Management Strategies and the Transformational Leadership Approach of Sports Directors and Chairpersons in CALABARZON State Universities and Colleges

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Abstract

This study determined the management strategies and leadership approaches of sports directors and chairpersons in CALABARZON State Universities and Colleges' S.Y. 2021-2022.

Specifically, this determined the status of the sports directors' profile in terms of age, sex, length of service, academic rank and highest educational attainment, and the level of sports management strategies in terms of organizational structure, personnel management, financial management, self-discipline and motivation, and accountability, the level of leadership approach in terms of intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence, the profile of the sports directors/chairperson that predicts the management strategies and leadership approach, and the significant relationship of the management strategies on the leadership approach.

The author conducted the research in the five SUCs in Region IV-A. Philippines. The respondents are the sports directors and the sports chairpersons. Also, the descriptive and quantitative data analyses were used to determine the significant relationship between management strategies and the Leadership Approach of sports directors/chairpersons of CALABARZON SUC.

Findings show that the leadership approaches in terms of intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence were highly implemented by the sports directors/chairperson.

In the profile of the sports directors/chairperson, some indicators predict the management strategies and others were not. Thus, in terms of the profile of the sports directors/chairperson, some indicators predict the leadership approach and others were not.

Based on the findings of the study, the following conclusions were made:

The study reveals that the profile of the sports director/chairperson was a predictor of the management strategies and leadership approach and others are not. Thus, the null hypothesis stating that the profile of sports directors/chairpersons of CALABARZON SUC predicts the management strategies on the leadership approach is partially accepted. On the other hand, the second null hypothesis stating that The Management Strategies of sports directors/ chairperson of CALABARZON SUC has no significant relationship to the Leadership Approach" is rejected which incites that there is a significant relationship between the two.

Based on the findings and conclusions, the following recommendations were forwarded: SUC administrators and sports directors must work hand in hand to identify the priority planning in terms of sports development at the tertiary level, and Strategic management practices must be consistently updated and judiciously implemented to provide a universal sports management.

Keywords: Management Strategies; Leadership Approach; Sports Directors;

1. INTRODUCTION

Organizations' successful adaption to a given environment requires individuals to lead the change as transformational leaders. These are people who are able to successfully change an organization's culture and develop the system-wide alignment of its strategies to meet the demands of its environment.

Apparently, the problem of some sports organizations in the educational institution is the relationship of its administrators, sports directors, chairpersons, teachers, and coaches. Also, the managerial aspects on how a sports director runs the sports organization of the institutions. Juico (2012), states that various perceptions are offered on how to make Philippine sports more competitive in terms of winning gold medals in competitive sports. The very low status of Physical Education and sports in the Philippines reflects the core of the problem.

Sports management is a big challenge for Sports Directors and Chairpersons of the different educational organizations like the DepEd for basic education, and CHED for higher education. Both public and private educational institutions, formal or non-formal are mandated by the state to conduct a regular sports program. Smith and Stewart (2013), the management of sports organizations require the application of specific management techniques. A unique feature of the sport is the phenomenon of people developing irrational passions for sporting teams, competitions, or athletes. Sport has a symbolic significance in relation to performance outcomes, success, and celebrating an achievement that does not occur in other economic and social activity areas.

A degree in sports management can lead to career opportunities in the world of sports and recreation. Depending on what kind of sports management of career interests, possibilities include working directly with athletes, coaches, and organizations or working behind the scenes as a promoter, and marketing manager. However, when the transformational leadership approach is applied, it encourages innovation and creativity by creating an enthusiastic and challenging work environment. This kind of leadership provides ample opportunities to sports enthusiasts for growth in achieving newer performance milestones.

1.1. Objective of the Study

This study was conducted to determine the management strategies and leadership approaches of sports directors and chairpersons in CALABARZON State Universities and Colleges. S.Y. 2021-2022. Specifically, this study sought answers to the following questions:

1. What is the status of the Sports Directors' Profile in terms of?
    1.1 Age;
    1.2 Sex;
    1.3 Length of Service;
    1.4 Academic Rank; and
    1.5 Highest Educational Attainment?
2. What is the level of Sports Management Strategies in terms of:
    2.1 Organizational Structure;
    2.2 Personnel Management;
    2.3 Financial Management;
    2.4 Self-Discipline & Motivation;
    2.5 Accountability; and
    2.6 Human Resources Management?

3. What is the level of Leadership Approach in terms of:

      3.1 Intellectual Stimulation;

      3.2 Individualized Consideration;

      3.3 Inspirational Motivation;

      3.4 Idealized Influence?

4. Do the profile of the sports directors/chairperson predict the management strategies and leadership approach?

5. Is there a significant relationship of the Management Strategies on the Leadership Approach?

2. METHODOLOGY

2.1. Research Design

This study used the descriptive-quantitative method of research to determine whether the strategic management of sports directors and chairpersons in CALABARZON State Universities and Colleges has a relationship to leadership approaches.

This study attempted to find out the relationship between managerial strategies and leadership approaches of sports directors and chairpersons of the different State Universities and Colleges within Region IV-A.

2.2 Respondents of the Study

The sample size of the respondents was determined by the researcher. Five (5) sports directors and forty-five (45) chairpersons in State Universities and Colleges in CALABARZON with a total of fifty (50) respondents were purposively selected.

2.3 Research Instrument

The survey questionnaire was the main data gathering instrument of this study. The validity of the questionnaire was sought by requesting the professors specializing in tests and measurement to assess the items included in the questionnaire.
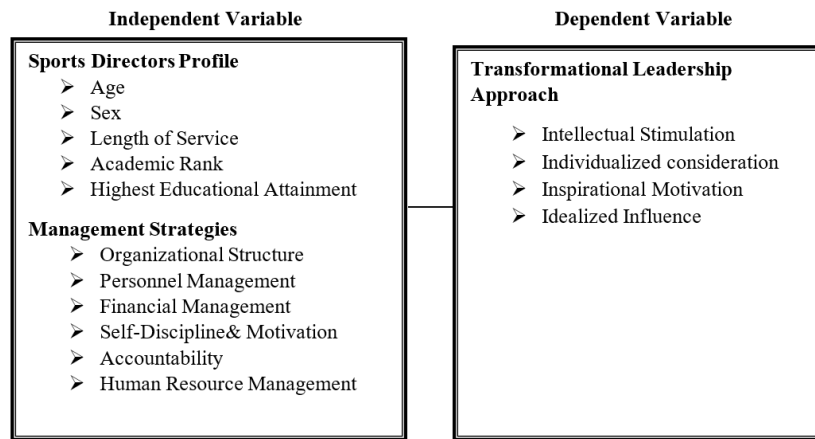
The questionnaire is divided into two parts:

1. The demographic profile of the respondents and the strategic management practices of the sports directors and chairpersons of State Universities & Colleges in CALABARZON.

2. The questionnaire was about the leadership approaches of the sports directors and chairpersons of the said universities.

The data gathered from the respondents were tabulated and submitted for a reliability test using Cronbach alpha. Items earning a coefficient of .60 and above were considered reliable. These were finally integrated into the final form of the survey instrument which was used in gathering the data for this study.

Each of these variables has indicators where sports director and chairperson – respondents in CALABARZON SUC rate their management practices and leadership approaches based on their observation using the 5-point Likert Scale.

Scale	Range	Verbal Interpretation
5	4.20 – 5.00	Highly Implemented
4	3.40 – 4.19	Implemented
3	2.60 – 3.39	Moderately Implemented
2	1.80 – 2.59	Less Implemented
1	1.00 – 1.79	Not Implemented

2.4 Conceptual Framework

Independent Variable	Dependent Variable
Sports Directors Profile ➢ Age ➢ Sex ➢ Length of Service ➢ Academic Rank ➢ Highest Educational Attainment **Management Strategies** ➢ Organizational Structure ➢ Personnel Management ➢ Financial Management ➢ Self-Discipline& Motivation ➢ Accountability ➢ Human Resource Management	**Transformational Leadership Approach** ➢ Intellectual Stimulation ➢ Individualized consideration ➢ Inspirational Motivation ➢ Idealized Influence

Research Paradigm of the Study

The independent variables are the sports directors' profile: age, sex, length of service, academic rank, highest educational attainment, management strategies: organizational structure, personnel management, financial management, self-discipline & motivation, accountability, and managing resources. On the other hand, the dependent variable is the transformational leadership approach: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence, sports development program.

2.5 Statistical Treatment

After collecting the measuring instruments, the researcher processed the raw data into quantitative representations. Data processing requires input, which is comprised of the subjects' responses to the measuring instrument**.** The questionnaire was administered to the respondents, and all the data were gathered, analyzed, tabulated, and interpreted.

When the data are in the interval ratio or ratio scale, the mean may be considered the center of gravity of the distribution and is the most appropriate measure of central tendency.

The mean and standard deviation were used to determine how a set of data is distributed. regression analysis was utilized in the study. This computation is essential because it keeps the same level of flexibility in the calculation process while expressing variation in the same units as the original measurements.

Regression analysis then was used to determine the relationship of Management strategies to the leadership approach of the Sports Directors and chairpersons in CALABARZON State Universities and Colleges.

3. RESULTS AND DISCUSSION

This chapter presents the findings of the study and their corresponding analysis together with the interpretation of the statistical treatment of data, all statistical treatments are presented in graphical form for easy interpretation of the results.

Presentation, Analysis, and Interpretation of Data:
Frequency Distribution of the Profile of the Sports Directors/Chairpersons

Table 1 illustrates the frequency distribution of the profile of the sports directors/chairpersons

Table 1. Frequency Distribution of the Profile of the Sports Directors/Chairpersons

Sex	Frequency	Percentage
Male	33	73.33%
Female	12	26.67%
Sex	Frequency	Percentage
25-30	4	8.89%
31-35	9	20.00%
36-40	6	13.33%
41-45	10	22.22%
46-50	10	22.22%
51-55	3	6.67%
56-60	2	4.44%
61-65	1	2.22%
Length of Teaching Experience	Frequency	Percentage
1-5	4	8.89%
6-10	11	24.44%
11-15	9	20.00%
16-20	8	17.78%
21-25	11	24.44%
26-30	1	2.22%
31-35	1	2.22%
Academic Rank	Frequency	Percentage
Instructor I	13	28.89%
Instructor II	2	4.44%
Instructor III	7	15.56%
Assistant Prof. I	7	15.56%
Assistant Prof. II	2	4.44%
Assistant Prof. III	4	8.89%
Assistant Prof. IV	8	17.78%
Associate Prof. I	1	2.22%
Associate Prof. II	1	2.22%
Highest Educational Attainment	Frequency	Percentage
Bachelor's Degree	6	13.33%
Master's Degree	27	60.00%
Doctorate Degree	12	26.67%

Table above show that majority of the sports directors/ chairpersons are male (73.33%) compared to their female counterparts (26.67%). This indicates that the universities in CALABARZON region designate male teachers as either sports directors, chairpersons, or unit heads.

As to the age of the sports directors/ chairpersons, it was found that more than one-fourth of them are in their early adulthood with ages that range from 25 to 35 (28.89%). More than one-third of them are either in their early middle age with ages that range from 36 to 45 (35.55%) or in their late middle age with are that range from 45 to 65 (35.56%). The length of teaching experience of the sports directors/ chairpersons, to some extent, is proportionate with their age.

It was found that majority of them had been in the service from 1 to 20 years (71.11%) while the rest had been in the service for a considerable length of time of 21 years and above (28.88%). The sports directors/ chairpersons had spent a considerable length of time and had shown personal and professional development through time.

As to the academic rank, almost half of the sports directors/ chairpersons are currently holding either Instructor I to Instructor II positions (48.89%) or Assistant Professor I to Assistant Professor IV (46.67%). Only a few of the sports directors/ chairpersons are currently serving as Associate I or Associate Professor II (4.44%). Majority of the sports directors/ chairpersons had attained either master's degree or doctorate degree (86.67%) while only a few are still holders of bachelor's degree (13.33%).

Level of Implementation of Sports Management Strategies

Table 2 illustrates the level of implementation of sports management strategies in terms of organizational structure.

Table 2. Level of Implementation of Sports Management Strategies in Terms of Organizational Structure.

	The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1.	have a clear vision, mission, and goals of the department.	4.96	0.208	Highly implemented
2.	follow the chain of command, and proper procedure and/or protocol in communication	4.89	0.383	Highly implemented
3.	treat their subordinates as partners in running the department	4.89	0.318	Highly implemented
4.	Raise the concerns about the subordinates' working conditions to the top management	4.84	0.424	Highly implemented
5.	practice proper authority on the scope of their work.	4.96	0.208	Highly implemented
6.	observe the proper chain of authority and command responsibility.	4.89	0.318	Highly implemented
7.	encourage their colleagues to do their part in the organization.	4.93	0.252	Highly implemented
Overall Mean		**4.91**		**Highly Implemented**

Legend:
  4.20 – 5.00   High Implemented
  3.40 – 4.19   Implemented
  2.60 – 3.39   Moderately Implemented
  1.80 – 2.59   Less Implemented
  1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/ chairpersons perceived that they highly implement organizational structure strategies in terms of having a clear vision for the department (M=4.96, SD=0.208) and the use of proper authority on the scope of their work (M=4.96, SD=0.208). They highly implement the strategy of providing encouragement to their colleagues (M=4.93, SD=0.252), following the chain of command (M=4.89, SD=0.383), treating subordinates as partners (M=4.89, SD=0.318), observing the proper

chain of authority and command responsibility (M=4.89, SD=0.318), and raising the concerns about the subordinates' working condition to the top management (M=4.84, SD=0.424).

The overall mean of 4.91 indicates that the sports directors/ chairpersons highly implement organizational structure as a sports management strategy. This means that following the chain of command and responsibility, they are able to encourage subordinates to work to the attainment of the goals of the department. Through proper coordination with the top management, the concerns of the department are resolved.

This finding is supported by Cortez (2017), which mentions that organizational structure is needed to generate an appropriate environment, knowledge creation, transfer, and application all lead to good management practices. Management is recognized as an important weapon for sustaining competitive advantage and improving performance.

Management has become increasingly important since it provides the reference for directing organizations to enhance their performance and competitiveness. Also, working together involves interdependence, and people must therefore depend on others in various ways to achieve the goals of the organization. The structure of the organization may be a factor of leadership. The effectiveness of the manager is based on how good the organizational structure.

Table 3 illustrates the level of implementation of sports management strategies in terms of personnel management.

Table 3. Level of Implementation of Sports Management Strategies in Terms of Personnel Management

The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1. exercise management practices that are beneficial to all.	4.96	0.208	Highly implemented
2. welcome the suggestions of their colleagues in the policy-making	4.93	0.252	Highly implemented
3. treat their subordinates with due respect as they treat their superior	4.98	0.149	Highly implemented
4. look forward to the welfare of their subordinate teacher and coaches	4.98	0.149	Highly implemented
5. work with their colleagues side by side to accomplish the department's goal.	4.91	0.288	Highly implemented
6. encourage their subordinates to work as a team.	5.00	0.000	Highly implemented
7. welcome the suggestions of their team.	4.98	0.149	Highly implemented
Overall Mean	**4.96**		**Highly Implemented**

Legend:
4.20 – 5.00   High Implemented
3.40 – 4.19   Implemented
2.60 – 3.39   Moderately Implemented
1.80 – 2.59   Less Implemented
1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement Personnel management in terms of exercise management practices that are beneficial to all. (M=4.96,

SD=0.208) and welcoming the suggestions of their colleagues in the policy-making (M=4.93, SD=0.252). They treat their subordinates with due respect as they treat their superiors (M=4.98, SD=0.149), look forward to the welfare of their subordinate teacher and coaches (M=4.98, SD=0.149), working with their colleagues' side by side to accomplish the department's goal (M=4.91, SD=0.288), encourage their subordinates to work as a team (M=5.00, SD=0.00), and welcome the suggestions of their team (M=4.98, SD=0.149).

The overall mean of 4.96 indicates that the sports directors/ chairpersons highly implement Personnel management. This means exercising management practices that are beneficial to all, welcoming the ideas and suggestions of the team, and encouraging subordinates to work to the attainment of the goals of the department.

Through working as a team with the top management, the goals of the department will be achieved.

Kalinina (2018), Personnel management in sports organizations is another basis for effective leadership. In the article about logistic development and the use of a personnel motivation system based on the chosen strategy of a sports organization, she points out that a strategic way to deal with the association arrangement of game occasions brings about framing new hypothetical ideas in the particular field in regards to the social, financial and political circles.

Table 4 illustrates the level of implementation of sports management strategies in terms of financial management.

Table 4. Level of Implementation of Sports Management Strategies in Terms of Financial Management

The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1. manage the finances of the department accurately.	4.87	0.505	Highly implemented
2. address financial status to all.	4.82	0.576	Highly implemented
3. provide budget transparency.	4.87	0.505	Highly implemented
4. finance properly all school-sports-related activities.	4.82	0.576	Highly implemented
5. provide resources to the coaching staff.	4.84	0.638	Highly implemented
6. provide equipment to the players/coaches	4.89	0.487	Highly implemented
7. provide financial support to the athletes	4.87	0.548	Highly implemented
Overall Mean	**4.85**		**Highly Implemented**

Legend:
    4.20 – 5.00   High Implemented
    3.40 – 4.19   Implemented
    2.60 – 3.39   Moderately Implemented
    1.80 – 2.59   Less Implemented
    1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement financial management in terms of manage the finances of the department accurately (M=4.87, SD=0.505),

address financial status to all (M=4.82, SD=0.576), provide budget transparency (M=4.87, SD=0.505), properly finance all school-sports-related activities (M=4.82, SD=0.576), provide resources to the coaching staff (M=4.84, SD=0.638), provide equipment to the players/coaches (M=4.89, SD=0.487), and provide financial supports to the athletes (M=4.87, SD=0.548). The overall mean of 4.85 indicates that the sports directors/ chairpersons highly implement financial management.

The overall mean of 4.85 indicates that the sports directors/ chairpersons highly implement financial management. This means addressing financial matters to all the members of the organization and providing a budget transparency will lead build trust among members of the organization.

As cited by Brown (2017) Financial Management in the Sport Industry provides understanding of sports finance and the importance of sound financial management in the sports industry.

Table 5 illustrates the level of implementation of sports management strategies in terms of accountability.

Table 5. Level of Implementation of Sports Management Strategies in Terms of Accountability

	The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1.	are accountable for the entire operation of the sports department	4.96	0.208	Highly implemented
2.	held thyself accountable for the actions of their coaches and sports personnel	4.96	0.208	Highly implemented
3.	are responsible for the implementation of the sports program	4.96	0.208	Highly implemented
4.	are aware of the accountability to the athletes if untoward incidents happen while they are performing.	4.93	0.252	Highly implemented
5.	are accountable for their action	4.93	0.252	Highly implemented
6.	are responsible to the actions of their coaches/teachers.	4.96	0.208	Highly implemented
7.	encourage proper handling of all the resources and materials in the organization.	4.91	0.288	Highly implemented
Overall Mean		**4.94**		**Highly Implemented**

Legend:
  4.20 – 5.00   High Implemented
  3.40 – 4.19   Implemented
  2.60 – 3.39   Moderately Implemented
  1.80 – 2.59   Less Implemented
  1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement Accountability. They are accountable for the entire operation of the sports department (M=4.96, SD=0.208) and held themselves accountable for the actions of their coaches and sports personnel (M=4.96, SD=0.208). They are responsible for the implementation of the sports program (M=4.96, SD=0.208). They are aware of the accountability to the athletes if untoward incidents happen while they are performing. (M=4.93,

SD=0.252), they are responsible to the actions of their coaches/teachers. (M=4.96, SD=0.208), impose discipline to all the members of the team. (M=4.96, SD=0.208), and encourage proper handling of all the resources and materials in the organization. (M=4.91, SD=0.288).

The overall mean of 4.94 indicates that the sports directors/ chairpersons highly implement Accountability. This means that accountability in the line of work is essential to the attainment of the goals of the department knowing that in every action they take the responsibility is always there.

Table 6 illustrates the level of implementation of sports management strategies in terms of human resource management.

Table 6. Level of Implementation of Sports Management Strategies in Terms of Human Resource Management.

	The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1.	encourage their subordinate to work together to accomplish our goals	4.93	0.252	Highly implemented
2.	encourage their teachers/coaches to improve their teaching/coaching methodologies.	4.96	0.208	Highly implemented
3.	encourage their team to attend seminars/ workshops related to their specialization.	4.93	0.252	Highly implemented
4.	encourage their team to continually grow as professionals.	4.98	0.149	Highly implemented
5.	build a good working relationship with their colleagues.	4.93	0.252	Highly implemented
6.	support their colleagues to pursue their studies by taking a master's degree.	4.98	0.149	Highly implemented
7.	look after the welfare of their team.	5.00	0.000	Highly implemented
Overall Mean		**4.96**		**Highly Implemented**

Legend:
4.20 – 5.00   High Implemented
3.40 – 4.19   Implemented
2.60 – 3.39   Moderately Implemented
1.80 – 2.59   Less Implemented
1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement Human Resource Management. They encourage their subordinate to work together to accomplish our goals (M=4.93, SD=0.252) and encourage their teachers/coaches to improve their teaching/coaching methodologies. (M=4.96, SD=0.208). They encourage their team to attend seminars/ workshops related to their specialization (M=4.93, SD=0.252). They encourage their team to continually grow as professionals. (M=4.98, SD=0.149), they build a good working relationship with their colleagues. (M=4.93, SD=0.252), support their colleagues to pursue their study by taking a master's degree. (M=4.98, SD=0.149), and look after the welfare of their team. (M=5.00, SD=0.00)

The overall mean of 4.96 indicates that the sports directors/ chairpersons highly implement Human Resource Management. This means that good human resource management is essential to the attainment of

the goals of the department knowing that the upper management is concerned with the professional growth of the member of the organization.

Level of Implementation of Transformational Leadership Approach

Table 7 illustrates the level of implementation of the transformational leadership approach as to intellectual stimulation.

Table 7. Level of Implementation of the Transformational Leadership Approach as to Intellectual Stimulation.

	The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1.	challenge their subordinates to bring out the best idea in planning	4.91	0.288	Highly implemented
2.	encourage their team to think of out of the box	4.98	0.149	Highly implemented
3.	welcome their ideas on how to improve my management strategies	4.91	0.288	Highly implemented
4.	encourage brainstorming whenever we are formulating a plan.	4.93	0.252	Highly implemented
5.	accept brilliant ideas coming from my subordinates.	4.91	0.288	Highly implemented
6.	encourage everyone to do their best in every situation.	4.96	0.208	Highly implemented
7.	stimulate their team to come up with the plan to improve the performance of the athletes	4.93	0.252	Highly implemented
Overall Mean		**4.93**		**Highly Implemented**

Legend:
  4.20 – 5.00   High Implemented
  3.40 – 4.19   Implemented
  2.60 – 3.39   Moderately Implemented
  1.80 – 2.59   Less Implemented
  1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement Transformational Leadership Approach as to Intellectual Stimulation. They challenge their subordinates to bring out the best idea in planning (M=4.91, SD=0.288) and encourage their team to think of out of the box (M=4.98, SD=0.149). They welcome their ideas on how to improve my management strategies (M=4.91, SD=0.288). They encourage brainstorming whenever we are formulating a plan (M=4.93, SD=0.252), they accept brilliant ideas coming from my subordinates. (M=4.91, SD=0.288), encourage everyone to do their best in every situation. (M=4.96, SD=0.208), and stimulate their team to come up with the plan to improve the performance of the athletes (M=4.93, SD=0.252)

The overall mean of 4.93 indicates that the sports directors/ chairpersons highly implement Transformational Leadership Approach as to Intellectual Stimulation. This means that they challenge their follower bring out the best in them, transforming them intellectually so that they can be a great asset of the organization.

Table 8 illustrates the level of implementation of the transformational leadership approach as to individualized consideration.

Table 8. Level of Implementation of the Transformational Leadership Approach as to Individualized Consideration.

The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1. give due consideration to the shortcomings of their subordinates.	4.89	0.383	Highly implemented
2. give encouraging words to their team whenever they perform less.	4.96	0.208	Highly implemented
3. listen to the concerns of their team	5.00	0.000	Highly implemented
4. consider a harmonious working relationship with their team	4.98	0.149	Highly implemented
5. consider their team as their friends.	4.93	0.252	Highly implemented
6. give positive criticism to their subordinates whenever they saw something that is not pleasant.	4.93	0.252	Highly implemented
7. hear the voices of every member of their team	4.89	0.383	Highly implemented
Overall Mean	**4.94**		**Highly Implemented**

Legend:
  4.20 – 5.00 High Implemented
  3.40 – 4.19 Implemented
  2.60 – 3.39 Moderately Implemented
  1.80 – 2.59 Less Implemented
  1.00 – 1.79 Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement Transformational Leadership Approach as to Individualized Consideration. They give due consideration to the shortcomings of their subordinates. (M=4.89, SD=0.383) give encouraging words to their team whenever they perform less. (M=4.96, SD=0.208). They listen to the concerns of their team (M=5.00, SD=0.00). They consider a harmonious working relationship with their team (M=4.98, SD=0.149), they consider their team as their friends. (M=4.93, SD=0.252), give positive criticism to their subordinates whenever they saw something that is not pleasant. (M=4.93, SD=0.252), and hear the voices of every member of their team (M=4.89, SD=0.383).

The overall mean of 4.94 indicates that the sports directors/ chairpersons highly implement Transformational Leadership Approach as to Individualized Consideration. This means that they treat their team with due respect and work in harmony making them inspired to work together as team to achieve the goal of the department.

Table 9 illustrates the level of implementation of the transformational leadership approach as to inspirational motivation.

Table 9. Level of Implementation of the Transformational Leadership Approach as to Inspirational Motivation.

The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1. inspire and motivate their team by showing them the result of their hard work.	4.98	0.149	Highly implemented
2. inspire their subordinates to work with passion.	4.98	0.149	Highly implemented
3. motivate their team to love their work	4.98	0.149	Highly implemented
4. inspire their team to aspire for greatness	4.98	0.149	Highly implemented
5. inspire and motivate them to improve their teaching/coaching style.	5.00	0.000	Highly implemented
6. inspire the team to do their work with the highest level of professionalism	5.00	0.000	Highly implemented
7. inspire their team to bring out the best in them	5.00	0.000	Highly implemented
Overall Mean	**4.99**		**Highly Implemented**

Legend:
  4.20 – 5.00   High Implemented
  3.40 – 4.19   Implemented
  2.60 – 3.39   Moderately Implemented
  1.80 – 2.59   Less Implemented
  1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement Transformational Leadership Approach as to Inspirational Motivation. They inspire and motivate their team by showing them the result of their hard work (M=4.98, SD=0.149), inspire their subordinates to work with passion (M=4.98, SD=0.149). They motivate their team to love their work (M=4.98, SD=0.149). They inspire their team to aspire for greatness (M=4.98, SD=0.149), they inspire and motivate them to improve their teaching/coaching style. (M=5.00, SD=0.00).

The overall mean of 4.99 indicates that the sports directors/ chairpersons highly implement Transformational Leadership Approach as to Inspirational Motivation.

Table 10 illustrates the level of implementation of the transformational leadership approach as to idealized influence.

Table 10. Level of Implementation of the Transformational Leadership Approach as to Idealized Influence.

The Sports Directors / Chairpersons …	Mean	S.D.	Verbal Interpretation
1. influence their colleagues to work harder	4.96	0.208	Highly implemented
2. influence their team to work professionally	5.00	0.000	Highly implemented
3. encourage their colleagues to work effectively as a team.	4.98	0.149	Highly implemented
4. influence their team to become a good leader like them.	4.93	0.252	Highly implemented
5. influence their team to become considerate people.	4.96	0.208	Highly implemented
6. share their talents to the team	4.98	0.149	Highly implemented
7. work side by side with their team	4.98	0.149	Highly implemented
Overall Mean	**4.97**		**Highly Implemented**

Legend:
  4.20 – 5.00   High Implemented
  3.40 – 4.19   Implemented
  2.60 – 3.39   Moderately Implemented
  1.80 – 2.59   Less Implemented
  1.00 – 1.79   Not at all Implemented

The table above illustrates the sports directors/chairpersons perceived that they highly implement Transformational Leadership Approach as to Idealized Influence. They influence their colleagues to work harder (M=4.96, SD=0.208) influence their team to work professionally. (M=5.00, SD=0.00). They encourage their colleagues to work effectively as a team. (M=4.98, SD=0.149). They influence their team to become a good leader like them. (M=4.93, SD=0.252), they influence their team to become considerate people. (M=4.96, SD=0.208), share their talents to the team (M=4.98, SD=0.149),
and work side by side with their team (M=4.98, SD=0.149).

The overall mean of 4.97 indicates that the sports directors/ chairpersons highly implement Transformational Leadership Approach as to Idealized Influence. This means that they influence each member of the organization to work productively to achieve their common goal.

Regression Analysis on The Respondents' Profile on Management Strategies

Table 11 illustrates the regression analysis on the respondents' profile on management strategies as to organizational structure and personnel management.

Table 11. Regression Analysis on The Respondents' Profile on Management Strategies as to Organizational Structure and Personnel Management.

Profile	Organizational Structure				Personnel Management			
	Beta	t-value	p-value	Analysis	Beta	t-value	p-value	Analysis
Age	0.056	2.259	0.029	**S**	0.068	2.101	0.043	**S**
Sex	0.003	0.035	0.973	NS	0.006	0.153	0.879	NS
LOS	-0.021	-0.459	0.649	NS	0.001	0.031	0.975	NS
Acad Rank	0.055	2.258	0.030	**S**	0.013	1.070	0.291	NS
HEA	0.061	0.905	0.371	NS	0.072	2.103	0.042	**S**
	Adjusted R-Square = 0.1653 F-Value = 2.743 Sig. = 0.032				Adjusted R-Square = 0.1536 F-Value = 2.597 Sig. = 0.040			

Results from Table 11 revealed that the sports directors/ chairpersons' age influences the implementation of organizational structure as a strategy. The beta coefficient of 0.056 indicates that for every standard deviation unit increase in their age, there is a corresponding 0.056 unit increase in their use of organizational structure as a strategy. The t-value of 2.259 is significant having a p-value of 0.029. The sports directors/ chairpersons' academic rank influences the implementation of organizational structure as a strategy. The beta coefficient of 0.055 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.055 unit increase in their use of organizational structure as a strategy.

The t-value of 2.258 is significant having a p-value of 0.030. The adjusted R-square indicates that 16.53% of the variation in the sports directors/ chairpersons' implementation of organizational structure as a strategy is explained by their age and academic rank.

The F-value of 2.743 is significant at 0.032 level of significance.

Also, table 11 shows the sports directors/ chairpersons' age influences the implementation of personnel management as a strategy. The beta coefficient of 0.068 indicates that for every standard deviation unit increase in their age, there is a corresponding 0.068 unit increase in their use of personnel management as a strategy.

The t-value of 2.101 is significant having a p-value of 0.043. The sports directors/ chairpersons' highest educational attainment influences the implementation of personnel management as a strategy. The beta coefficient of 0.072 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.072 unit increase in their use of personnel management as a strategy. The t-value of 2.103 is significant having a p-value of 0.042. The adjusted R-square indicates that 15.36% of the variation in the sports directors/ chairpersons' implementation of personnel management as a strategy is explained by their age and highest educational attainment.

The F-value of 2.597 is significant at 0.040 level of significance.

Table 12 illustrates the regression analysis on the respondents' profile on management strategies as to financial management and self-discipline and motivation.

Table 12. Regression Analysis on The Respondents' Profile on Management Strategies as to Financial Management and Self-Discipline and Motivation.

Profile	Financial Management				Self-Discipline and Motivation			
	Beta	t-value	p-value	Analysis	Beta	t-value	p-value	Analysis
Age	-0.025	-0.2927	0.7713	NS	-0.071	-2.263	0.029	**S**
Sex	-0.068	-0.3758	0.7091	NS	0.001	0.011	0.992	NS
LOS	-0.113	-1.0167	0.3155	NS	-0.013	-0.321	0.750	NS
Acad Rank	0.098	1.6888	0.0992	NS	0.059	2.771	0.009	**S**
HEA	0.169	1.0596	0.2959	NS	0.060	1.025	0.312	NS
Adjusted R-Square = 0.0897 F-Value = 1.867 Sig. = 0.123				Adjusted R-Square = 0.2679 F-Value = 4.221 Sig. = 0.004				

Results from Table 12 revealed that the profile of the sports directors/ chairpersons as to age, sex, length of service, academic rank, and highest educational attainment are not significant predictors of the organizational structure as to financial management.

This means that the sports directors/chairperson can implement financial management on the organizational structure regardless of their age, sex, length of service, academic rank, and highest educational attainment

Also, table 12 shows the sports directors/ chairpersons' age influences the implementation of Self-discipline and motivation as a strategy. The beta coefficient of -0.071 indicates that for every standard deviation unit increase in their age, there is a corresponding -0.071 unit decrease in Self- discipline and motivation as a strategy.

The t-value of -2.263 is significant having a p-value of 0.029. The sports directors/ chairpersons' academic rank influences the implementation of Self- discipline and motivation as a strategy. The beta coefficient of 0.059 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.059 unit increase in their use of Self- discipline and motivation as a strategy. The t-value of 2.771 is significant having a p-value of 0.009. The adjusted R-square indicates that 26.79% of the variation in the sports directors/ chairpersons' implementation of Self- discipline and motivation as a strategy is explained by their age and academic rank.

The F-value of 4.221 is significant at 0.004 level of significance.

Table 13 illustrates the regression analysis on the respondents' profile on management strategies as to accountability and human resource management.

Table 13. Regression Analysis on The Respondents' Profile on Management Strategies as to Accountability and Human Resource Management.

Profile	Accountability				Human Resource Management			
	Beta	t-value	p-value	Analysis	Beta	t-value	p-value	Analysis
Age	0.057	-2.764	0.043	**S**	-0.020	-0.834	0.4095	NS
Sex	0.056	0.826	0.414	NS	-0.042	-0.821	0.4164	NS
LOS	-0.035	-0.857	0.397	NS	0.000	-0.015	0.9880	NS
Acad Rank	0.073	3.394	0.002	**S**	0.027	1.633	0.1105	NS
HEA	-0.025	-0.425	0.673	NS	0.015	0.339	0.7366	NS
	Adjusted R-Square = 0.2428 F-Value = 3.822 Sig. = 0.007				Adjusted R-Square = 0.0378 F-Value = 1.345 Sig. = 0.266			

As shown in Table 13, the sports directors/ chairpersons' age influences the implementation of accountability as a strategy. The beta coefficient of 0.057 indicates that for every standard deviation unit increase in their age, there is a corresponding 0.057 unit increase in accountability as a strategy. The t-value of -2.263 is significant having a p-value of 0.029. The sports directors/ chairpersons' academic rank influences the implementation of Self- discipline and motivation as a strategy. The beta coefficient of 0.057 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.057 unit increase in their use of Self- discipline and motivation as a strategy. The t-value of -2.764 is significant having a p-value of 0.043. The adjusted R-square indicates that 24.28% of the variation in the sports directors/ chairpersons' implementation of accountability as a strategy is explained by their age and academic rank. The F-value of 3.822 is significant at 0.007 level of significance.

Also, table 13 revealed that the profile of the sports directors/ chairpersons as to age, sex, length of service, academic rank, and highest educational attainment are not significant predictors of the organizational structure as to human resource management.

Regression Analysis on The Respondents' Profile on Leadership Approach

Table 14 shows the regression analysis on the respondents' profile on leadership approach with regard to intellectual stimulation and individualized consideration.

Table 14. Regression Analysis on the Respondents' Profile on Leadership Approach with Regard to Intellectual Stimulation and Individualized Consideration.

Profile	Intellectual Stimulation				Individualized Consideration			
	Beta	t-value	p-value	Analysis	Beta	t-value	p-value	Analysis
Age	-0.030	-0.989	0.329	NS	0.048	2.284	0.024	**S**
Sex	-0.049	-0.769	0.447	NS	0.036	0.631	0.532	NS
LOS	-0.010	-0.248	0.806	NS	-0.015	-0.427	0.672	NS
Acad Rank	0.116	2.101	0.050	**S**	0.038	2.084	0.044	**S**
HEA	0.118	2.111	0.041	**S**	0.076	2.502	0.011	**S**
	Adjusted R-Square = 0.2084 F-Value = 3.317 Sig. = 0.014				Adjusted R-Square = 0.2199 F-Value = 3.481 Sig. = 0.011			

As shown in Table 14, the sports directors/ chairpersons' academic rank influences the implementation of Intellectual stimulation as to leadership approach. The beta coefficient of 0.116 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.116 unit decrease in intellectual stimulation as to leadership approach. The t-value of -2.263 is significant having a p-value of 0.029. The sports directors/ chairpersons' academic rank influences the implementation of intellectual stimulation as to leadership approach. The beta coefficient of 0.059 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.059 unit increase in their use of intellectual stimulation as to

leadership approach.

The t-value of 2.101 is significant having a p-value of 0.050. The adjusted R-square indicates that 20.84% of the variation in the sports directors/ chairpersons' implementation of intellectual stimulation as to leadership approach is explained by their academic rank. The F-value of 3.317 is significant at 0.014 level of significance.

Also, table 14 shows the sports directors/ chairpersons' age influences the implementation of individualized consideration as to leadership approach. The beta coefficient of 0.078 indicates that for every standard deviation unit increase in their age, there is a corresponding 0.078 unit decrease in individualized consideration as to leadership approach. The t-value of 2.284 is significant having a p-value of 0.024. The sports directors/ chairpersons' academic rank influences the implementation of individualized consideration as to leadership approach. The beta coefficient of 0.038 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.038 unit increase in their use of individualized consideration as to leadership approach. The t-value of 2.084 is significant having a p-value of 0.044. The adjusted R-square indicates that 21.99% of the variation in the sports directors/ chairpersons' implementation of individualized consideration as to leadership approach is explained by their academic rank. The F-value of 3.481 is significant at 0.011 level of significance.

Table 15 shows the regression analysis on the respondents' profile on leadership approach with regard to inspirational motivation and idealized influence.

Table 15. Regression Analysis on the Respondents' Profile on Leadership Approach with Regard to Inspirational Motivation and Idealized influence.

Profile	Inspirational Motivation				Idealized Influence			
	Beta	t-value	p-value	Analysis	Beta	t-value	p-value	Analysis
Age	-0.009	-0.917	0.365	NS	-0.015	-0.803	0.427	NS
Sex	0.012	0.579	0.566	NS	-0.002	-0.059	0.953	NS
LOS	0.017	2.684	0.011	**S**	-0.030	-1.249	0.219	NS
Acad Rank	0.017	2.684	0.011	**S**	0.175	2.5673	0.014	**S**
HEA	0.002	0.141	0.888	NS	0.008	0.2228	0.825	NS
	Adjusted R-Square = 0.1623 F-Value = 2.705 Sig. = 0.034				Adjusted R-Square = 0.1558 F-Value = 2.725 Sig. = 0.031			

As shown in Table 15, the sports directors/ chairpersons' length of service influences the implementation of Inspirational Motivation as to leadership approach. The beta coefficient of 0.017 indicates that for every standard deviation unit increase in their length of service, there is a corresponding 0.017 unit decrease in Inspirational Motivation as to leadership approach. The t-value of 2.684 is significant having a p-value of 0.011. The sports directors/ chairpersons' academic rank influences the implementation of Inspirational Motivation as to leadership approach. The beta coefficient of 0.017 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.017 unit increase in their use of Inspirational Motivation as to leadership approach. The t-value of 2.684 is significant having a p-value of 0.011. The adjusted R-square indicates that 16.23% of the variation in the sports directors/ chairpersons' implementation of Inspirational Motivation as to leadership approach is explained by their academic rank. The F-value of 2.705 is significant at 0.034 level of significance.

Also, table 15 shows the sports directors/ chairpersons' academic rank influences the implementation of Idealized influence as to leadership approach. The beta coefficient of 0.075 indicates that for every standard deviation unit increase in their academic rank, there is a corresponding 0.075 unit increase in Idealized influence as to leadership approach. The t-value of 2.5673 is significant having a p-value of 0.014. The adjusted R-square indicates that 16.23% of the variation in the sports directors/ chairpersons' implementation of Idealized influence as to leadership approach is explained by their academic rank. The F-value of 2.705 is significant at 0.034 level of significance.

Table 16 shows the relationship between the level of implementation of management strategies and leadership approach.

Table 16. Relationship Between the Level of Implementation of   Management Strategies and Leadership Approach.

Sports Management Strategies	Intellectual Stimulation			Individualized Consideration			Inspirational Motivation			Idealized Influence		
	r-value	p-value	Analysis	r-value	p-value	Analysis	r-value	p-value	Analysis	r-value	p-value	Analysis
Organizational Structure	0.649	0.000	S	0.873	0.000	S	0.505	0.000	S	0.739	0.000	S
Personnel Management	0.773	0.000	S	0.998	0.000	S	0.562	0.000	S	0.803	0.000	S
Financial Management	0.637	0.000	S	0.701	0.000	S	0.511	0.000	S	0.705	0.000	S
Self-Discipline and Motivation	0.803	0.000	S	0.699	0.000	S	0.405	0.006	S	0.534	0.000	S
Accountability	0.514	0.000	S	0.589	0.000	S	0.690	0.000	S	0.475	0.001	S
Human Resource Management	0.454	0.002	S	0.691	0.000	S	0.282	0.061	NS	0.645	0.000	S

Table 16 shows the Relationship between the Level of Implementation of Management Strategies and Leadership Approach. It is interesting to note that significant correlations exist between the level of implementation leadership approach as to intellectual stimulation and the level of implementation of the sports management strategies in terms of organizational structure (r=0.649, p=0.000), personnel management (r=0.773, p=0.000), financial management (r=0.637, p=0.000), self-discipline and motivation (r=0.803, p=0.000), accountability (r=0.514, p=0.000), and human resource management (r=0.454, p=0.002). The correlations are all positive and ranged from moderate to very strong.

Also, significant correlations exist between the level of implementation leadership approach as to individualized consideration and the level of implementation of the sports management strategies in terms of organizational structure (r=0.873, p=0.000), personnel management (r=0.998, p=0.000), financial management (r=0.701, p=0.000), self-discipline and motivation (r=0.699, p=0.000), accountability (r=0.589, p=0.000), and human resource management (r=0.691, p=0.000). The correlations are all positive and ranged from moderate to very strong.

Significant correlations exist between the level of implementation leadership approach as to inspirational motivation and the level of implementation of the sports management strategies in terms of

organizational structure (r=0.505, p=0.000), personnel management (r=0.562, p=0.000), financial management (r=0.511, p=0.000), self-discipline and motivation (r=0.405, p=0.000), accountability (r=0.690, p=0.000), and human resource management (r=0.282, p=0.061). The correlations are all positive and ranged from moderate to strong.

Significant correlations exist between the level of implementation leadership approach as to idealized influence and the level of implementation of the sports management strategies in terms of organizational structure (r=0.739, p=0.000), personnel management (r=0.803, p=0.000), financial management (r=0.705, p=0.000), self-discipline and motivation (r=0.534, p=0.000), accountability (r=0.475, p=0.000), and human resource management (r=0.645, p=0.000). The correlations are all positive and ranged from moderate to very strong.

This means that the sports management strategies used by the sports directors/ chairpersons tend to contribute to the intellectual stimulation in terms of stimulating teachers/ coaches to come up with plans, through brainstorming and other challenging approaches, to improve the performance of the athletes.

4. CONCLUSION AND RECOMMENDATIONS

On the basis of the foregoing findings, the following conclusion were drawn.

The result of this study reveals that the profile of the sports director/chairperson is a predictor of the management strategies and leadership approach and some are not thus, the null hypothesis stating that profile of sports directors/ chairperson of SUC's in CALABARZON predicts the management strategies on the leadership approach is partially accepted.

On the other hand, the second null hypothesis stating that The Management Strategies of sports directors/ chairperson of SUC's in CALABARZON has no significant relationship on the Leadership Approach" is rejected which incites that there is a significant relationship between the two.

Based on the findings and conclusions, the following recommendations were forwarded: 1. Strategic management practices necessitates to be consistently updated and judiciously implemented to provide a universal sports management system in the higher education; 2. Sports directors of different SUC's needs to continuously update themselves with ways and means of upholding fair, just and discrimination-free sports environment to achieve the goals set in the higher education; 3.State Universities and Colleges administrators and sports directors must work hand on hand to identify the priority planning in terms of sports development in the tertiary level.

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