NIHF, there is no regular meeting activity with ADNO, but some dialog concerning certain activities with the national teams. The informant of NIHF claims that the ice hockey players are not bound under the restrictions of the whereabouts system and therefore only needs to report to their home

page where they have training and training camps. In terms of what clubs have to provide, the informant claims that, *“GET league clubs have earlier sent monthly lists, but since game schedule and training are available online, this is OK for ADNO”* (Informant, NIHF).

Furthermore, according to the informant of the NIHF, dialogue with ADNO have usually been at the request from them, especially towards special tournaments such as the Winter Olympics, which is happening for the Norwegian men’s team in 2018. The information states that, *“there is more dialogue because of the Winter Olympics, which is approaching. Then the international ice hockey federation and WADA brings their different test regimes”* (Informant, NIHF).

In terms of contact with ADNO, the informant of the mass participation ice hockey club claims that they have had one meeting with ADNO because of a doping violation of one of their players. According to the informant, ADNO has been present at some of the courses, which the informant has participated. The informant states that, *“...talked with ADNO regarding a meeting when an athlete was caught. ADNO then informed me about the clean club module”* (Informant, Mass Participation Ice Hockey Club).

6.11 Summary of Preventive Measures in Golf and Ice Hockey

Federation/club:	Anti- doping Preventive measures per now:
Golf Federation:	<ul style="list-style-type: none"> - Clean athlete program for all players over 15 years old playing national tournaments. - Top athletes: ADNO to training camps, medical support personnel and trainers need to complete clean athlete program. - Adolescents: Anti- doping info on first player meetings.

	<ul style="list-style-type: none"> - Stand on golf general assembly.
Large golf club:	<ul style="list-style-type: none"> - No present measures - Have now registered as a clean club
Medium golf club:	<ul style="list-style-type: none"> - No actual preventive measures.
Ice Hockey Federation:	<ul style="list-style-type: none"> - Preventive measures towards all national teams: u16, u18, u20 and seniors. - National players need to send in lists of what products they are using. - Medical personnel requires participating at anti- doping courses. - Lectures for senior national team - Younger teams have a theme day either before or after the elite camp where everyone also need to take the clean athlete program.
Top league Ice hockey club:	<ul style="list-style-type: none"> - Elite club: doping review before every season with the sport medicine clinic. - Junior club: weekly weighing of juniors.
Mass participation club:	<ul style="list-style-type: none"> - Seniors: having a section in their contract about doping. - In general: Fronts anti- doping in a sporting document.

Table 1: *This table shows the current preventive measures federations and clubs are employing in their anti- doping efforts in the two studied sports ice hockey and golf.*

6.11.1 Similarities and Differences of Anti- Doping Work between Ice Hockey and Golf

In this section of the results, I will give an overview of similarities and differences in terms of anti-doping work in the two chosen sports. Firstly, the similarities between the two include a beginning phase in their anti-doping work. Both federations also want to be certified as a “Clean Federations.” Both federations have a good dialog with ADNO and know their target groups. In addition, per now, both sports do not recognize doping as a significant problem in their sports, but still see a risk, which can arise because of injuries, economic benefits etc. Another similarity includes the focus on elite athletes. The focus revolves securing proper doping knowledge and education among their elite athletes and their support personnel. Hence, the federations want to ensure knowledge to the members they have the direct impact on.

As we understand there are certain similarities between the two studied sports, but there are also certain differences. Firstly, the responsible working with anti-doping and forming the strategic action plan for the NIHF has previous experience with anti-doping work. According to the informant, he/she previously worked as a doping controller for ADNO. Hence, the responsible have previous knowledge and understanding, which will benefit when working with anti-doping efforts in ice hockey. Another difference revolves around the benefits of anti-doping work in clubs. After interviewing, the four clubs, the result show that ice hockey clubs find anti-doping work more beneficial than golf clubs. According to the informants, the majority of golfers are adults that want to use resources other places than on anti-doping efforts. According to the ice hockey clubs, they do not recognize doping as a problem in their sport in Norway but still want to dissociate from doping, and therefore have some preventive measures. The clubs also wish for more information from the federation about anti-doping. As such, clubs are willing to use resources on doping. Lastly, golf has information about anti-doping on their home page, unlike ice hockey that does not provide any information about anti-doping or link to ADNO’s page on their home page. Hence, it is easier for golf players to access and find information about anti-doping.

7. Discussion

During this discussion, I will go through all the theoretical aspects in a structured way. First, I will start by discussing coercive isomorphism in both sports, before I move on to discuss mimetic/legitimacy, and implementation theory. In addition, I will discuss the results with the recommended anti-doping best practice from WADA and ADNO. Lastly, I will discuss some other aspects outside of my theoretical framework, which presented exciting findings. After looking at golf and ice hockey, we have gathered an understanding of how the two studied sports think and perform anti-doping work. After analysing the collected data, there are certain overall points gathered about anti-doping work and how the sport organizations changes or responds to different kinds of pressure from the institutional environment.

7.1 Coercive Isomorphism

7.1.1 In General, For Norwegian Sports

The fact that NIF decided on anti-doping preventive work in 2016; they have put other sports federations under coercive pressure to implement anti-doping efforts in their sports, and it is necessary for federations to become “Clean Federations”. This point to coercive isomorphism in new institutionalism, where NIF uses its position as leading organization of sports in Norway to make anti-doping preventive work a focus area in all sports. The institutional environment desires solid anti-doping efforts in Norway and put pressure on the federations to address anti-doping with effort. As such, federations require adaptation to the institutional environment and therefore the implementation of anti-doping preventive measures. Hence, federations will become more similar to each other in terms of anti-doping work because of the necessity of becoming “Clean Federations.” Although there have been expectations arisen as a consequence by the institutional environment about implementing and addressing anti-doping work with effort, NIF’s decision sets anti-doping work on the agenda in Norwegian sports in the future.

7.1.2 Golf

In terms of coercive pressure made by the national federation, NGF slowly put pressure on several members/clubs in the federation. The fact that clubs that wants to be a “Quality Club” are required to become a clean club, hosting tournament clubs are

obligated to conduct the “Clean Club”, and national players (both juniors and seniors), referees, and medical personnel must conduct the “Clean Athlete” program, shows that the federation is now addressing anti-doping work with more effort. Hence, there is coercive pressure coming from the federation to several parts of the organisation. According to coercive isomorphism, the change can occur because of pressure from higher authorities of great importance such as in this case; the NGF has done with players and clubs. As such, even though neither of the studied clubs has employed any current preventive measures, they are required to become “Clean Clubs” if they want to host national tournaments or become “Quality Clubs” in the future. There is still the question of power. The federation is clear that they do not want to pressure clubs too much to conduct the “Clean Club” because of the consequence that maybe there are not enough “Clean Clubs” to host the tournaments in Norway. Therefore, NGF does not follow the requirement in their anti-doping policy, which all host tournament clubs are required to have conducted the “Clean Club”, but instead wishes and recommend the clubs to implement the anti-doping preventive program. It is apparently contrary to what has been decided in the anti-doping policy.

Although no preventive measures were found in clubs, the players would still gain some information about anti-doping either through the requirement on “Clean Athlete” to be accountable for the order of merit, but also the adolescent players in sport-specific schools would be provided information. Therefore, although there has not been any coercive pressure made by clubs to conduct anti-doping programs, both national tournaments and sport-specific schools requires education about anti-doping. Hence, top junior athletes from the age of 15 and onwards in Norway will gain some knowledge about anti-doping.

Media counts as a part of the institutional environment and the institutional field. How organizations deal with challenges from the environment and changes in the environment is dependent on their ability to adjust (Bolman & Deal, 2014). A Norwegian newspaper called VG recently posted an anti-doping article regarding the situation present in golf. The case revolved around a tournament hosted in Norway. According to ADNO, the tournament should have been cancelled because the European Tour was not WADA compliant and this created controversies between golf, NIF, and ADNO. Because a stock company such as the European Tour arranged the tournament,

NIF had no right to stop the event. With little time until the start of the event, NGF could not prevent the tournament to take place (Christiansen, 2018). As we see in this case, NIF had no possibilities for coercive pressure because of the rules guarded by the stock company and Norwegian golf could arrange the tournament legally although it created certain controversies in the media. According to NGF, they want the European Tour to be WADA compliant in the future and NGF is in collaboration with Sweden and Denmark to put further pressure on the European Tour.

Although the results show four doping cases internationally, there is no clear evidence of how many athletes that would have broken the anti-doping policy of WADA. Because the PGA Tour is not WADA compliant, there could be occurrences of illegal substance use on WADA's prohibited list that PGA Tour might not have the impression being a performance enhancer. Although the professional tours in golf are not WADA compliant, the International Golf Federation (IGF) is WADA compliant and formed an anti-doping policy. According to the anti-doping policy, IGF refers to the Code, article 18.2 about proper anti-doping education programs in golf. Therefore, IGF suggests that golf should implement preventive measures such as anti-doping programs (IGF, anti-doping policy, 2018). In the bigger organizational picture, IGF as the highest organizational authority in golf desires anti-doping education in national federations around the world. However, there is no coercive pressure made by IGF, which forces national federations to implement such anti-doping preventive work.

NGF collaborate with two countries, which have a great history in terms of golf performances. In the past years, Sweden and Denmark have produced high ranked golf players. Therefore, they possess a higher degree of recognition in the golf environment. As such, in collaboration with another country such as Norway, they believe that they might influence the European Tour initially to implement The Code in the near future. A possible idea for the countries could be using media introduction to put further pressure on the European Tour and get more countries involved in the process.

7.1.3 Ice Hockey

In terms of coercive isomorphism, the federation put coercive pressure firstly on the national teams including players, coaches and support personnel but in time will also put further pressure on clubs to implement preventive measures. As such, the federation

has started with securing anti-doping knowledge to those that they have a direct impact on and therefore could control education amongst the players more easily. As mentioned previously, ice hockey is in the beginning phase of becoming a “Clean Federation”, and they are now working on their anti-doping policy. The choice of beginning with the national teams and then working downwards in the organization sounds evident. It is easier to track the national players and secure anti-doping information than having control over what is done amongst clubs in lower levels. NIHF have to begin somewhere and therefore securing anti-doping knowledge to all national teams sounds evident in the beginning phase of anti-doping work. Regarding junior athletes, all young national athletes will have knowledge from conducting the “Clean Athlete” program.

There is a lack of coercive pressure from NIHF to clubs, which might delay the anti-doping implementation process generally in the clubs. Again, the NIHF is in the beginning phase in terms of anti-doping work and have already provided coercive pressure to the national teams. According to the informant, there will be pressure to clubs in the future, which will provide more information to lower level players in the organization. The fact that the interview clubs had some sorts of current preventive measures is a good sign that clubs would address anti-doping education with effort. There is a zero tolerance for doping in ice hockey, which will make the implementation of preventive measures easier in the future especially when both clubs wanted more information from the federation to provide their club members. As such, I assume that ice hockey clubs would act positively to more pressure by the federation.

A challenge with the top league club is the apparent disclaimer to the players. The club does not follow-up players but instead gives the full responsibility to the players to check, and this could be a disclaimer from the club. It is understandable that players need have a certain degree of responsibility and monitoring what they are consuming, but to put full responsibility on the players may not be the optimal solution for both parties in such a situation.

7.2 Mimetic Isomorphism/Legitimacy

7.2.1 Golf

In new institutionalism, there is mimetic isomorphism, which refers to imitating organizations that are successful and legitimate. As such, the organizations increase their possibilities to become successive. Hence, uncertain organizations that want to begin anti-doping preventive work probably will look at other successful organizations. Therefore, when we look at NGF, results showed that they do not imitate or have a broad knowledge about other federations regarding anti-doping work. The reason being that golf is a different sport compared to other sports in Norway. Instead of imitating other successful federations, NGF chose to collaborate with ADNO and let them contribute with the starting process of becoming a “Clean Federation.” As such, a mimetic isomorphism did not occur in golf in terms of anti-doping work.

The fact that golf clubs did not have any current anti-doping preventive measures, there are therefore no occurrence of mimetic isomorphism concerning anti-doping work

7.2.2 Ice Hockey

Organizations comply with previously successful work and organizations with a high degree of legitimacy. The fact that some federations succeed with their anti-doping work, other federations tend to imitate, especially for the small, uncertain federations that are not sure how to reach their target groups. Therefore, uncertain federations choose federations, which have the same target groups and challenges in terms of doping. In the case of ice hockey, they looked at similar sports such as handball. Handball and ice hockey are both very physical and intense sports, which could have the same problems and challenges concerning doping. Another example of how mimetic isomorphism occurs where federations try to find similar sports to each other and reproduce what they are doing successfully.

Unlike golf, ice hockey clubs employed certain anti-doping preventive measures. The fact that the interviewed clubs did not apply any preventive measures from ADNO but instead employed preventive measures by themselves, there is also no occurrence of mimetic isomorphism with ice hockey clubs concerning anti-doping work.

7.2.3 Legitimacy

Legitimacy refers to the less specified goals of organizations and the change according to the expectation of the institutional environment. The environment might form different practices and standards, which would increase the chances of survival of organizations and gaining legitimacy (Meyer & Rowan, 1977).

Regarding anti-doping work in Norway, ADNO have the competence and knowledge. ADNO have created different campaigns, lectures, brochures, anti-doping educational tools and such, which federations have the possibility to employ. The fact that everyone has equal opportunity to employ these tools, anti-doping work tends to become similar. Organizations become more similar to each other when a good standard of anti-doping work is provided. The fact that federations employ the same preventive measures provided by ADNO, it could be associated with mimetic isomorphism and legitimacy.

7.3 Normative Isomorphism

In this section of the discussion, I am going to clarify the role of the institutional environment concerning pressure on organizations. The institutional environment has different expectation of anti-doping work that might pressure organizations to change. The recent revelations of systematic doping in Russia and the doping problems occurring in biathlon indicate that sports still fail to solve doping occurrences themselves (Nettavisen, 2018). The media exposure of doping revelations in sports engages people and therefore is a much-discussed topic. Hence, the institutional environment wants sports organizations to follow the norms and values in terms of the spirit of sports, and therefore address doping with effort. In addition, the institutional environment expects sport organizations to implement anti-doping preventive measures. WADA also wants improved anti-doping work because of the recent revelations of unintentional doping cases. Sport athletes such as Sundby, Froome and Johaug have all been suspended from sports because of unintentional use of doping. Since the informant from NGF also brought up the situation with Johaug, where she got 14 months for unintentional use of doping with a lip cream, it is clear that the recent media-doping explosion has an impact on sport federation's way of thinking regarding doping. Athletes are now more afraid of being caught and therefore the motivation of receiving anti-doping knowledge is present. The unintentional use of doping, such as the example of Johaug, could be prevented if the proper knowledge existed. Hence, people in sports

understand the relevance with anti-doping knowledge. Therefore, I assume that federations and clubs will probably prioritize anti-doping education in the future to prevent unintentional doping cases and securing awareness among their members.

In addition, WADA has provided a standard, which they consider as the proper approach to organise anti-doping work. As such, WADA expects sport organizations to follow these standards for further effective anti-doping efforts in their sports. Therefore, when WADA expects sports organizations to implement their standards of anti-doping work, sports organisations become similar to each other.

Lastly, the recent events of doping revelations such as the Johaug case, the institutional environment expects sports organizations to manage doping issues themselves and to be more responsible when these doping cases occur. Hence, sports organizations are required to prioritize and allocate resources to anti-doping work.

7.4 Implementation Theory

With implementation theory, there are two different implementation approaches, top-down and bottom-up. Top-down refers to the implementation working from the leaders of the organization and downward. On the other hand, bottom-up is the opposite. In this discussion, we will look at implementation approaches in both golf and ice hockey concerning anti-doping work.

7.4.1 Golf

Results showed that there is an urge for implementation from NGF. NGF has an approved anti-doping policy by ADNO with plenty of preventive measure for both top elite players, support personnel but also clubs. As such, a top-down implementation is present in golf. The information will begin at the administrative level and work downwards in the organization system such as trainers, which have anti-doping education on their coaching course, other support personnel and down to clubs and ultimately players.

Concerning the clubs, the large club became registered as a “Clean Club” after talking with the researcher. The fact that there was little that was needed to trigger an initiative from the club to begin anti-doping preventive work means that certain clubs still see the

benefit of knowledge about doping even though doping is seen as a minor problem in golf. Therefore, clubs also initiate anti-doping preventive measures without the coercive pressure made by NGF. Hence, there is also a bottom-up implementation present in golf.

7.4.2 Ice Hockey

NIHF is in a beginning phase of their anti-doping work. All national teams from u16 up to seniors, the boards, employees, trainers and medical support personnel are required to conduct anti-doping preventive programs. Because NIHF is beginning with the ones that they have the direct impact over and work downwards in the organization such as NGF, NIHF has a top-down implementation approach.

The interviewed ice hockey clubs employed certain preventive measures in terms of anti-doping although they did not see doping as a problem in Norwegian ice hockey. Clubs also wanted more information about anti-doping from the federation. Therefore, the study revealed that clubs showed the willingness to implement anti-doping preventive measure. Hence, the implementation process will be easier to complete. The fact that clubs are employing preventive measures without the pressure from the federation and desire further information about doping shows that it is possible for clubs to initiate anti-doping work and not only initiation made by federations. For that reason, as an example from ice hockey clubs interviewed, there could also be a bottom-up implementation approach in sports where clubs pressure federations.

7.5 Best Practice Model for Anti-doping Work

WADA has developed different anti-doping education tools for sports to implement. In Norway, ADNO has the national responsibility to create and develop anti-doping education programs for the Norwegian community. ADNO has therefore developed programs such as “Clean Federation,” “Clean Athlete,” “Clean Student,” and “Clean Club”.

Both federations in the study are in collaboration with ADNO and want to become certified as “Clean Federations.” NGF has an approved anti-doping policy with different preventive measures for national athletes, trainers, medical personnel, clubs, and players. NIHF are now developing an anti-doping policy. The fact that both federations

want to become “Clean Federation,” work with ADNO, and employing their standard programs, it is fair to say that they are employing the best practice concerning anti-doping work. The responsibilities of the federations revolve around implementing ADNO developed anti-doping preventive educational programs.

Regarding anti-doping education, nutrition supplements are highly discussed, in particular the information about possible illegal substances in nutrition supplements. Nutrition supplements are consumed throughout sports in Norway. Is it necessary to use such products? Despite the fact that nutrition products and supplements have a low degree of performance enhancement and might be totally legal, Bandura argues that *“they are taken with a view to performance enhancement suggest that such behaviour may be seen as an indication of psychological self- weakening and a lack of self- efficiency”* (Singler, 2015, p.245). Hence, younger athletes that use, for example, protein powder or other nutritional supplements may not have the belief that they could perform and become better athletes without these products.

There are uncertainties regarding nutritional supplements and many products on the market include prohibited substances. Again, this uncertainty could be avoided if players have a greater awareness and become careful of what they consume before checking the products. According to ADNO, education is essential to secure awareness among athletes. In addition, provide the right knowledge to apply for medical exemption when needed (Informant, ADNO).

Lastly, I will discuss the danger of using substances in younger ages. In the field of drug prevention, there is an agreement that it is more beneficial to prevent an unwanted behaviour from the beginning rather than changing an already recognised behaviour (Backhouse, 2015). Hence, to prevent doping from ever starting, behaviour should be established from an early age, especially in adolescence where the anti-doping education would have an important role.

7.6 Explaining the Similarities and Differences between NGF and NIHF concerning Anti-Doping efforts

After examining the differences and similarities in the results between the two studied sports, we can ask ourselves, why is it that there is such a difference? Another

interesting aspect is to look at the reason why golf and ice hockey consider their sports to be low risk concerning doping. In this section, I am going to answer these questions by considering previous research. Wagner (2011) looked at FIFA, IAAF, and their anti-doping work. Wagner pulled out inner and outer factors as a big difference in anti-doping work. Later in 2012, Femoen studied Norwegian Handball Federation (NHF) and Norwegian Cycling Federation (NCF). Handball and FIFA did not consider doping to be a significant problem. Like ice hockey, both handball and football are team sports, and therefore there could be a link between team sports and their view on doping. The International Handball Federation (IHF) was threatened in 2008 to not to be able to participate in the Olympics because they were not WADA compliant. Drange (2008) claims that there has been more attention to team and ball sports in recent years in terms of doping. As such, there have been more doping scandals in team and ball sports more now than previously. As an example in Australia, an Australian rules football team were caught violating the doping rules (Baldwin & Olle, 2016). According to FIFA, they stated that a scandal is needed for preventive measures to appear (Wagner, 2011). Although there have been doping cases in international and national ice hockey, NIHF still considers ice hockey to be low risk of doping in Norway.

According to ice hockey clubs, they showed the willingness to employ preventive measures, and they want to dissociate themselves from doping. The clubs had some measures but still want more information from the federation. Unlike ice hockey, according to the NGF informant, golf clubs do not see the point in anti-doping preventive measures. The reason for this is that adult golf player's want to spend resources elsewhere, for example improving the quality of golf courses. Because golf is considered as low risk according to the informant, this could prevent adult golfers to consider anti-doping work valuable. According to the informants, they are struggling to understand how drugs would help with enhancing golf performance.

8. Conclusion

After the discussion of the findings, I will now focus on summarizing and giving a short and concise conclusion of the research question. The primary goal of this research has been to provide an overview of the anti-doping preventive measures in two different sports, golf and ice hockey. ADNO has developed several educational tools for federations and clubs to employ, which will give their members a higher knowledge level about anti-doping. It has therefore been an exciting process to discover what the two studied sports were conducting in terms of anti-doping preventive measures. Norway has been known for having a leading position in anti-doping work. Therefore, it is interesting to discover what Norwegian federations are achieving. The two sports are different in several ways and how will that define their view of anti-doping. Such questions are interesting, and the conclusion will be based on the research question.

How does the Norwegian Ice Hockey Federation and the Norwegian Golf Federation implement anti-doping preventive measures at the federation and club level?

NIF has decided that all sports federations in Norway have to be certified as a “Clean Federation” or else they will lose 10 percent of their funding. This puts coercive pressure on federations to prioritize anti-doping work. As such, federations will be collaborating with ADNO and most likely will employ their developed preventive measures.

As for golf, NGF has already had their anti-doping policy approved by ADNO. NGF has also chosen their target groups in the federation, and their main preventive measure is having all players in their domestic competition to have conducted the “Clean Athlete” program. This applies to the players that are 15 years of age and older. If they have not conducted the program, they will not be included in the national tournament ranking system. Regarding the preventive measures towards the top athletes and their support personnel, players and all medical personnel, and trainers are required to conduct the “Clean Athlete” program, and ADNO participates in training camps. For the adolescents, NGF has preventive measures such as anti-doping information on the

first player meeting. The relationship between ADNO and NGF describes as good, and the parts have contact on a regular basis and the communication being both meeting activity and by e-mails.

As for the clubs, according to the anti-doping policy, clubs that want to be a part of “Quality Club Project” and want to host national tournaments are obligated to conduct the “Clean Club” educational program. The interviewed clubs did not have any systematic preventive measures to their members. One of the interviewed clubs did register as a “Clean Club” before the interview took place, and they promised that they would implement preventive measures in this upcoming winter 2018 offseason.

In terms of the anti-doping policy for ice hockey, the policy was in progress when the interview took place. NIHF did have some anti-doping preventive measures, especially towards all the different national teams from u16 all the way to seniors. In addition, the national players are required to send in a list of what products they are consuming. The medical personnel also need to attend anti-doping courses. Furthermore, ADNO provides lectures to the senior players. For the younger national teams, the players have a theme day at the elite camp where they also are required to conduct the “Clean Athlete” program. In terms of preventive measures towards clubs, the informant explains that it has not been a priority yet, but there will be some pressures when the anti-doping policy has been approved.

According to the federation, there are no regular meetings between ADNO and NIHF. There is still are some dialog especially towards a big tournament such as the Winter Olympics or other activities with the national team.

The clubs I interviewed had some preventive measures of their own, but not any that ADNO has developed. Except for having a zero tolerance section in their professional contract, some of the preventive measures the club employed included fronting anti-doping in a sporting document, a doping review meeting with the sports medicine clinic before every season and weekly weighing of the juniors.

According to the WADA best practice model and ADNO’s recommended anti-doping efforts, since both sports are conducting the necessary efforts to become a certified

“Clean Federation” and therefore employing ADNO developed preventive measures, we can conclude that they are fulfilling the requirements, which WADA demands and considers the proper anti-doping efforts in sports.

In terms of differences between the two studied sports, NGF has a well-defined approved anti-doping policy where the target groups have been decided. NIHF is still in the process of getting the anti-doping policy approved. Conclusively both federations have several similarities. Firstly, both sports have responsible employees for anti-doping work. Secondly, both sports are struggling thus far with the implementation of anti-doping work in clubs, and none of the interviewed clubs employed any of the federation’s preventive measures. Even though there were no systematic preventive measures in both federations, ice hockey clubs did have some self-initiated measures and understood the importance of providing education amongst the members, especially the juniors. On the other hand, golf clubs struggle with the adult members, which generally would want to use time and resources on the course and not anti-doping preventive measures. Lastly, both sports did not see doping as a problem in their sports, especially in Norway. The number of doping cases in Norwegian golf and ice hockey has been low, with the instances usually being central stimulating substances. Still, both sports understand the threat of being tempted because of the economic factor or returning quickly from injuries. Based on the views and the doping cases, the risk of doping in both sports may be seen as low in Norway.

Concerning the general knowledge about doping amongst juniors, it describes as low in ice hockey, except for the juniors that are national team players or attend sport specific schools. As for golf, since the players are required to conduct the “Clean Athlete” program when they are 15 years of age and older to be counted on national tournament ranking systems, I assume that the general knowledge level about doping is proper. The problem with unintentional doping and lack of knowledge about doping may be solved with anti-doping education. With the right information, athletes will be more careful when consuming substances and become more aware of the choices in everyday life.

The theoretical framework employed in this research was isomorphism and implementation theory. Isomorphism helps us understand how the institutional environment has certain expectations and put pressure on organizations to change by

using, for example, coercive force. The theory also expects an organization to look at other successful organizations and then imitate what they are conducting. As such, more organizations tend to become more similar to each other. After the head of Norwegian sports (NIF) has decided to put pressure on federations with the certified “Clean Federation” measure, it forces federations to implement anti-doping preventive measures. NIF is collaborating with ADNO and, since ADNO have already developed well-provided anti-doping preventive educational programs, there will be expectations that federations should implement these measures. Conclusively, by implementing these successive standard educational programs, therefore, federations and clubs will become more similar to each other.

In terms of putting coercive force on their members, NGF has forced their members to conduct the “Clean Athlete” program to be counted on the national tournaments rankings. As such, the athletes will get information about anti-doping. According to the golf anti-doping policy, NGF has decided that all host tournaments shall conduct the “Clean Club” program. The reality has been that the federation has been unable to follow their guidelines because they are afraid that there will not be clubs left that can host tournaments, therefore even though it is said to be a requirement, NGF recommends clubs to conduct the “Clean Club.” The fact that NGF refrains from the anti-doping policy; this can be seen as contradictory. Furthermore, regarding the imitation of other federations, NGF is not looking at other sports, because they do understand golf as something unique and different from other sports in Norway.

As for ice hockey, the only coercive force towards their members is directed towards the national team players from the age of 16 years of age and onwards. All the national players are required to conduct the “Clean Athlete” program. The clubs have not been a priority yet, because anti-doping is at the starting phase, but according to the informant, there will be specific measures toward clubs in the future. The fact that handball is a similar sport to ice hockey; NIHF has looked at their anti-doping work.

In this research, I have also employed the implementation theory to evaluate how the implementation process is in both sports. The question revolves around if the implementation of anti-doping preventive measures is top-down or bottom-up.

As for golf, the implementation usually is top-down. The federation makes most of the decisions and initiations, and clubs did not have a considerable amount of anti-doping preventive measures even though the leaders of the clubs understand the benefit of having anti-doping efforts. Another challenge with the implementation process in golf is the adult hobby golfers, which may not see the point of using time and resources on anti-doping work because there is no problem with doping in golf in Norway. As such, it could affect the implementation of anti-doping work down in clubs although the federation wants them to implement preventive measures.

Like golf, ice hockey also has a top-down implementation approach in their federation. NIHF decides how the anti-doping work should be implemented in the sport and which target groups are relevant. Although there is a top-down implementation approach in the federation, the results showed that the interviewed clubs wanted more information about anti-doping from the federation. Hence, it shows that clubs also want to employ anti-doping preventive measures to provide a higher knowledge level amongst their members. The fact that clubs understand the benefit of having anti-doping preventive measures; the implementation process from the federation downwards to clubs could be easier to conduct in the future.

8.1.1 Final Thoughts

The recent revelations of doping cases have created controversies in the sporting world, and the topic of doping is highly discussed. As such, the institutional environment expects sports organizations to implement anti-doping work.

Conclusively, this research is another example of the role of the institutional environment where the institutional environment put pressure on sports organizations to change and implement the standards, which the institutional environment considers as the proper approach to organizing anti-doping work. NIF as the highest authority has decided that all sports federations in Norway are required to be certified as “Clean Federation.” As such, NIF employed isomorphism to put pressure on sports organizations in Norway to change and implement anti-doping preventive measures. Since the federations implement ADNO preventive measures and educational programs, they are implementing the necessary tools for anti-doping efforts in their sports. As for

the implementation of the clubs, the process will become easier if the clubs and their members see the benefits of having anti-doping preventive measures and education.

8.2 Further Directions:

In terms of further directions for future studies, the international federations of golf and ice hockey would be interesting to study. With the study of both international and national federations and clubs, it will provide a broader impression of how anti-doping work is considered in the two studied sports. As we have seen in this research, both federations have just begun their anti-doping work. Therefore, it could also be interesting to conduct another study of these sports in 5-10 years' time to see whether their plans were implemented and how successful they were. Another different exciting opportunity would be to study both sports but in different countries with different values, cultures and national anti-doping agencies. Lastly, it would be interesting to study different sports to see how they are implementing anti-doping preventive measures.

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Abbreviations

ADNO	Anti- Doping Norway
NGF	Norwegian Golf Federation
NIHF	Norwegian Ice Hockey Federation
NIF	Norwegian Sports Confederation
WADA	World Anti- Doping Agency
WADC	World Anti- Doping Code
IOC	International Olympic Committee
NOC	National Olympic Committee
FIS	International Ski Federation
FIFA	International Football Federation
IAAF	International Federation for Track and Field
UCI	International Federation for Cycling
IPC	International Paralympic Committee
IF	International Federation
KKD	Department of Culture and Church
WANG	Sport Specific High school
NTG	Norwegian Top Athlete High School
NHL	National Hockey League
PGA	Professional Golf Association
NSD	Norwegian Centre for Research data

Attachments

Attachement 1:

Informert samtykke:

Forespørsel om deltakelse i forskningsprosjekt:

Forskning omhandler: Hvordan jobber særforbund/klubber i sitt arbeid mot antidoping, spesielt rettet mot juniorer?

Studien gjøres av:

Mats Danielsen, Masterstudent, Norges Idrettshøgskole. (danielsen88@hotmail.com)

Sigmund Loland, Veileder 1, Norges Idrettshøgskole. (Sigmund_loland @nih.no)

Morten Renslo Sandvik, Veileder 2, Norges Idrettshøgskole. (m.r.sandvik @nih.no)

Prosjektstart: 16.08. 2017

Prosjektlutt: 30.05. 2018

Bakgrunn og hensikt med prosjektet:

Bakgrunn og hensikt med dette prosjektet er å finne ut hvordan særforbund og klubber jobber med sitt antidoping arbeid. Hvilke forebyggende tiltak gjøres for å holde idretten ren? Undersøkelsen gjøres av undertegnende som er masterstudent ved Norges Idrettshøgskole.

Jeg ønsker å få et generelt overblikk over forebyggende tiltak som særforbundene har når det gjelder antidoping arbeid for så å undersøke hvor godt disse er implementert på

klubbnivå. Spesielt interessant for meg er arbeidet med juniorutøvere. Vil også undersøke hvor godt samarbeidet mellom særforbund/klubb er til Antidoping Norge.

Hva innebærer studien:

Studien vil innebære et personlig dybdeintervju. Dersom du velger å bli med på undersøkelsen vil intervjuet bli holdt på ditt arbeidssted eller på Norges Idrettshøgskole. Varigheten på intervjuene vil variere, men kommer til å ligge mellom 45 min og 1 time og 30 min. Spørsmålene vil bli stilt i forhold til hensikt med oppgaven som nevnt ovenfor. Intervjuene blir tatt opp på opptak for så videre å skrives ut på pc. Alt materiale vil bli slettet etter endt studie.

Hva skjer med informasjonen om deg?

Det er kun undertegnende som har adgang til navnelisten og kan finne tilbake til deg. Når jeg intervjuer, vil du få et nummer, slik at det ikke vil være mulig å spore et eventuelt utsagn tilbake til deg. Når oppgaven er ferdig, slettes all informasjon, og ingen vil finne tilbake til det du har sagt. Dersom det skulle fremkomme indirekte eller direkte personifiserende opplysninger i intervjuet, vil det bli foretatt en omskrivning slik at utsagnene skal være anonyme i det ferdige materiale.

Frivillig Deltakelse:

Å delta i studien er frivillig. Dersom du blir med, kan du trekke deg når som helst uten å oppgi grunn. For å delta i studien, kreves din signatur på dette samtykkeskjemaet.

For eventuelle spørsmål kan du henvende deg til Mats Danielsen på telefon 92626716 eller mail: danielsen88@hotmail.com.

Samtykke til deltakelse i studien

Jeg samtykker med dette til å delta i studien antidoping arbeid i ishockey og golf

.....

.

Signert av prosjektdeltaker, dato

Jeg bekrefter å gitt all nødvendig informasjon

.....

...

Signert av prosjektleder, dato

Attachement 2:

Interviewguide: Golfederation

General questions:

What do you think about anti- doping? What does it mean for you?

Which responsibilities do you have in terms of anti- doping work?

Why have you gotten this task?

Do you have any connections in anti- doping efforts? If yes, is it meaningful for you?

Doping in golf:

How much of a problem do you think it is in your sport? Big/medium/ low risk?

What may the reason be that the doping cases is few or many?

Do you think doping in the sport will increase or decrease in the future?

Preventive Measures in Golf:

Which preventive measures do the federation employ in their anti- doping work?

How much resources are employed in such work?

If the doping cases increases in the future, do you have a plan to handle such situation?

Have you heard about clean athlete, clean club, clean federation?

What does the federation think about this? Is there any requirements that players, clubs must conduct such programs?

Why do everyone have to participate in such programs or why not?

How big of a focus is anti- doping learning amongst juniors?

Relationship to Anti- Doping Norge:

Have you heard about the WADA Code? How much do you know about it?

Do you employ this as a tool in your anti- doping work and preventive work?

How much contact do you have with ANDO? How often? Which kind of communication do you have?

Do you get any special training of anti- doping preventive work from ADNO?

Requirements to clubs:

Which requirements do you have to clubs in terms of anti- doping work. Is there any difference to big and small clubs in terms of resources?

How well and often do you cooperate with clubs?

Who have the responsibility with the cooperation?

Which communication tool is employed?

Which preventive measures do clubs have?

Interviewguide: Ice Hockey Federation

General questions:

What do you think about anti- doping? What does it mean for you?

Which responsibilities do you have in terms of anti- doping work?

Why have you gotten this task?

Do you have any connections in anti- doping efforts? If yes, is it meaningful for you?

Doping in Ice Hockey:

How much of a problem do you think it is in your sport? Big/medium/ low risk?

What may the reason be that the doping cases is few or many?

Do you think doping in the sport will increase or decrease in the future?

Preventive Measures in Ice Hockey:

Which preventive measures do the federation employ in their anti- doping work?

How much resources are employed in such work?

If the doping cases increases in the future, do you have a plan to handle such situation?

Have you heard about clean athlete, clean club, clean federation?

What does the federation think about this? Is there any requirements that players, clubs must conduct such programs?

Why do everyone have to participate in such programs or why not?

How big of a focus is anti- doping learning amongst juniors?

Relationship to Anti- Doping Norge:

Have you heard about the WADA Code? How much do you know about it?

Do you employ this as a tool in your anti- doping work and preventive work?

How much contact do you have with ANDO? How often? Which kind of communication do you have?

Do you get any special training of anti- doping preventive work from ADNO?

Requirements to clubs:

Which requirements do clubs have in terms of anti- doping work. Is there any difference to big and small clubs in terms of resources?

How well and often do you cooperate with clubs?

Who have the responsibility with the cooperation?

Which communication tool is employed?

Which preventive measures do clubs have?

Interviewguide: Sportsclub

General questions:

What do you think about anti- doping? What does it mean for you?

Which responsibilities do you have in terms of anti- doping work?

Why have you gotten this task?

Do you have any connections in anti- doping efforts? If yes, is it meaningful for you?

Doping in the sport:

How much of a problem do you think it is in your sport? Big/medium/ low risk?

What may the reason be that the doping cases is few or many?

Do you think doping in the sport will increase or decrease in the future?

Preventive Measures in the club:

Which preventive measures do the club employ in their anti- doping work?

How much resources are employed in such work?

If the doping cases inceases in the future, do you have a plan to handle such situation?

Have you heard about clean athlete, clean club ?

What does the club think about this? Is there any requirements that players, clubs must conduct such programs?

Why do everyone have to participate in such programs or why not?

How big of a focus is anti- doping learning amongst juniors?

Relationship to Anti- Doping Norge:

Have you heard about the WADA Code? How much do you know about it?

Do you employ this as a tool in your anti- doping work and preventive work?

How much contact do you have with ANDO? How often? Which kind of communication do you have?

Do you get any special training of anti- doping preventive work from ADNO?

Relationship to the federation:

What requirements are being made to clubs from the federation when it comes to anti- doping work?

How well and often do you cooperate with the federation?

Who have the responsibility with the cooperation?

Which communication tool is employed?

Do you get any special training of anti- doping preventive work from the federation?

Interviewguide : Anti- doping Norway

Relationship to Federations:

What relationship do you have with the Golf federation/Ice hockey federation?

- How do you cooperate?
- What kind of communication tool do you use?
- How much contact?
- Do the federations get a lot of information?

What are the similarities and differences between the golf federation and ice hockey federation in terms of anti- doping work?

How do you look at the doping risk in golf and ice hockey?

How do ANDO think that federations should do anti- doping work?

How would an ideal relationship look between ADNO and the federations?

WADA Code:

How do you employ the Code and how often is it employed?

How useful do you want to say the code is for anti- doping learning?

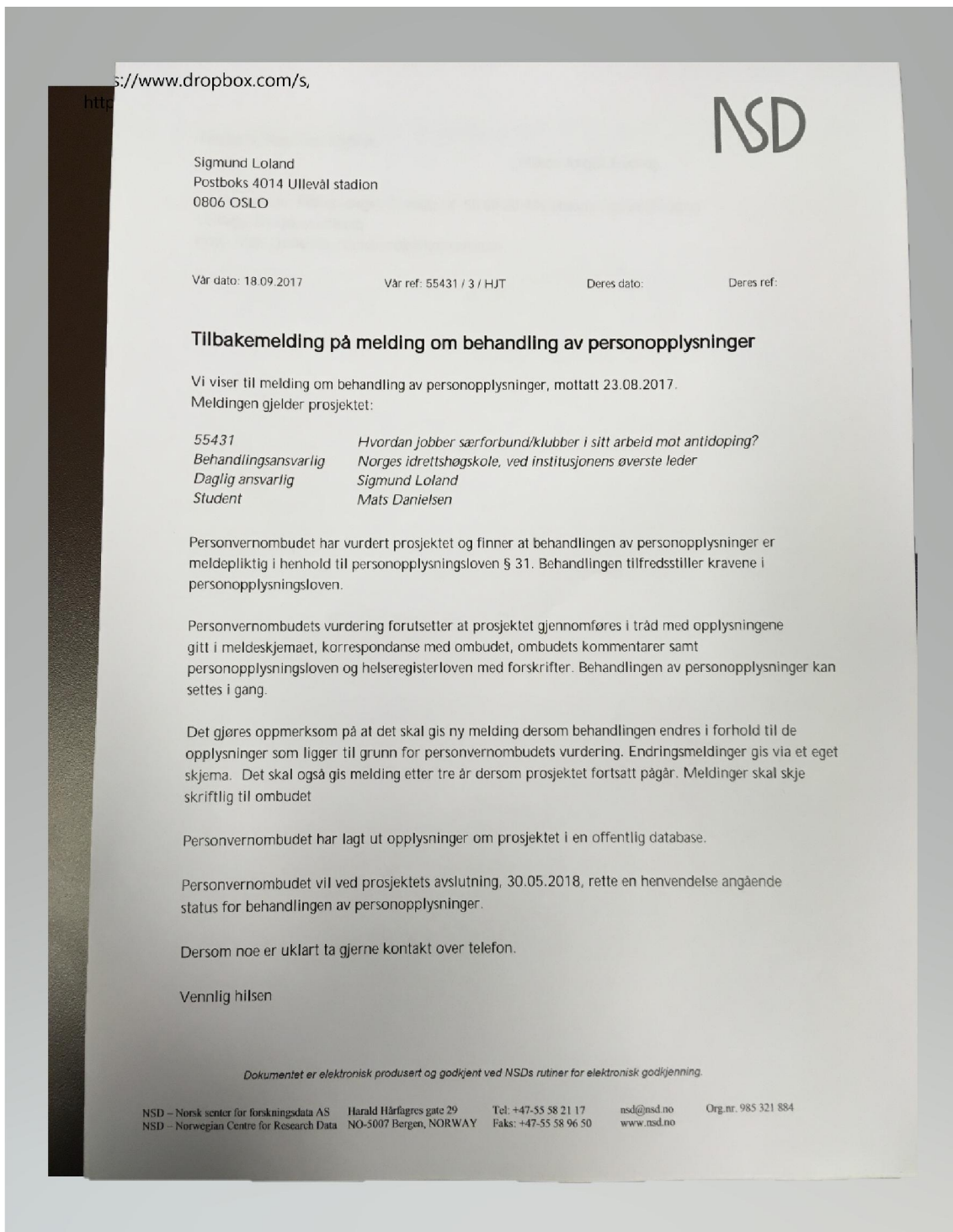
Responsibilities for anti- doping learning:

Who do you think should have the responsibilities for anti- doping learning in federations and in clubs?

Do you believe that the anti- doping learning good enough today?

How do you look at the anti- doping learning amongst juniors? Is it enough focus amongst the federations and clubs?

Attachment 3: Approval from NSD



Marianne Høgetveit Myhren

Håkon Jørgen Tranvåg

Kontaktperson: Håkon Jørgen Tranvåg tlf: 55 58 20 43 / Hakon.Tranvag@nsd.no

Vedlegg: Prosjektvurdering

Kopi: Mats Danielsen, danielsen88@hotmail.com



Prosjektvurdering - Kommentar

Prosjektnr: 55431

Formål: Bakgrunn og hensikt med dette prosjektet er å finne ut hvordan særforbund og klubber jobber med sitt antidoping arbeid. Hvilke forebyggende tiltak gjøres i din organisasjon for å holde idretten ren? Undersøkelsen gjøres av en masterstudent ved Norges Idrettshøgskole.

Jeg ønsker å få et generelt overblikk over forebyggende tiltakene som særforbundene har når det gjelder antidoping arbeid for så å undersøke hvor godt disse er implementert på klubbnivå. Spesielt interessant for meg er juniorarbeidet. Vil også undersøke hvor godt samarbeidet mellom særforbund/klubb er til Antidoping Norge.

Utvalget informeres skriftlig og muntlig om prosjektet og samtykker til deltakelse. Informasjonsskrivet er godt utformet. Utvalget består av voksne ansatte med ansvar for antidopingarbeid i sine respektive idrettsorganisasjoner.

Metodene som brukes i studien er dybdeintervju og eventuelt en dokumentanalyse. Personvernombudet legger til grunn at forbundene og klubbene gir tillatelse til innsyn i dokumentene, og er av den oppfatning at denne delen av prosjektet i utgangspunktet ikke vil omfattes av meldeplikten da denne typen dokumenter normalt sett ikke inneholder personopplysninger. Det kommer heller ikke frem i meldeskjema hvorvidt også dokumentene kan inneholde personopplysninger. Vi legger derfor til grunn at det kun er i intervjuene det registreres personopplysninger, og at innhenting av data i de øvrige metodene gjøres anonymt. Hvis det blir aktuelt å samle inn personopplysninger via dokumentanalyse/andre metoder, må utfyllende informasjon sendes til personvernombudet@nsd.no.

Personvernombudet legger til grunn at forsker etterfølger Norges idrettshøgskole sine interne rutiner for datasikkerhet. Dersom personopplysninger skal lagres på privat pc, bør opplysningene krypteres tilstrekkelig.

Forventet prosjektslutt er 30.05.2018. Ifølge prosjektmeldingen skal innsamlede opplysninger da anonymiseres. Anonymisering innebærer å bearbeide datamaterialet slik at ingen enkeltpersoner kan gjenkjennes. Det gjøres ved å:

- slette direkte personopplysninger (som navn/koblingsnøkkel)
- slette/omskrive indirekte personopplysninger (identifiserende sammenstilling av bakgrunnsopplysninger som f.eks. bosted/arbeidssted, alder og kjønn)
- slette digitale lydopptak


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