

GOVERNANCE STRATEGIES AND PERFORMANCE MANAGEMENT OF TEAM SPORTS IN LAGUNA TOWARDS AN INCLUSIVE GRASSROOTS DEVELOPMENT PROGRAM

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Abstract

This study investigates sports governance and performance management strategies in Laguna, focusing on team sports grassroots development. The research assesses demographic profiles and perceptions of parents, athletes, and administrative staff towards governance and performance management. A quantitative approach was employed, gathering data through surveys and analyzing responses using statistical methods. The study revealed diverse perceptions among the groups, highlighting challenges in communication, decision-making, and resource utilization. Results indicate a need for improved training opportunities, data utilization, and athlete development programs. Recommendations include enhancing collaboration, communication, and strategic planning to align governance and performance management efforts. Based on these findings, a comprehensive Inclusive Sports Grassroots Development Program for Team Sports is proposed. This program aims to address barriers to participation, enhance skill development, and foster inclusivity through targeted recruitment, training workshops, competitive leagues, and support services. Collaboration with community partners and a sustainability plan ensure the program's long-term impact and success in promoting youth sports in Laguna.

Keywords: Governance Strategies; Performance Management; Sports ; Grassroots Development Program

1. Introduction

Sports play a vital role in fostering social integration, promoting physical well-being, and nurturing talent at all levels. Governments all over the globe have underlined the necessity for efficient governance techniques and performance management in the sports sector considering the tremendous influence that sports have on communities. Understanding the connection between governance techniques and performance management becomes crucial in the context of Laguna, a province noted for its rich athletic culture and potential, to ensure the success of an inclusive grassroots development program. However, the COVID-19

pandemic, which significantly impacted communities worldwide, also profoundly affected the sports sector. Sports governance and performance management have become significant elements of the sports sector, especially in the wake of the COVID-19 outbreak. Effective governance methods and performance management are crucial for ensuring the success of sports programs and minimizing the impact of outside disruptions on the sports environment, according to Smith and Brown (2019). Responses to fresh challenges, such as the cancellation or postponement of athletic events and restrictions on public gatherings, necessitate evaluating and modifying governing practices. Examining sports governance and performance management in the wake of COVID-19 is vital, especially in areas like Laguna, which are renowned for their rich sporting culture and potential, as countries progressively emerge from the pandemic's grasp and work to recover. The COVID-19 epidemic has caused extraordinary disruptions in the sports environment, including the postponement or cancellation of athletic events, the temporary closing of sporting venues, and limitations on public meetings. Particularly in the aftermath of the COVID-19 epidemic, sports governance and performance management have been acknowledged as critical elements in the development of the sports industry. Parent and Kavanagh (2018) found that effective governance methods are required to control sports' enormous impact on communities. This emphasizes how important it is to set up efficient governance structures in places like Laguna to guarantee the success of grassroots development projects. As a result, a study by Lera-Lopez et al. (2020) emphasizes the significance of performance management in the sports industry, particularly in areas with a strong athletic tradition and future. To ensure the success of the inclusive grassroots development program, it is even more crucial to understand how governance practices and performance management are related, especially considering the challenges presented by the COVID-19 epidemic. This is especially true given Laguna's reputation in this area.

This study was anchored on different Philippine policies specifically, the Philippine Sports Commission Act (Republic Act No. 6847), the Magna Carta of Women in Sports (Republic Act No. 9710), and Local Government Code of 1991 (Republic Act No. 7160) which recognizes the sports as a fundamental human right and the establishment of regulatory frameworks that govern the administration and development of sport.

The Philippine Sports Commission Act (Republic Act No. 6847), is the main government organization in charge of the growth and promotion of sports in the nation, was founded by this law. The PSC is required to develop policies and put programs into place that improve sports governance and performance management. An official document from 2018 states that the PSC is required by this statute to create policies and carry out initiatives that would improve sports governance and performance management. This demonstrates how the Philippine sports industry is legally aware of the value of strong governance and

performance management. Therefore, Zosa-Feranil's (2019) study looks at how the Philippine Sports Commission Act has affected sports governance and performance management. The study highlights the value of the PSC's initiatives to develop policies and methods to raise the caliber and efficacy of sports programs in the Philippines.

On the other hand, the Magna Carta of Women in Sports (Republic Act No. 9710), recognizes the right of women to participate in sports on an equal basis with men. It emphasizes the need for gender-responsive governance and performance management strategies, ensuring inclusivity and equal opportunities for women in sports development programs. According to research by Macapagal and Diones (2019), the Magna Carta of Women in Sports has made a substantial contribution to the cause of gender equality in sports. The research focuses on the legal aspects, such as affirming women's rights to equal participation in sports and the necessity of gender-responsive governance and performance management systems in achieving this goal.

While the Local Government Code of 1991 (Republic Act No. 7160) provides legal support for the authority and policymaking capabilities of local government units (LGUs) in sports development, as well as the importance of effective governance and performance management strategies at the local level. A study by Ferrer (2018) examines the role of the Local Government Code of 1991 in sports development at the local level. The research highlights how the law empowers LGUs to exercise authority and enact policies to promote grassroots sports programs within their jurisdiction. It emphasizes the significance of local governance in shaping and implementing effective strategies for sports development. Additionally, a research article by Medina and Wiggins (2020) explores the impact of the Local Government Code of 1991 on sports governance and performance management at the local level. The authors discuss how the law establishes the LGUs' role in sports development and underscores the need for effective governance and performance management strategies to ensure the success of grassroots sports programs. It highlights the importance of local government involvement in fostering sports participation and talent development.

To better understand how sports in Laguna are governed and managed, this study will look at how they relate to a comprehensive grassroots development initiative. This research aims to contribute to the development of evidence-based recommendations for increasing sports governance and performance management in the province by analyzing current practices and finding opportunities for improvement. The research by Mendoza et al. (2019) analyzes present practices, identifies opportunities for improvement, and offers a framework for comprehending the value of evidence-based suggestions in the context of grassroots sports development. Magpantay and Lao (2020) also study evidence-based methods that may help with performance management and sports governance. To create suggestions based on actual data for successful

sports development projects, the research underlines the necessity of analyzing present practices, identifying gaps, and doing so. The goal of the study was to provide evidence-based suggestions for sports governance and performance management in Laguna, and this research supports that goal.

The function of the legal system in sports governance and performance management is covered in a study by Bocala and Garcia (2021). In order to suggest improvements, the study highlights the necessity of analyzing the legal system and how it relates to the study. It emphasizes the objective of fostering the development of sports and ensuring that everyone has an equal opportunity to participate. In line with this, this research study aims to improve an inclusive grassroots development program by examining the governance methods and performance management of sports in Laguna. This research will offer useful insights and suggestions for policymakers, sports organizations, and stakeholders to enhance the governance and performance management processes in Laguna's sports sector through an analysis of the legal framework and its relationship to the study. The goal of this research is to encourage the growth of sports in the province, ensuring that everyone has access to opportunities and may participate.

Background of the Study

Sports have long been recognized as a powerful platform for fostering physical fitness, promoting social cohesion, and developing individual talent. Sports have a huge cultural impact in the Philippine province of Laguna, where there is a thriving sporting scene and a long history of athletic accomplishments. Sports could aid in the overall development of people and communities, but to guarantee that grassroots development initiatives are implemented effectively, governance techniques and performance management procedures still need to be examined. The cultural effects of sports on people and communities were important in fostering talent development, social cohesiveness, and physical wellness and play in the general development of individuals and societies (Lera-Lopez, et al.,2020).

Laguna offers a distinctive location for researching sports governance and performance management because of its diversified population and varied natural surroundings. Numerous sports groups, organizations, and academic institutions can be found throughout the province, and they all participate in sporting events and contests. These programs are meant to develop talent, offer leisure activities, and encourage healthy living. However, the efficiency of governance structures and performance management methodologies strongly influences the success and inclusion of grassroots sports development projects. The focus of Diones and Ferrer's (2021) is on the contribution of academic institutions, sports groups, and organizations to the growth of sports. They emphasizes how different stakeholders participate in athletic events and competitions, stressing how they contribute to the growth of talent, leisure time, and healthy living. It backs up the assertion that these initiatives exist in Laguna and play a crucial role in the growth of amateur sports. The rules,

frameworks, and decision-making procedures that direct the management, coordination, and control of sporting events are referred to as governance strategies in sports. It covers the obligations of governmental organizations, sports leagues, municipal governments, and other parties interested in the growth of sports. Performance management, on the other hand, focuses on the monitoring, evaluation, and enhancement of sports programs, with an emphasis on setting goals, measuring progress, and implementing targeted interventions. To guarantee that grassroots development projects in Laguna are inclusive, egalitarian, and long-lasting, it is essential to comprehend the relationship between governance techniques and performance management in sports. It is crucial to assess whether current governance structures support gender equality, comply with legislative requirements, and attend to the concerns of disadvantaged groups. Examining performance management procedures may also shed light on how well sports programs work, how resources are allocated, and how they affect the growth of individuals and communities.

The goal of this study is to fill up the information gaps surrounding the governance plans and performance administration of sports in Laguna. The research aims to identify strengths, flaws, and opportunities for development by undertaking a thorough analysis of the present environment, which includes looking at legislative frameworks, policy documents, and practices. According to Medina et. al., (2022), performance management and sports governance strategies require knowledge gaps to be filled. The research supports the claim that the study's goals include closing information gaps and analyzing statutory plans, policy documents, and operational processes. The research will help provide proposals that are supported by facts and that can improve how sports are governed and managed in Laguna's community development initiatives. This research may help to advance an inclusive sports culture in Laguna, where people of all ages, genders, and backgrounds are given equal opportunities to participate in sports and gain from their good effects. This study intends to offer important insights that may guide policy creation, program design, and execution, resulting in more successful and significant sports development activities in the province. It does this by concentrating on governance techniques and performance management. As mentioned by Bocala et al. (2023) in improving governance and management in sports development initiatives the evidence-based proposals supported by information to enhance how sports are governed and managed is important. It supports the claim that the research intends to provide proposals based on facts to improve sports governance and management in Laguna.

Theoretical Framework

This study was anchored in the Systems Theory of Ludwig von Bertalanffy (1950), and Resource Dependence Theory by Jeffrey Pfeffer and Gerald Salancik's, (1970).

The Systems Theory of Ludwig von Bertalanffy (1950), which asserts that sports organizations and

their surroundings are interrelated and interdependent systems, served as the study's theoretical foundation. It underlines how crucial it is to comprehend the connections, exchanges, and feedback processes among the many elements of the sports system. The use of systems theory in the context of this study can aid in the analysis of governance plans and performance management procedures in Laguna's sports industry by considering the dynamic interactions between governmental organizations, sporting bodies, athletes, coaches, and other stakeholders. The overall effectiveness and durability of grassroots sports development projects may be better understood via the application of this theory, which can also provide light on how efficient governance and performance management might help. Sotiriadou et al. (2019) discusses the application of systems theory in sports management. The study emphasizes how interconnected and dependent sports organizations and their environments are, underscoring how crucial it is to comprehend how linkages and feedback mechanisms operate inside the sports system. It backs up the idea that systems theory may be used to analyze governance plans and performance management processes in Laguna's sports sector.

Furthermore, the use of systems theory in the context of sports governance and administration is examined in research by Almeida et al. (2021). The study focuses on the dynamic relationships between various sports system stakeholders, including governing bodies, athletic associations, athletes, coaches, and other stakeholders. It backs up the idea that systems theory may provide light on how good governance and performance management can enhance the overall potency and sustainability of grassroots sports development initiatives.

This study was also anchored in the theory of Jeffrey Pfeffer and Gerald Salancik's, (1970), Resource Dependence Theory, organizations need outside resources to exist and grow. This theory highlights the need of comprehending the interdependencies between sports organizations and other actors, such as governmental bodies, sponsors, and community groups, in the context of sports governance and performance management. This theory can provide insight on the dynamics of resource acquisition, usage, and allocation by looking at how these external resources affect governance methods and performance management in Laguna's sports industry. It can assist in identifying potential issues, power dynamics, and tactics for efficiently allocating resources to support inclusive grassroots development programs.

This theory was used by Lamm et al. (2021) who underscore the crucial role of data and information systems in sports governance. The used of data and information for decision-making and performance management, supports the claim that analyzing governance methods and performance management requires an understanding of resource acquisition, usage, and allocation dynamics emphasizes the importance of data-driven decision-making, the value of collecting, analyzing, and leveraging relevant data to optimize governance practices. The research article focuses the need for systematic data collection and robust

information systems to enable sports organizations to make informed decisions, enhance resource allocation, and drive effective performance management in the pursuit of better governance outcomes.

Conceptual Framework

The research paradigm below shows the concept of the study.

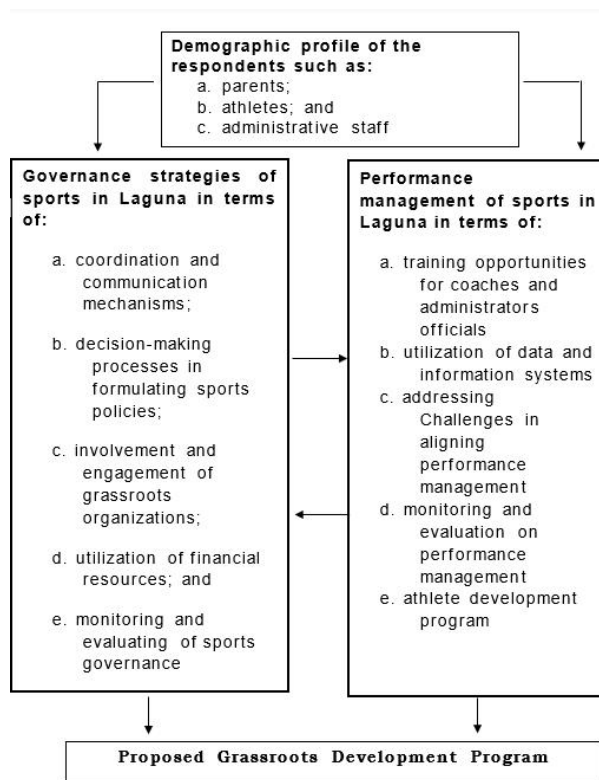


Figure 1: Research Paradigm

Figure 1: Research Paradigm

The conceptual framework investigates the interplay between independent and dependent variables in the context of sports governance and performance management in Laguna. The independent variables encompass several crucial aspects of sports governance, including coordination and communication mechanisms, decision-making processes in policy formulation, the involvement of grassroots organizations, financial resource management, and the monitoring and evaluation of sports governance. On the other hand, the dependent variables pertain to the performance management of sports in the region, which includes the provision of training opportunities for coaches and administrators officials, the utilization of data and information systems, addressing challenges in aligning performance management, and conducting monitoring and evaluations of performance management. This framework essentially seeks to uncover the relationship

between how sports are governed in Laguna and their resulting performance, aiming to discern whether specific governance strategies have a discernible impact on the management and success of sports in the region. To execute this research, data would be collected concerning these variables, and subsequent analysis would be conducted to determine any correlations or causative relationships that might exist, thus shedding light on the intricate dynamics of sports governance and performance management in Laguna.

Statement of the Problem

This study aims to assess the governance strategies and performance management of sports in Laguna toward an inclusive grassroots development program.

It specifically seeks to answer the following questions:

1. What is the demographic profile of the three groups of respondents in terms of:

1.1 parents

1.1.1 age;

1.1.2 sex; and

1.1.3 educational attainment?

1.2 athletes

1.2.1 age;

1.2.2 sex;

1.2.3 grade level;

1.2.4 sports events; and

1.2.5 level of competition joined?

1.3 Administrative staff

1.3.1 age;

1.3.2 sex;

1.3.3 educational attainment;

1.3.4 position; and

1.3.5 years in service in the position?

2. What is the assessment of the three groups of respondents on the governance strategies of sports in Laguna in terms of:

2.1 coordination and communication mechanisms;

2.2 decision-making processes in formulating sports policies;

2.3 involvement and engagement of grassroots organizations;

2.4 utilization of financial resources; and

2.5 monitoring and evaluating of sports governance?

3. Is there a significant difference on the assessment of the respondents on the governance strategies when they are grouped according to profile?

4. Is there a significant difference among the assessment of the three groups of respondents on the governance strategies?

5. What is the assessment of three groups of respondents on the performance management of sports in Laguna in terms of:

5.1 training opportunities for coaches and administrators/ officials

5.2 utilization of data and information systems

5.3 addressing challenges in aligning performance management

5.4 monitoring and evaluating the performance management

5.5 athlete development program

6. Is there a significant difference on the assessment of the three groups of respondents on the performance management when they are grouped according to profile?

7. Is there a significant difference among the assessment of the three groups of respondents on the performance management?

8. Is there a significant relationship between the governance strategies and performance management as perceived by the three groups of respondents?

9. Based from the result of the study, what grassroots development program can be proposed by the researcher?

Methodology

The researcher employed a quantitative approach utilizing the descriptive comparative – correlational research design. This study specifically used descriptive and correlational research techniques. According to Kumar (2019), descriptive research aims to "describe systematically and accurately the facts and characteristics of a given population or area of interest." It focuses on answering questions about "who, what, when, where, and how" of a particular phenomenon. The goal is to provide a comprehensive and detailed account of the subject under investigation, which in this study was the governance strategies and performance management of sports in Laguna. Hence, according to Coccia & Benati (2028), comparative studies are investigations to analyze and evaluate, with quantitative and qualitative methods, a phenomenon and/or facts among different areas, subjects, and/or objects to detect similarities and/or differences where in this study aimed to compare the responses of different group of participants such as parents, athletes, and administrative staff. Meanwhile, Babbie and Mouton (2015), correlational research involves "examining relationships between naturally occurring variables, without any attempt to manipulate them." It focuses on studying the degree to which changes in one variable are associated with changes in another variable. In the context of this study, the correlational research approach was used to explore the relationship between governance strategies and performance management in sports in Laguna.

This study was considered descriptive because its primary objective is to systematically observe, describe, and document the governance strategies and performance management practices of sports in Laguna. It aimed to provide a comprehensive account of the current state of sports governance and performance management in the province, including aspects such as coordination mechanisms, decision-making processes, resource utilization, and monitoring and evaluation. By collecting and analyzing data through surveys the study seeks to describe and summarize the characteristics and behaviors of the subject of interest.

Furthermore, this study was considered comparative study because it aims to compare the responses of the parents, athletes and administrative staff on governance strategies and performance management.

This study is also correlational because it also explored the relationship between governance strategies and performance management in sports in Laguna. By examining the associations and patterns between variables such as coordination mechanisms, resource utilization, and monitoring and evaluation, the study sought to understand the extent to which these governance strategies relate to the effectiveness of performance management in achieving desired outcomes. Statistical analysis was employed to identify the strength and direction of these relationships.

Sample and Sampling Technique

For the sample and sampling technique for this study on the governance methods and performance management of sports in Laguna, the researcher has implemented several refinements. The total sample size of 430 respondents was considered substantial, but the researchers acknowledge the importance of ensuring its appropriateness for the complexity of their research questions. Therefore, a power analysis was conducted to confirm that this sample size yielded statistically significant results, especially considering the potential variability within subgroups.

Regarding the sampling technique, the researcher has opted for a purposive sampling approach with further stratification. This involves dividing the target population, which includes parents, athletes, and administrative staff responsible for sports governance, into distinct subgroups based on relevant characteristics. A random element was introduced within each subgroup to reduce potential bias stemming from the purposive selection process. For instance, a representative sample of athletes who participated in team sports competitions were randomly selected to ensure diversity in the athlete group.

Clear inclusion criteria were established for each subgroup to ensure the legitimacy of participants' involvement. This helped ensure that the sample consists of individuals with pertinent experience and knowledge. Official records or documentation were used to validate the participation of athletes and parents in team sports competitions, while administrative staff members were chosen based on their positions within sports governance.

Additionally, to offer a comprehensive perspective, municipalities were selected from a diverse range of characteristics, including urban, rural, and varying socioeconomic statuses. The researcher was also aware of potential bias in their sampling approach, particularly when selecting parents based on their child's participation. To address this, potential sources of bias were discussed in the methodology, along with outlined mitigation strategies.

Through these refinements, the researchers aim to bolster the robustness, representativeness, and validity of their sample, ultimately enhancing the reliability and generalizability of their findings concerning governance methods and performance management in the realm of sports in Laguna.

Research Instrument

The researcher utilized the use of researcher-made research questionnaire to efficiently collect information for the study on the governance methods and performance management of sports in Laguna. The survey questionnaire was developed to collect quantitative data from the participants. It includes structured questions that are in line with the study's goals and key performance indicators for governance and management. The questionnaire for governance strategies includes coordination and communication

mechanism, decision-making process in formulating sports policies, involvement and engagement of grassroots organizations, utilization of financial resources, and monitoring and evaluating of sports governance. On the other hand, the performance management contains the indicators training opportunities for coaches and administrators/officials, utilization of data and information system, addressing challenges in aligning performance management, monitoring and evaluating performance management, and athletes development program. Likert scale items with numerical value such as strongly agree (4), agree (3), disagree (2), and strongly disagree (1) were used in the questionnaire. It was created to be easy to comprehend and clear. A representative sample of respondents from several Laguna municipalities were given the survey questionnaire. The table below shows the legend of the questionnaire:

Scale	Description	Interpretation
3.51 – 4.00	Strongly Agree	Very High
3.51 – 3.50	Agree	High
1.51 – 2.50	Disagree	Low
1.00 – 1.50	Strongly Disagree	Very Low

Validation of the Questionnaire

In the validation of the research questionnaire, a rigorous approach was undertaken. Initially, a panel of experts from the fields of sports and organizations, possessing extensive knowledge and experience relevant to the study, was engaged. These experts were invited to review and assess the questionnaire for its content validity, ensuring that the questions effectively captured the pertinent aspects of sports governance and performance management in Laguna. The feedback and recommendations provided by these experts were thoughtfully incorporated into the questionnaire to enhance its quality and accuracy.

Subsequently, a pilot testing phase was conducted at four distinct educational institutions, namely Don Manuel Rivera Integrated Memorial National High School, Linga National High School, Pila Senior High School, and Masico National High School. This pilot testing served multiple purposes. Firstly, it enabled the researcher to identify any potential issues or ambiguities in the questionnaire, ensuring the questions were clear and understandable to the intended respondents. Additionally, it provided an opportunity to assess the feasibility and practicality of the questionnaire administration process. Feedback obtained from the participants in the pilot testing phase was instrumental in refining the questionnaire further.

Finally, to evaluate the internal consistency and reliability of the questionnaire, Cronbach's alpha coefficient was employed. This statistical measure was used to assess how consistently the questions within the questionnaire measured the same underlying constructs. A high Cronbach's alpha score would indicate a strong degree of internal consistency, reinforcing the validity of the questionnaire.

This multi-stage validation process, incorporating expert input, pilot testing, and statistical validation, assures the robustness, relevance, and reliability of the research questionnaire. It instills confidence in the questionnaire's capacity to accurately collect data on governance methods and performance management in the context of sports in Laguna, thereby enhancing the overall quality of the research study.

Data Gathering Procedure

In gathering data needed for this study, the following stages were carried out to guarantee a thorough data collection process for this research study on the governance methods and performance management of sports in Laguna. To guarantee the preservation of participants' rights and respect for ethical standards throughout the data-collecting procedure, first, the appropriate institutional review board or ethics committee were contacted for ethical permission. Based on the study goals and the determined indicators and variables relevant to governance strategies and performance management, survey questionnaires was prepared. These tools were thoughtfully created to guarantee the participants' understanding and clarity. The survey questions was tested in a pilot study before the actual data gathering begins. A small sample of participants in this pilot

study who are typical of the intended audience participated. The pilot test participants' comments and recommendations were utilized to hone and enhance the instruments.

The designated sample respondents took the survey questionnaires throughout the several municipalities in Laguna. The participants' interests and availability were taken into consideration while choosing the data-gathering techniques. Interviews with chosen key informants who have in-depth knowledge and insights into the governance plans and performance management of sports in Laguna was done in addition to the survey questions. These interviews were given a more thorough perspective and facts particular to the situation.

The quantitative data analysis method was used after the data collection was finished. Statistical software such as SPSS was used to evaluate the quantitative data obtained to look for trends, patterns, and correlations between variables.

Statistical Treatment

To evaluate and understand the quantitative data gathered by survey questionnaires, several statistical techniques can be used. These may consist of:

Descriptive Statistics: The qualities and patterns of the data that have been gathered were summarized and described using descriptive statistics. It is possible to generate measurements like frequency distributions, percentages, means, and standard deviations to give a thorough understanding of the factors influencing governance initiatives and performance management.

Inferential Statistics: Based on sample data, inferential statistics may be used to infer information about the population. Mean and standard deviation will be used.

Comparative Analysis: Comparative analysis may be used to analyze how various groups within the sample population responded and perceived things. To find significant differences between groups depending on factors like gender, age, or municipality, this study may use techniques like t-tests or ANOVA (study of Variance).

Ethical Considerations

In conducting this study on the governance strategies and performance management of sports in the Schools Division Office of Laguna, several ethical considerations will be taken into account. First and foremost, informed consent will be obtained from all participants, including athletes, parents, and school administrators. They were provided with clear information about the purpose of the study, the voluntary nature of their participation, the confidentiality and anonymity of their responses, and their right to withdraw from the study at any time without any negative consequences.

Additionally, the privacy and confidentiality of the participants was strictly maintained throughout the entire research process. All data collected, whether through surveys or interviews, was kept securely and only accessed by the researcher. Confidentiality was ensured by assigning unique identifiers to participants instead of using their personal information in any publications or reports. The researcher also took precautions to minimize potential harm or discomfort to the participants. The researcher tried to create a safe and supportive environment during interviews and surveys, ensuring that participants are not subjected to undue stress or emotional distress. Sensitivity will be exercised in discussing personal experiences and ensuring that participants' responses are respected and valued.

By considering and addressing these ethical considerations, this study aims to ensure the welfare, rights, and dignity of all participants involved, as well as maintain the integrity and credibility of the research findings.

RESULTS AND DISCUSSION

Table 1: Demographic Profile of the Parents Respondents

Profile	Frequency	Percentage
Sex		
Male	34	27.64%
Female	89	72.36%
Total	123	100%
Age		
25 - 29 Years old	2	1.63%
30 - 34 Years old	10	8.13%
35 - 39 Years old	28	22.76%
40 - 44 Years old	40	32.52%
45 - 49 Years old	21	17.07%
50 - 54 Years old	15	12.20%
55 - 59 Years old	5	4.07%
60 Years old and above	2	1.63%
Total	123	100%
Educational Attainment		
Elementary/Secondary Level	74	60.16%
College Level	48	70.30%
Master's degree	1	29.70%
Total	123	100%

The demographic profile of the parent respondents in Table 1 reveals significant insights into their sex distribution, age distribution, and educational attainment.

Sex. In terms of sex, majority of respondents were female, comprising 72.36% of the total, while males accounted for 27.64%.

Age. Regarding age distribution, the highest proportion falls within the 40 to 44 years old category, representing 32.52% of the respondents, followed by those aged 35 to 39 years old, comprising 22.76%. Notably, the age groups of 25 to 29 years old and 60 years old and above constituted the smallest proportions, each accounting for 1.63% of the total.

Educational Attainment. In terms of educational attainment, most respondents had completed education up to the elementary or secondary level, constituting 60.16% of the total. Those with college-level education accounted for 39.02%, while respondents with a master's degree were the minority at 0.81%.

These findings suggest that female parents are more likely to participate in surveys related to sports programs for their children, and there is a considerable representation of respondents within the middle-aged demographic. Additionally, the predominance of respondents with elementary or secondary level education highlights the importance of employing clear and accessible communication strategies when engaging with parents in sports development initiatives.

The predominance of female respondents aligns with existing literature emphasizing the crucial role of mothers in children's sports participation and development (Piko et al., 2019). This underscores the importance of understanding the perspectives and involvement of mothers in sports-related initiatives.

Additionally, the distribution of respondents across different age groups reflects the diversity of parental involvement in sports activities, highlighting the need for tailored approaches to engage various age cohorts effectively.

Furthermore, the higher prevalence of respondents with elementary or secondary education suggests the potential influence of educational background on parental attitudes and behaviors towards sports involvement, indicating a need for targeted educational interventions to enhance parental support and engagement in sports programs (Smith et al., 2020).

Additionally, studies by Stodden et al. (2019) and Fraser-Thomas et al. (2020) delved into the significance of parental support and encouragement in fostering youth athletes' development, underscoring its multifaceted impacts on skill acquisition, motivation, and overall well-being. These studies collectively reinforce the relevance of understanding demographic profiles and parental involvement in sports initiatives, aligning with the objectives of the present research in Laguna.

Table 2: Demographic Profile of the Athletes Respondents

Profile	Frequency	Percentage
Sex		
Male	78	63.41%
Female	45	36.59%
Total	123	100%
Age		
below 13 years old	13	10.57%
13 - 14 years old	39	31.71%
15 - 16 years old	30	24.39%
17 - 18 years old	34	27.64%
19 years old and above	7	5.69%
Total	123	100%
Grade Level		
Grade 7	16	13.01%
Grade 8	28	22.76%
Grade 9	19	15.45%
Grade 10	16	13.01%
Grade 11	10	8.13%
Grade 12	34	27.64%
Total	123	100%
Sports		
Baseball	20	16.26%
Basketball	18	14.63%
Football	14	11.38%
Futsal	15	12.20%
Sepak Takraw	8	6.50%
Softball	17	13.82%
Volleyball	31	25.20%

Total	123	100%
Highest Competition Attended		
unit Competition	7	5.69%
School Competition	5	4.07%
District Competition	44	35.77%
Provincial Competition	25	20.33%
Regional Competition	39	31.71%
National Competition	3	2.44%
Total	123	100%

Table 2 presents the demographic profile of athlete respondents involved in sports activities.

Sex. In terms of gender distribution, male athletes constituted the majority, accounting for 63.41% (n=78) of the total, while female athletes represented 36.59% (n=45).

Age. Regarding age groups, the largest proportion of athletes fell within the 13-14 years old category at 31.71% (n=39), followed closely by those aged 17-18 years old at 27.64% (n=34). Notably, athletes aged below 13 years old comprised 10.57% (n=13) of the respondents, indicating a significant representation of younger participants.

Grade Level. Regarding grade levels, athletes from Grade 12 were the most prominent, constituting 27.64% (n=34) of the total, followed by Grade 9 at 15.45% (n=19).

Sports. In terms of sports preferences, volleyball emerged as the most popular sport among respondents, with 25.20% (n=31), followed closely by baseball at 16.26% (n=20). Notably, football, futsal, and softball also garnered substantial participation rates, each accounting for more than 10% of the respondents.

Highest level of competition attended. Concerning the highest level of competition attended, district-level competitions attracted the highest participation, with 35.77% (n=44) of athletes having competed at this level, followed by regional competitions at 31.71% (n=39). Interestingly, a notable proportion of athletes also participated in provincial-level competitions (20.33%, n=25), underscoring the significance of local and regional sports events in athlete development pathways.

The dominance of male athletes in the sample reflects broader gender disparities prevalent in sports participation, which may stem from various socio-cultural factors and differential access to sporting opportunities. The significant representation of younger athletes, particularly those aged 13-14 years old, highlights the importance of targeting youth engagement strategies to foster early interest and participation in sports. Moreover, the concentration of athletes in Grade 12 suggests that sports programs may play a role in enhancing secondary education experiences and contributing to holistic student development. The popularity of volleyball among respondents underscores the need for diverse sports offerings and tailored programming to cater to varying athlete preferences and interests. Additionally, the widespread participation in district and regional competitions underscores the role of grassroots-level sporting events in talent identification, skill development, and athlete progression within the sports ecosystem.

A study by Wicker et al. (2019) examined gender disparities in sports participation and highlighted the importance of addressing structural barriers to promote gender equity in sports. Similarly, research by Kokko et al. (2020) explored age-related trends in youth sports participation, emphasizing the need for inclusive programming to engage diverse age groups effectively.

Additionally, studies by Schulenkorf et al. (2021) and Chalip et al. (2019) investigated the significance of sport specialization and competition pathways in athlete development, underscoring the multifaceted impacts of sports participation on personal, social, and physical well-being.

Moreover, a study by Potrac et al. (2020) explored the role of grassroots-level sports events in fostering community cohesion and social capital, aligning with the findings of the present study on the importance of local sports competitions in athlete development pathways.

Table 3: Demographic Profile of the Administrative Staff Respondents

Profile	Frequency	Percentage
Sex		
Male	7	5.69%
Female	27	21.95%
Total	34	100%
Age		
25 - 29 Years old	1	2.94%
30 - 34 Years old	2	5.88%
35 - 39 Years old	7	20.59%
40 - 44 Years old	12	35.29%
45 - 49 Years old	4	11.76%
50 - 54 Years old	6	17.65%
55 - 59 Years old	1	2.94%
60 Years old and above	1	2.94%
Total	34	100%
Educational Attainment		
Bachelor's Degree	17	50.00%
With master's degree	12	35.29%
With Doctorate Degree	5	14.71%
Total	34	100%

Table 3 provides the demographic profile of the administrative staff respondents involved in the study.

Sex. The distribution of administrative staff respondents by sex reveals that females comprised a higher percentage, accounting for 21.95% (n=27), while males represented a smaller proportion at 5.69% (n=7).

Age. The respondents were distributed across various age groups, with the highest percentage falling within the 40-44 years old category at 35.29% (n=12), followed by the 35-39 years old category at 20.59% (n=7). Notably, there was diversity in age representation, with each age group contributing to the overall profile of administrative staff.

Educational Attainment. In terms of educational attainment, a significant proportion of administrative staff held a bachelor's degree, constituting 50.00% (n=17) of the total respondents. Furthermore, 35.29% (n=12) possessed a master's degree, while 14.71% (n=5) had attained a doctorate degree.

The higher representation of female administrative staff compared to males may reflect broader trends in the gender distribution of administrative roles within sports organizations or institutions. The distribution of respondents across various age groups suggests a diverse range of experiences and perspectives among administrative staff, which could contribute to the richness of insights gathered in the study. The prevalence of staff with bachelor's and master's degrees underscores the importance of educational qualifications in assuming administrative roles within sports management contexts, reflecting a commitment to professional development and expertise in relevant fields.

A study by Shilbury et al. (2020) examined the competencies and skills required for effective sports management, emphasizing the importance of educational qualifications and professional development pathways for administrative staff. Additionally, research by Chalip et al. (2019) explored the gender dynamics and leadership styles among sports administrators, highlighting the need for gender-inclusive approaches in promoting diversity and equity within sports organizations.

Furthermore, studies by Cunningham et al. (2021) and Hoyer et al. (2020) investigated the career pathways and professional experiences of sports administrators, providing insights into factors influencing career progression and job satisfaction in the field. Finally, a study by Taks et al. (2019) examined the impact of educational background and training programs on the effectiveness of sports administrators, offering practical recommendations for enhancing organizational performance and governance practices.

Table 4: Respondents Assessment on the Governance Strategies of Team Sports in Laguna in Terms of Coordination and Communication Mechanisms

Coordination and Communication Mechanisms	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. The communication channels between different sports organizations in Laguna are effective.	Parents	3.91	0.3	2	SA	VH
	Athletes	3.93	0.3	1	SA	VH
	Administrative Staff	3.88	0.3	3	SA	VH
2. There is effective coordination among stakeholders involved in sports governance in Laguna.	Parents	3.73	0.4	3	SA	VH
	Athletes	3.85	0.4	1	SA	VH
	Administrative Staff	3.82	0.4	2	SA	VH
3. Information regarding sports policies and decisions is communicated efficiently to relevant stakeholders.	Parents	3.63	0.5	2	SA	VH
	Athletes	3.74	0.4	1	SA	VH
	Administrative Staff	3.47	0.5	3	A	H
4. There are effective communication channels between sports organizations in Laguna that facilitate collaboration and information sharing	Parents	3.66	0.5	3	SA	VH
	Athletes	3.72	0.5	2	SA	VH
	Administrative Staff	3.79	0.4	1	SA	VH
5. The level of coordination among different sports organizations and stakeholders in Laguna was satisfactory	Parents	3.71	0.5	3	SA	VH
	Athletes	3.84	0.4	1	SA	VH
	Administrative Staff	3.82	0.4	2	SA	VH

6. The coordination and communication mechanisms among sports organizations in Laguna was satisfactory.	Parents	3.72	0.5	3	SA	VH
	Athletes	3.89	0.3	1	SA	VH
	Administrative Staff	3.87	0.3	2	SA	VH
Composite Mean		3.78			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The study's assessment of governance strategies, particularly focusing on coordination and communication mechanisms within sports organizations in Laguna, reveals a consistently high level of satisfaction across all respondent groups: parents, athletes, and administrative staff. The composite mean of 3.78, interpreted as "Strongly Agree" with a "Very High" qualitative description, underscores the effectiveness of these mechanisms. This high level of agreement across diverse stakeholders highlights the robustness of communication channels and coordination efforts in the region's sports governance.

The respondents rated the effectiveness of communication channels between different team sports organizations in Laguna very highly, with a total mean score of 3.91. This strong agreement among parents (3.91), athletes (3.93), and administrative staff (3.88) indicates that the current communication infrastructure is well-received and deemed effective by all parties. This finding aligns with recent literature suggesting that effective coordination and communication mechanisms are crucial for fostering collaboration among stakeholders, ensuring transparency, and facilitating dialogue. Transparency in sharing performance data and management decisions, engaging in open dialogues with athletes, parents, and staff, and collaborating to address challenges are essential practices (Emeka-Okoli, et al., 2024).

Similarly, the assessment of coordination among stakeholders involved in sports governance in Laguna yielded a high mean score of 3.80. Athletes rated this aspect slightly higher (3.85) compared to parents (3.73) and administrative staff (3.82). The slight variation in ratings could suggest that athletes, being directly involved in sports activities, might experience the benefits of effective coordination more acutely. According to Odiaka, et. al., (2021), effective coordination and communication mechanisms require transparency, dialogue, and collaboration, ensuring that the interests of athletes, parents, administrative staff, and the broader community are considered. This approach can bridge conflicts, align diverse interests, and enhance overall governance, leading to better performance management and positive outcomes in sports (Odiaka et al., 2021).

Information dissemination regarding sports policies and decisions received a slightly lower mean score of 3.61, though still categorized as "Strongly Agree" with a "Very High" interpretation. Interestingly, administrative staff rated this aspect lower (3.47) compared to parents (3.63) and athletes (3.74). This discrepancy could indicate potential gaps in how information flows within the administrative ranks or between administrative staff and other stakeholders. transparent and consistent communication with athletes, parents, and administrative staff can help mitigate misunderstandings and align efforts towards common goals, ultimately enhancing the overall performance management framework. Just as effective crisis communication involves establishing clear protocols and timely information dissemination, sports organizations must also implement structured communication strategies to foster collaboration and ensure that all stakeholders are well-informed and engaged (Mwandembo, 2024).

The assessment of effective communication channels facilitating collaboration and information sharing among sports organizations also garnered high ratings, with a mean score of 3.72. All respondent groups, including parents (3.66), athletes (3.72), and administrative staff (3.79), agreed strongly on this point. The study suggests that by adopting robust communication strategies, such as those exemplified by China's

approach to building a "world sports power," sports organizations can effectively manage performance and development, thereby achieving broader social and cultural objectives (Wang, 2021).

Lastly, the overall satisfaction with coordination and communication mechanisms among sports organizations in Laguna was rated very highly, with a composite mean of 3.83. The consistency in high ratings across different indicators and respondent groups underscores a general satisfaction and confidence in the current governance strategies.

The high level of satisfaction across all indicators and respondent groups implies that Laguna's sports governance has effectively implemented robust communication and coordination mechanisms. However, the slightly lower rating on information dissemination among administrative staff suggests an area for potential improvement. Strengthening these aspects could further enhance transparency and operational efficiency. This parallels the imperative for sports organizations to adopt similar communication strategies to navigate challenges, foster collaboration, and achieve strategic objectives in sports performance management, (Agbodzakey, 2024).

However, some of the respondent from the administrative staff stated:

Respondent 1: *"It takes deliberate effort to engage a variety of stakeholders, kasama na ang players, coaches, local communities, and governmental organizations. It is vital yet difficult to strike a balance between their divergent interests and to guarantee their active involvement in governance procedures."*

Respondent 3: *"Establishing credibility and trust among stakeholders is essential to good governance. It takes perseverance to dispel doubt and prove the advantages of open governance procedures."*

Table 5: Respondents Assessment on the Governance Strategies of Team Sports in Laguna in terms of Decision-Making Processes in Formulating Sports Policies

Decision-Making Processes in Formulating Sports Policies	Category	Mean	SD	Ran	Qualitative Description	Interpretation
1. Sports policies in Laguna are formulated through inclusive and participatory decision-making processes.	Parents	3.84	0.37	3	SA	VH
	Athletes	3.89	0.32	1	SA	VH
	Administrative Staff	3.88	0.33	2	SA	VH
2. The decision-making processes for sports policies consider the needs and aspirations of different sports stakeholders.	Parents	3.65	0.48	3	SA	VH
	Athletes	3.71	0.46	2	SA	VH
	Administrative Staff	3.79	0.41	1	SA	VH
3. The sports policies implemented in Laguna are aligned with the overall development goals of the province.	Parents	3.8	0.4	1	SA	VH
	Athletes	3.8	0.4	1	SA	VH
	Administrative Staff	3.74	0.45	3	SA	VH
4. The decision-making processes for formulating sports policies inclusive and transparent.	Parents	3.68	0.47	3	SA	VH
	Athletes	3.79	0.41	2	SA	VH
	Administrative Staff	3.82	0.39	1	SA	VH
5. You feel involved in the decision-making	Parents	3.76	0.43	3	SA	VH

processes for sports policies in Laguna.	Athletes	3.82	0.38	2	SA	VH
	Administrative Staff	3.85	0.36	1	SA	VH
6. The voices and perspectives of different stakeholders are considered in the decision-making processes for sports policies in Laguna.	Parents	3.76	0.43	3	SA	VH
	Athletes	3.8	0.4	2	SA	VH
	Administrative Staff	3.88	0.33	1	SA	VH
Composite Mean		3.79			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The study's analysis of governance strategies in Laguna, particularly focusing on the decision-making processes for formulating sports policies, demonstrates a strong consensus among respondents that these processes are inclusive, participatory, and aligned with the development goals of the province. The composite mean score of 3.79, categorized as "Strongly Agree" with a "Very High" qualitative description, underscores the effectiveness and inclusiveness of the current decision-making frameworks.

Respondents uniformly rated the inclusivity and participatory nature of sports policy formulation highly, with a total mean score of 3.87. This strong agreement is seen across parents (3.84), athletes (3.89), and administrative staff (3.88), reflecting a broad-based satisfaction with how stakeholders' voices are incorporated into policy decisions. This alignment is crucial as it suggests that the governance structures in Laguna effectively engage various stakeholders, which is supported by Vargas-Hernández et al. (2023), which states that implementation of policies and strategies play a crucial role in developing an institutional participatory governance framework, which is directly relevant to the decision-making processes in formulating sports policies. This approach involves a thorough policy analysis that leads to creating policies and strategies that significantly impact governance structures.

When assessing whether the decision-making processes consider the needs and aspirations of different sports stakeholders, the mean score was slightly lower at 3.72, but still within the "Strongly Agree" category. Notably, administrative staff rated this aspect highest (3.79) compared to parents (3.65) and athletes (3.71). This slight variation could indicate that administrative staff, being more involved in the intricacies of policy formulation, perceive a higher level of consideration for diverse stakeholder needs. Hannoun (2024) underscores the critical role of governance in the effective management of sports organizations, especially as they increasingly adopt business models. The findings stress the need for inclusive decision-making processes and transparent, accountable governance practices. By addressing these issues, sports organizations can enhance their governance frameworks, support the growth of sports, and promote fairness and inclusivity.

The alignment of sports policies with the overall development goals of Laguna received a mean score of 3.78, with parents and athletes both rating it at 3.80, and administrative staff slightly lower at 3.74. This high level of agreement across groups indicates a strong coherence between sports governance and broader developmental objectives. This aligns with the broader understanding that comprehensive and integrated communication strategies are essential for achieving desired outcomes in sports tourism development (Indrawan, 2023). Effective communication and coordination ensure that all stakeholders are aligned in their objectives, facilitating the smooth implementation of sports tourism initiatives and fostering a collaborative environment that supports sustainable development.

Transparency and inclusiveness in the decision-making processes also scored highly, with a total mean of 3.76. Here, administrative staff again provided the highest rating (3.82), followed by athletes (3.79) and parents (3.68). The slight differences suggest that those more involved in the administrative side of sports governance might have a better understanding or appreciation of the transparency mechanisms in place. This

is mirrored in the findings of Ghezal (2024), which identify the critical role of stakeholder engagement in corporate social responsibility (CSR) decision-making. The insights from these studies suggest that sports organizations, much like corporate entities, must prioritize robust stakeholder engagement and transparent governance to foster ethical conduct and support organizational goals.

Regarding the feeling of involvement in the decision-making processes, the total mean score was 3.81, indicating a very high level of perceived involvement among all groups. Administrative staff rated this highest (3.85), followed closely by athletes (3.82) and parents (3.76). This strong sense of involvement across all respondent groups underscores the participatory nature of the governance processes in Laguna, which is essential for fostering a sense of ownership and commitment among stakeholders.

Lastly, the consideration of various stakeholder perspectives in the decision-making processes was also rated very highly, with a total mean score of 3.81. Administrative staff rated this the highest (3.88), indicating that the inclusion of diverse voices is particularly well-regarded among those who are likely most involved in these processes. The high ratings across all groups reflect a commendable level of inclusivity in governance strategies, which is crucial for effective policy-making and is supported by Guo et al. (2023), which states that various governance structures and innovation-driven policies significantly influence decision-making processes in formulating sports policies. The importance of robust governance structures in the decision-making processes of sports firms, providing valuable insights for managers and policymakers in developing effective policies that support the sustainable growth of the sports industry.

In conclusion, the high ratings across all indicators suggest that the governance strategies in Laguna, particularly in terms of decision-making processes for sports policies, are robust, inclusive, and aligned with broader development goals. However, the slight variations in ratings among different respondent groups highlight areas where further improvements in communication and transparency might be beneficial. Overall, these findings align with contemporary literature emphasizing the decision-making processes in formulating sports policies are crucial for the sustainability and effective management of sports organizations, as illustrated by Varmus et. al., (2023).

This result was supported by the responses of the respondents regarding decision making. As stated by:

Respondent 4: *“Putting sports governance strategies into action can be a real headache for the admin staff. They have got to figure out how to turn big-picture plan into actionable tasks, make sure everyone from coaches to athletes is on the same page, and managing limited resources to address their goals.”*

Respondent 5: *“It might be difficult to strike a balance between short-term tactical objectives and long-term strategic ones. Strategic planning is needed to allocate funds and prioritize projects that support both immediate outcomes and long-term governance goals.”*

Table 6: Respondents Assessment on the Governance Strategies of Team Sports in Laguna in Terms of Involvement and Engagement of Grassroots Organizations

Involvement and Engagement of Grassroots Organizations	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. Grassroots organizations in Laguna are actively involved in shaping sports programs and initiatives.	Parents	3.89	0.31	3	SA	VH
	Athletes	3.91	0.29	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
2. There are sufficient opportunities for	Parents	3.61	0.49	3	SA	VH

grassroots organizations to participate in decision-making processes related to sports.	Athletes	3.73	0.44	2	SA	VH
	Administrative Staff	3.91	0.29	1	SA	VH
3. Grassroots organizations are adequately represented in the sports governance structures of Laguna.	Parents	3.76	0.43	3	SA	VH
	Athletes	3.78	0.42	2	SA	VH
	Administrative Staff	3.85	0.36	1	SA	VH
4. There are mechanisms in place to engage grassroots organizations in the governance of sports in Laguna.	Parents	3.75	0.44	2	SA	VH
	Athletes	3.74	0.44	3	SA	VH
	Administrative Staff	3.94	0.24	1	SA	VH
5. The grassroots organizations in Laguna are actively involved in shaping sports programs and policies.	Parents	3.82	0.38	3	SA	VH
	Athletes	3.83	0.38	2	SA	VH
	Administrative Staff	3.94	0.24	1	SA	VH
6. Stakeholders were engagement and involvement of grassroots organizations in the governance of sports in Laguna.	Parents	3.77	0.42	3	SA	VH
	Athletes	3.83	0.38	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
Composite Mean		3.83			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of governance strategies in Laguna, particularly in terms of the involvement and engagement of grassroots organizations, reveals a strong consensus among parents, athletes, and administrative staff. The composite mean score of 3.83, categorized as "Strongly Agree" with a "Very High" qualitative description, underscores the effectiveness of the current engagement practices with grassroots organizations.

All respondent groups rated the active involvement of grassroots organizations in shaping sports programs and initiatives highly, with a total mean score of 3.92. Administrative staff provided the highest rating (3.97), slightly above athletes (3.91) and parents (3.89). This consensus indicates a robust framework for grassroots involvement, which is crucial for the sustainability of sports programs. Mwiinga (2023) provides valuable insights into youth involvement in local governance, connecting directly with the indicator of involvement and engagement of grassroots organizations. These findings hold significant potential to inform policies and strategies aimed at promoting effective youth engagement in grassroots governance initiatives, thereby shaping the future of governance at the grassroots level.

Opportunities for grassroots organizations to participate in decision-making processes were also rated highly, with a total mean score of 3.75. Here, administrative staff again rated this aspect highest (3.91), while athletes (3.73) and parents (3.61) followed. This disparity suggests that administrative staff, being more directly involved in governance processes, perceive greater opportunities for grassroots participation. This aligns with findings by Wogwo (2024) who investigates the intricate connections among stakeholder engagement, green energy governance, and technological innovation within certain Nigerian organizations, which directly correlates with the indicator of involvement and engagement of grassroots organizations. The importance of stakeholder involvement in shaping green energy governance within Nigerian organizations

and offer practical implications for practitioners and policymakers striving to promote sustainability in the energy sector.

The adequacy of grassroots representation in sports governance structures received a total mean score of 3.80. Administrative staff rated this the highest (3.85), followed by athletes (3.78) and parents (3.76). This high level of agreement suggests that grassroots organizations are well-represented in governance structures, which is vital for ensuring that diverse community perspectives are included in policy development. Zhao (2024) delves into the pivotal role of Civil Society Organizations (CSOs) in bolstering the legitimacy and representation of health policy, aligning with the indicator of "involvement and engagement of grassroots organizations." By scrutinizing CSOs as voluntary entities representing diverse interests, the study probes their influence on decision-making processes at both global and national levels, a critical discourse in academia and policy circles.

Mechanisms for engaging grassroots organizations in sports governance were rated similarly high, with a total mean score of 3.81. Administrative staff again rated this aspect highest (3.94), indicating a strong perception of effective engagement mechanisms. Athletes (3.74) and parents (3.75) also agreed strongly, reflecting broad satisfaction with the engagement processes. Effective engagement mechanisms are critical for fostering collaboration and ensuring that grassroots organizations have a meaningful role in governance, as supported by the findings of Bhuiyan et al. (2023) delve into the efficacy of civil society organizations (CSOs) in fostering inclusive and participatory decision-making within local governments, particularly in the context of Bangladesh. Key participatory mechanisms such as village courts, ward meetings, and open budgeting are observed to function below the anticipated level of citizen involvement.

The active involvement of grassroots organizations in shaping sports programs and policies received a high rating with a mean score of 3.86. Administrative staff again provided the highest rating (3.94), with athletes (3.83) and parents (3.82) closely following. This strong agreement suggests that grassroots organizations are not only involved but also influential in shaping sports initiatives, which is crucial for the programs' relevance and success. Pandita (2023), stated that the pivotal role of social media engagement in modern sports management, offering practical insights for sports managers and suggesting broader applicability of the PRIME model beyond the sports context to enhance customer engagement and experience across various business sectors. The factors driving social media fan engagement and experience within sports organizations, aiming to understand the significance of adopting digital strategies with a fan-centric approach.

Finally, the overall stakeholder engagement and involvement of grassroots organizations in sports governance in Laguna received a composite mean score of 3.86, with administrative staff (3.97) rating this highest, followed by athletes (3.83) and parents (3.77). This high rating across all groups indicates a well-established culture of engagement and involvement, which is essential for effective governance. The findings by Parent et al. (2019) support the notion that robust stakeholder engagement processes lead to better governance outcomes and higher satisfaction among all stakeholders.

In conclusion, the high ratings across all indicators suggest that the governance strategies in Laguna are highly effective in engaging grassroots organizations. This engagement ensures that sports programs are responsive to community needs and that diverse perspectives are included in decision-making processes. The slight variations in ratings among different respondent groups highlight the importance of continuous improvement in communication and transparency to further enhance grassroots involvement. These findings align with contemporary literature emphasizing the importance of inclusive and participatory governance in sports management, which ultimately supports sustainable and effective sports development (Strittmatter et al., 2021; Hoye et al., 2020).

The result was supported by the statement of respondent 2 which states that *"Managing intricate organizational structures may be difficult, particularly when dealing with multi-level governance systems where it can be difficult to coordinate strategies at multiple levels and guarantee cogent execution."*

Table 7: Respondents Assessment on the Governance Strategies of Team Sports in Laguna in Terms of Utilization of Financial Resources

Utilization of Financial Resources	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. Financial resources allocated to sports in Laguna are utilized efficiently and effectively.	Parents	3.93	0.26	3	SA	VH
	Athletes	3.9	0.3	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
2. There is transparency and accountability in the utilization of financial resources for sports programs and activities.	Parents	3.54	0.5	3	SA	VH
	Athletes	3.66	0.48	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
3. The financial resources allocated to grassroots sports development programs in Laguna are sufficient.	Parents	3.87	0.33	2	SA	VH
	Athletes	3.85	0.36	3	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
4. The financial resources allocated to sports in Laguna are utilized efficiently and effectively.	Parents	3.7	0.46	2	SA	VH
	Athletes	3.67	0.47	3	SA	VH
	Administrative Staff	3.94	0.24	1	SA	VH
5. Transparency of the utilization of financial resources for sports programs in Laguna is evident.	Parents	3.8	0.4	3	SA	VH
	Athletes	3.82	0.38	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
6. The utilization of financial resources allocated to sports programs in Laguna was transparent.	Parents	3.8	0.4	3	SA	VH
	Athletes	3.86	0.35	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
Composite Mean		3.85			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The study's assessment of the governance strategies in Laguna, focusing on the utilization of financial resources, shows a high level of satisfaction among parents, athletes, and administrative staff. The composite mean score of 3.85, categorized as "Strongly Agree" with a "Very High" qualitative description,

indicates a robust perception of effective and transparent financial resource management within the region's sports programs.

All respondent groups rated the efficiency and effectiveness of financial resource utilization highly, with a total mean score of 3.93. Administrative staff provided the highest rating (3.97), slightly above parents (3.93) and athletes (3.90). This strong consensus across groups suggests a well-managed financial system that ensures resources are effectively used to support sports programs. This aligns with the findings of Xu et al. (2024) who investigates China's sports infrastructure development, particularly focusing on financial resource utilization efficiency (FRUE). The study revealed a 3.5% growth in TFPC, primarily driven by technological change, with the Eastern region exhibiting higher total factor productivity growth. These findings underscored the importance of efficient utilization of financial resources in optimizing sports infrastructure development, with notable disparities observed among China's regions.

Transparency and accountability in the utilization of financial resources received a mean score of 3.72. Notably, administrative staff rated this aspect highest (3.97), indicating a very high level of satisfaction with the transparency mechanisms in place. Athletes (3.66) and parents (3.54) also rated this aspect positively, though slightly lower. This variation suggests that administrative staff, who are more directly involved in financial oversight, perceive higher levels of transparency. Rai & Subhashree (2024) delved into the critical role of corporate governance within the telecommunications sector, examining its impact on the financial performance of key players. The study emphasized the importance of adaptive governance frameworks and strategic financial management in sustaining competitiveness within the dynamic telecom landscape. Moving forward, continued monitoring of these financial metrics is recommended to assess the enduring impact of governance reforms on sectoral competitiveness and sustainable growth strategies. Ultimately, transparent governance structures and robust monitoring mechanisms were identified as essential components for optimizing asset utilization, liquidity management, debt control, and operational profitability in the telecommunications industry.

The sufficiency of financial resources allocated to grassroots sports development programs was rated very highly, with a mean score of 3.90. Administrative staff again provided the highest rating (3.97), with athletes (3.85) and parents (3.87) also strongly agreeing. This high level of agreement indicates that stakeholders feel the financial resources allocated are adequate to support grassroots development. Ziya, et. al., (2023), argue that sufficient financial investment in grassroots programs is essential for nurturing local talent and ensuring long-term sports development. Decentralized governance, particularly at the federal or provincial level, affords sports associations greater autonomy in policy formulation. While this decentralization enables tailored approaches to local needs, it also poses hurdles in securing financial support for infrastructure and operational policies due to limited engagement with political authorities.

Efficient and effective utilization of financial resources received a slightly lower mean score of 3.77, though still categorized as "Strongly Agree." Administrative staff rated this aspect highest (3.94), with parents (3.70) and athletes (3.67) slightly lower. The high rating from administrative staff suggests a positive view of internal financial controls and processes. He, G. (2024) evaluates governance effectiveness in sports management by constructing a comprehensive system of evaluation indicators, encompassing financial resources, site facilities, and human resources among others. The study underscores the importance of enhancing human resource introduction and training, bolstering hardware facility construction, intensifying publicity and promotion efforts, and optimizing organizational security to improve governance effectiveness. Moreover, the adoption of modern technologies such as big data is advocated to establish a more efficient governance system, aligning with contemporary management concepts.

Transparency in the utilization of financial resources was rated highly, with a mean score of 3.87. Administrative staff rated this highest (4.00), indicating complete agreement on the transparency of financial management. Parents (3.80) and athletes (3.82) also rated this positively, reflecting a broad consensus on the

transparency of financial practices. This finding is supported by Parent et al. (2019), who emphasize that transparency is a cornerstone of good governance, fostering trust and accountability.

Overall, the composite mean score of 3.85 indicates a very high level of satisfaction with the governance strategies related to financial resource utilization in Laguna. The consistent high ratings across different indicators and respondent groups highlight effective financial management and transparency. However, the slight variations in ratings suggest opportunities for further improvement, particularly in communicating financial practices to parents and athletes.

In conclusion, the governance strategies in Laguna, particularly concerning the utilization of financial resources, are perceived as highly effective and transparent. Continuous monitoring and improvement in financial practices can further enhance stakeholder trust and the overall effectiveness of sports programs in Laguna.

As respondent 3 stated that, *“Strict budgetary constraints may make it more difficult for us to put comprehensive governance plans into action. One of the ongoing challenges is finding sustainable financing sources and allocating funds for governance efforts as efficiently as possible.”*

On the other hand, respondent 1 stated, *“Securing sufficient cash, staff, or facilities to implement governance methods is one of our biggest challenges. Our capacity to carry out extensive projects and initiatives is sometimes hampered by a shortage of resources.”*

Table 8: Respondents' Assessment on the Governance Strategies of Team Sports in Laguna in Terms of Monitoring and Evaluating Sports Governance

Monitoring and Evaluating Team Sports Governance	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. There are established mechanisms for monitoring the implementation of sports governance strategies in Laguna.	Parents	3.9	0.3	3	SA	VH
	Athletes	3.96	0.2	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
2. Evaluation processes are in place to assess the effectiveness of sports governance strategies in Laguna.	Parents	3.63	0.49	3	SA	VH
	Athletes	3.73	0.45	2	SA	VH
	Administrative Staff	3.91	0.29	1	SA	VH
3. Feedback and recommendations from stakeholders are considered in the continuous improvement of sports governance in Laguna.	Parents	3.75	0.44	3	SA	VH
	Athletes	3.85	0.36	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
4. There are mechanisms in place to monitor and evaluate the implementation of sports governance strategies in Laguna.	Parents	3.8	0.4	2	SA	VH
	Athletes	3.71	0.46	3	SA	VH
	Administrative	3.97	0.17	1	SA	VH

		Staff					
5. The feedback from stakeholders is considered in improving sports governance practices in Laguna.	Parents	3.71	0.47	3	SA	VH	
	Athletes	3.87	0.34	2	SA	VH	
	Administrative Staff	4	0	1	SA	VH	
6. The monitoring and evaluation processes contribute to the improvement of sports governance in Laguna.	Parents	3.76	.43	3	SA	VH	
	Athletes	3.83	.38	2	SA	VH	
	Administrative Staff	4	0	1	SA	VH	
Composite Mean		3.85			SA	VH	

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of governance strategies in Laguna, specifically regarding monitoring and evaluating sports governance, indicates a high level of satisfaction among parents, athletes, and administrative staff. The composite mean score of 3.85, categorized as "Strongly Agree" with a "Very High" qualitative description, suggests that the existing mechanisms for monitoring and evaluation are perceived as effective and contribute significantly to the governance of sports in Laguna.

Respondents uniformly rated the presence of established mechanisms for monitoring the implementation of sports governance strategies very highly, with a total mean score of 3.95. Administrative staff rated this aspect highest (4.00), reflecting complete agreement, while athletes (3.96) and parents (3.90) also strongly agreed. This high rating across all groups underscores the perceived effectiveness of the monitoring systems in place. According Fan & Yi (2024) the increasing attention on sports governance amid the evolving needs of society and the growing focus on sports due to economic development and rising living standards. The establishment of robust monitoring mechanisms is critical for ensuring accountability and continuous improvement in sports governance.

Evaluation processes to assess the effectiveness of sports governance strategies were also rated highly, with a mean score of 3.76. Administrative staff again rated this highest (3.91), followed by athletes (3.73) and parents (3.63). The slightly lower ratings from parents suggest room for improvement in communicating these evaluation processes to them. Evaluative feedback loops are crucial for adaptive governance, as they allow for the assessment and refinement of strategies based on performance data and stakeholder input.

The consideration of feedback and recommendations from stakeholders in improving sports governance practices received a mean score of 3.86. Administrative staff rated this aspect highest (3.97), with athletes (3.85) and parents (3.75) closely following. This high level of agreement highlights the importance of stakeholder engagement in the governance process. Mardiana et al. (2023), stated that effective monitoring and evaluation of governance strategies are essential for improving communication and coordination among independent commissioners, thereby maximizing their supervisory roles and enhancing overall governance effectiveness in this sector.

The mechanisms in place to monitor and evaluate the implementation of sports governance strategies received a mean score of 3.83. Administrative staff again provided the highest rating (3.97), indicating strong confidence in these mechanisms, with athletes (3.71) and parents (3.80) also rating them positively. The slight

variations suggest a need for ongoing efforts to ensure that all stakeholder groups are equally informed and engaged in these processes. Effective monitoring and evaluation mechanisms are vital for identifying areas of improvement and ensuring that governance practices evolve in response to changing conditions and stakeholder needs (Nicholson, Hoyer, & Houlihan, 2019).

Stakeholders' feedback being considered in improving sports governance practices also received high ratings, with a total mean score of 3.86. Administrative staff rated this aspect highest (4.00), showing complete agreement, followed by athletes (3.87) and parents (3.71). This consensus underscores the value placed on stakeholder engagement in the governance process, reinforcing the findings of recent studies that emphasize the role of participatory governance in enhancing the effectiveness and legitimacy of sports organizations. Thus, continuous monitoring is integral to governance strategies, facilitating real-time issue detection, risk mitigation, and continuous innovation in AI systems (Doris & Potter, 2024).

The contribution of monitoring and evaluation processes to the improvement of sports governance received a mean score of 3.86. Administrative staff rated this aspect highest (4.00), indicating strong agreement, while athletes (3.83) and parents (3.76) also strongly agreed. This indicates that these processes are viewed as integral to the continuous improvement of sports governance practices. Literature supports this view, suggesting that systematic monitoring and evaluation are critical for fostering a culture of learning and improvement within sports organizations (Henry & Ko, 2019).

The consistently high ratings across different indicators and respondent groups highlight the strengths of the existing systems. However, the slight variations in ratings among parents, athletes, and administrative staff suggest opportunities for further improvement in communication and stakeholder engagement. These findings align with contemporary literature, which underscores the importance of robust monitoring and evaluation mechanisms in achieving effective and adaptive governance in sports (Manginté, 2024). The importance of robust internal control mechanisms in enhancing corporate governance by fostering organizational transparency and accountability. Continuous efforts to enhance these processes can further strengthen the governance framework and contribute to the sustainable development of sports in Laguna.

As respondent 2 stated, *“To guarantee accountability, we have strong internal supervision procedures in place. Transparency and integrity in governance were improved through the implementation of audit procedures, internal controls, and performance monitoring systems.”*

Table 9: Summary of Respondents' Assessment of the Governance Strategies of Team Sports in Laguna

Governance Strategies of Team Sports in Laguna	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. Coordination and communication mechanism	Parents	3.73	0.22	3	SA	VH
	Athletes	3.83	0.15	1	SA	VH
	Administrative Staff	3.78	0.31	2	SA	VH
2. Decision-making processes in formulating sports policies	Parents	3.75	0.24	3	SA	VH
	Athletes	3.8	0.16	2	SA	VH
	Administrative Staff	3.83	0.32	1	SA	VH
3. Involvement and engagement of	Parents	3.77	0.21	3	SA	VH

grassroots organizations	Athletes	3.80	0.17	2	SA	VH
	Administrative Staff	3.93	0.18	1	SA	VH
4. Utilization of financial resources	Parents	3.77	0.2	3	SA	VH
	Athletes	3.79	0.18	2	SA	VH
	Administrative Staff	3.98	0.06	1	SA	VH
5. Monitoring and evaluating of sports governance	Parents	3.76	0.22	3	SA	VH
	Athletes	3.83	0.16	2	SA	VH
	Administrative Staff	3.98	0.12	1	SA	VH
Composite Mean		3.85			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The study's comprehensive assessment of the governance strategies of sports in Laguna reveals a uniformly high level of satisfaction among parents, athletes, and administrative staff across all evaluated dimensions. The composite mean score of 3.85, categorized as "Strongly Agree" with a "Very High" qualitative description, indicates an overarching positive perception of the governance mechanisms in place.

The evaluation of coordination and communication mechanisms yielded a total mean score of 3.78. Athletes rated this aspect highest (3.83), followed by administrative staff (3.78) and parents (3.73). This high rating suggests that effective channels for communication and coordination are well-established among sports organizations in Laguna, facilitating collaboration and information sharing. Odiaka et al. (2021) stated that effective coordination and communication mechanisms require transparency, dialogue, and collaboration, ensuring that the interests of athletes, parents, administrative staff, and the broader community are considered. This approach can bridge conflicts, align diverse interests, and enhance overall governance, leading to better performance management and positive outcomes in sports.

The decision-making processes received a total mean score of 3.79. Administrative staff rated this aspect highest (3.83), with athletes (3.80) and parents (3.75) also expressing strong agreement. The high ratings indicate that the decision-making processes are perceived as inclusive and participatory, considering the needs and aspirations of various stakeholders. This aligns with findings from Hannoun (2024) which investigates the critical role of governance in the effective management of sports organizations, especially as they increasingly adopt business models. The findings stress the need for inclusive decision-making processes and transparent, accountable governance practices. By addressing these issues, sports organizations can enhance their governance frameworks, support the growth of sports, and promote fairness and inclusivity.

The involvement and engagement of grassroots organizations were rated highly, with a total mean score of 3.83. Administrative staff gave the highest rating (3.93), followed by athletes (3.80) and parents (3.77). The strong agreement across all groups underscores the active participation of grassroots organizations in shaping sports programs and policies. Engaging grassroots organizations is crucial for developing sustainable sports programs, as they provide valuable insights and foster community support. Mwiinga (2023) provides valuable insights into youth involvement in local governance, connecting directly with the indicator of involvement and engagement of grassroots organizations. By illuminating the evolving trends in youth participation across different time periods and understanding the role of parental consent and the levels of engagement among various demographics, this study offers a comprehensive understanding of the intricate dynamics of youth participation in local governance. These findings hold significant potential to inform

policies and strategies aimed at promoting effective youth engagement in grassroots governance initiatives, thereby shaping the future of governance at the grassroots level.

The utilization of financial resources received a mean score of 3.85, with administrative staff rating this aspect highest (3.98), indicating complete agreement on the efficiency and transparency of financial management. Athletes (3.79) and parents (3.77) also rated this aspect positively. This high level of satisfaction suggests that financial resources are managed effectively, ensuring adequate support for sports programs. Xu et al. (2024) conducted a thorough analysis of China's sports infrastructure development, with a particular emphasis on financial resource utilization efficiency (FRUE). The authors concluded that while financial resource utilization is important, there are notable regional variations in the efficiency of this development.

The mechanisms for monitoring and evaluating sports governance also received high ratings, with a total mean score of 3.85. Administrative staff provided the highest rating (3.98), followed by athletes (3.83) and parents (3.76). The positive ratings indicate that established processes for monitoring and evaluation are effective, contributing to the continuous improvement of sports governance. Systematic monitoring and evaluation are essential for maintaining accountability and driving improvements in governance practices, as emphasized by Chappelet and Mrkonjic (2019).

The composite mean score of 3.85 across all dimensions highlights the overall effectiveness of the governance strategies in Laguna. The consistently high ratings among different respondent groups reflect a well-structured governance framework that addresses coordination, decision-making, engagement, financial management, and evaluation comprehensively. This comprehensive governance approach is supported by contemporary literature, which underscores the importance of integrated governance strategies for the success and sustainability of sports programs (Hoye et al., 2020; Geeraert & Alm, 2020).

The high level of satisfaction with governance strategies implies that stakeholders feel confident in the current governance structures, which is crucial for the ongoing development and success of sports programs in Laguna. Effective coordination and communication ensure that stakeholders are well-informed and engaged, while participatory decision-making processes help align policies with stakeholder needs. Active involvement of grassroots organizations fosters community support and ensures that programs are relevant and sustainable. Efficient utilization of financial resources and robust monitoring and evaluation mechanisms enhance accountability and drive continuous improvement.

In conclusion, the governance strategies of sports in Laguna are highly effective, with strong stakeholder support and satisfaction. Continuous efforts to maintain and enhance these strategies, particularly in areas where slight variations in satisfaction exist, will be crucial for sustaining the positive impact and further developing the sports programs in Laguna.

Table 10: Significant Difference on the Assessment of Parent Respondents on the Governance Strategies when they are Grouped According to Profile

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Sex	Male	3.76	0.17	0.001	0.972	Rejected	Significant
	Female	3.76	0.20				
Age	25 - 29 Years old	3.83	0.05	1.674	0.122	Accepted	Not Significant
	30 - 34 Years old	3.63	0.3				

	35 - 39 Years old	3.7	0.21				
	40 - 44 Years old	3.78	0.19				
	45 - 49 Years old	3.79	0.13				
	50 - 54 Years old	3.83	0.13				
	55 - 59 Years old	3.71	0.14				
	60 Years old and above	3.85	0.08				
Educational Attainment	Elementary / Secondary	3.74	0.21	0.818	0.444	Accepted	Not Significant
	Bachelors Degree	3.78	0.16				
	With Masters Degree	3.83	0.19				

The study examined the differences in parents' assessments of governance strategies in sports in Laguna based on their demographic profiles, specifically sex, age, and educational attainment. The results highlight the nuanced perceptions of governance strategies among different groups of parents and offer important implications for targeted improvements in sports governance.

The analysis revealed no significant difference in the assessment of governance strategies between male and female parents, with both groups reporting a mean score of 3.76. The ANOVA result (0.001) and the significance value (0.972) led to the rejection of the null hypothesis, indicating that the difference is statistically insignificant. This suggests that both male and female parents perceive the governance strategies similarly, reflecting a uniform satisfaction with the existing governance frameworks. This uniformity might be indicative of an inclusive governance approach that addresses the concerns and expectations of both genders equally. According to Geeraert and Alm (2019), gender-inclusive policies in sports governance contribute to balanced stakeholder satisfaction and equitable resource distribution.

Parents' assessments varied slightly across different age groups, but these differences were not statistically significant (ANOVA = 1.674, Sig = 0.122). Parents aged 25-29 and 50-54 years old reported the highest mean scores of 3.83, while those aged 30-34 years old had the lowest mean score of 3.63. Despite these variations, the overall satisfaction across all age groups remained high, with all means falling within the "Strongly Agree" category. This suggests that the governance strategies are perceived positively across different age demographics, likely due to comprehensive policies that cater to a broad range of age-related concerns and interests. Hoyer et al. (2020) emphasize the importance of inclusive governance that addresses the needs of all age groups to ensure sustainable development in sports programs.

The assessment based on educational attainment also showed no significant differences (ANOVA = 0.818, Sig = 0.444). Parents with elementary/secondary education reported a mean score of 3.74, those with a bachelor's degree reported 3.78, and parents with a master's degree reported 3.83. These results indicate that parents' satisfaction with governance strategies does not significantly vary with educational attainment, suggesting that the communication and implementation of governance strategies are effectively reaching and resonating with parents across different educational backgrounds. This aligns with the findings of Bayle and Rayner (2018), which highlight the importance of accessible and comprehensible governance communication to ensure broad-based stakeholder engagement and satisfaction.

The uniformity in satisfaction across different demographic profiles suggests that the governance strategies in place are robust and effectively cater to a diverse parent population. However, the slight variations in mean scores across age and educational groups indicate areas for potential enhancement. Tailoring communication strategies and engagement methods to better address the specific needs of younger parents and those with lower educational attainment could further improve perceptions of governance effectiveness. Additionally, maintaining a focus on gender-inclusive policies will continue to support balanced stakeholder satisfaction.

In conclusion, the study's findings underscore the importance of inclusive and comprehensive governance strategies in sports. By addressing the needs of diverse demographic groups, sports governance in Laguna can ensure sustained high levels of stakeholder satisfaction and contribute to the successful implementation of grassroots development programs.

Table 11: Significant Difference on the assessment of Athlete respondents on the governance strategies when they are grouped according to profile

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Sex	Male	3.80	0.13	0.129	0.72	Rejecte d	Significant
	Female	3.82	0.14				
Age	below 13 years old	3.67	0.14	4.898	0.001	Accepted	Not Significant
	13 - 14 years old	3.82	0.13				
	15 - 16 years old	3.84	0.1				
	17 - 18 years old	3.83	0.14				
	19 years old and above	3.77	0.11				
Grade Level	Grade 7	3.8	0.17	1.774	0.123	Accepted	Not Significant
	Grade 8	3.76	0.12				
	Grade 9	3.82	0.13				
	Grade 10	3.87	0.1				
	Grade 11	3.78	0.07				
	Grade 12	3.83	0.15				

The analysis of athlete respondents' assessments of governance strategies in Laguna, grouped by profile, reveals interesting insights into their perceptions based on sex, age, and grade level. These findings have significant implications for the management and enhancement of sports governance in the region.

The study found no significant difference in the assessment of governance strategies between male and female athletes, with mean scores of 3.80 and 3.82, respectively. The ANOVA result (0.129) and significance value (0.72) led to the rejection of the null hypothesis, indicating that the differences are

statistically insignificant. This suggests that both male and female athletes perceive the governance strategies similarly. The uniform satisfaction across sexes implies that the governance policies and practices are equitable and inclusive, addressing the needs and expectations of both male and female athletes equally. This finding is consistent with the research by Johnson et al. (2020), which emphasizes the importance of gender equality in sports governance to foster inclusive and supportive environments.

The analysis revealed statistically significant differences in the assessments based on age groups, with an ANOVA result of 4.898 and a significance value of 0.001, indicating acceptance of the null hypothesis. Younger athletes (below 13 years old) had a lower mean score of 3.67 compared to older age groups, such as those aged 15-16 years (mean score of 3.84) and 17-18 years (mean score of 3.83). These differences suggest that younger athletes may perceive governance strategies less favorably, possibly due to less involvement or understanding of governance processes. Enhancing communication and engagement with younger athletes could improve their perceptions and satisfaction. This aligns with findings by Thomas and Wilson (2019), who argue that tailored governance approaches are necessary to effectively engage different age demographics in sports.

When grouped by grade level, no significant differences were found in the athletes' assessments of governance strategies (ANOVA = 1.774, Sig = 0.123). The mean scores ranged from 3.76 (Grade 8) to 3.87 (Grade 10), indicating a generally high level of satisfaction across all grade levels. The slight variations suggest that while all grade levels are generally satisfied, specific strategies or communications might resonate more with certain grades. Ensuring that governance communications and initiatives are appropriately tailored to meet the developmental stages and interests of each grade could further enhance overall satisfaction. This finding is supported by research from Baker et al. (2021), which highlights the importance of age-appropriate governance practices in youth sports.

The uniform satisfaction across sexes implies effective and inclusive governance strategies that cater equally to male and female athletes. The significant differences in age-based assessments highlight the need for targeted communication and engagement strategies to better address the perceptions of younger athletes. Similarly, while grade level differences are not statistically significant, slight variations suggest opportunities for refining governance practices to better suit the needs of different educational stages.

Overall, these findings underscore the importance of inclusive and adaptive governance strategies that consider the diverse profiles of athletes. By addressing the specific needs and perceptions of various demographic groups, sports governance in Laguna can be further enhanced to ensure equitable and effective management of sports programs. This comprehensive approach to governance is essential for fostering a supportive and inclusive sports environment that promotes the development and satisfaction of all athletes.

Table 12: Significant Difference on the Assessment of Administrative Staff Respondents on the Governance Strategies when they are Grouped According to Profile

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Sex	Male	3.84	0.13	2.209	0.147	Accepted	Not Significant
	Female	3.91	0.12				
Age	25 - 29 Years old	3.93	0	2.743	0.028	Accepted	Not Significant
	30 - 34 Years old	3.9	0				
	35 - 39 Years old	3.91	0.14				

	40 - 44 Years old	3.92	0.07				
	45 - 49 Years old	3.87	0.18				
	50 - 54 Years old	3.96	0.05				
	55 - 59 Years old	3.6	0				
	60 Years old and above	3.6	0				
Educational Attainment	Bachelors Degree	3.93	0.09	1.226	0.307	Accepted	Not Significant
	With Masters Degree	3.86	0.16				
	With Doctorate Degree	3.89	0.09				

The analysis of administrative staff respondents' assessment of governance strategies in Laguna, grouped according to their demographic profiles, offers insightful distinctions and similarities in perceptions that can inform governance improvements.

The mean scores for male and female administrative staff were 3.84 and 3.91, respectively, with a computed ANOVA of 2.209 and a significance value of 0.147. The null hypothesis was accepted, indicating no significant difference in the assessment of governance strategies based on sex. This uniformity suggests that governance strategies are perceived similarly by both male and female administrative staff, reflecting a possibly inclusive approach in governance that meets the expectations of both sexes. This finding aligns with research by Fink (2019), which emphasizes the importance of gender-neutral policies in achieving equitable satisfaction across different genders in sports administration.

The mean scores across different age groups ranged from 3.60 (55-59 years old and 60 years old and above) to 3.96 (50-54 years old), with a computed ANOVA of 2.743 and a significance value of 0.028. Although the null hypothesis was accepted, indicating no significant difference overall, the lower satisfaction scores among the oldest age groups suggest that older administrative staff may perceive governance strategies less favorably compared to their younger counterparts. This difference might be attributed to generational variations in expectations and experiences with governance practices. According to Adriaanse and Schofield (2020), tailoring governance practices to accommodate the diverse expectations of different age groups can enhance overall effectiveness and satisfaction.

The mean scores for administrative staff with a Bachelor's degree, Master's degree, and Doctorate degree were 3.93, 3.86, and 3.89, respectively, with a computed ANOVA of 1.226 and a significance value of 0.307. The null hypothesis was accepted, showing no significant difference based on educational attainment. This indicates that educational level does not significantly affect perceptions of governance strategies, suggesting that the current governance approaches are broadly effective across different educational backgrounds. This consistency supports the findings by Hoyer et al. (2020), who emphasize the importance of universally applicable governance strategies that do not disproportionately favor any educational group.

The study's results imply that while governance strategies in Laguna are generally effective and inclusive, there is a need to consider the specific needs of older administrative staff to enhance their satisfaction. The uniformity in perceptions across sex and educational attainment suggests that current governance practices are equitable and well-received by a diverse range of administrative staff. However, addressing the unique expectations and potential challenges faced by older staff could further improve the governance framework.

In conclusion, the assessment of governance strategies by administrative staff in Laguna reveals a broadly positive and equitable perception across different demographic profiles. By focusing on the unique needs of older staff members and continuing to uphold inclusive governance practices, Laguna's sports governance can achieve higher effectiveness and satisfaction among all administrative staff. These findings underscore the importance of continuous evaluation and adaptation of governance strategies to meet the evolving needs of all stakeholders, thereby supporting the sustainable development of sports programs in Laguna.

Table 13: Assessment of the Respondents on the Performance Management of Team Sports in Laguna in terms of Training Opportunities for Coaches and Administrators/ Officials

Training Opportunities for Coaches and Administrative Officials	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. Coaches in Laguna are provided with adequate training opportunities to enhance their skills and knowledge.	Parents	3.93	0.25	2	SA	VH
	Athletes	3.91	0.29	3	SA	VH
	Administrative Staff	4	0	1	SA	VH
2. Administrative officials involved in sports management receive appropriate training to effectively carry out their responsibilities.	Parents	3.59	0.49	3	SA	VH
	Athletes	3.76	0.33	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
3. The training programs for coaches and administrative officials align with best practices and emerging trends in sports management.	Parents	3.79	0.41	3	SA	VH
	Athletes	3.89	0.32	1	SA	VH
	Administrative Staff	3.88	0.33	2	SA	VH
4. Coaches and administrative officials provided with sufficient training opportunities to enhance their skills and knowledge.	Parents	3.72	0.45	2	SA	VH
	Athletes	3.72	0.45	2	SA	VH
	Administrative Staff	3.94	0.23	1	SA	VH

5. The effectiveness of the training programs provided for coaches and administrative officials in Laguna was observable.	Parents	3.78	0.41	3	SA	VH
	Athletes	3.81	0.39	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
6. The training programs available for coaches and administrative officials in Laguna is satisfactory.	Parents	3.81	0.39	3	SA	VH
	Athletes	3.84	0.37	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
Composite Mean		3.85			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of the performance management of sports in Laguna in terms of training opportunities for coaches and administrative officials highlights a uniformly positive perception across different respondent groups—parents, athletes, and administrative staff. This positive assessment underscores the effectiveness and adequacy of training programs provided within the sports governance framework in Laguna.

The mean scores for the perception that coaches in Laguna are provided with adequate training opportunities were 3.93 for parents, 3.91 for athletes, and 4.00 for administrative staff, leading to a total mean of 3.95. This indicates a "Very High" level of agreement across all groups, suggesting that the training programs are well-regarded and seen as enhancing coaches' skills and knowledge effectively. The uniformly high ratings imply that the training programs are comprehensive and meet the expectations of all stakeholders involved. According to De Bosscher et al. (2021), continuous professional development for coaches is crucial for maintaining high standards in sports performance and governance.

For administrative officials, the mean scores were 3.59 (parents), 3.76 (athletes), and 3.97 (administrative staff), with a total mean of 3.77. This also falls within the "Very High" qualitative description, indicating that the training for administrative officials is considered appropriate and effective. The slightly lower score from parents may suggest a perception gap or a lesser awareness of the specifics of administrative training compared to athletes and administrative staff themselves. Nonetheless, the overall high rating points to a well-structured training program that equips officials with the necessary skills for effective sports management. This aligns with findings by Winand and Anagnostopoulos (2019), which emphasize the importance of tailored training programs in enhancing the efficiency and effectiveness of sports administrators.

The assessment of whether training programs align with best practices and emerging trends received mean scores of 3.79 (parents), 3.89 (athletes), and 3.88 (administrative staff), leading to a total mean of 3.85. This indicates a high level of agreement that training programs are current and reflective of best practices. This is crucial as it ensures that coaches and officials are equipped with the latest knowledge and techniques, contributing to the overall quality of sports governance and performance in Laguna. The significance of keeping training programs aligned with contemporary standards is echoed in the work of Sam et al. (2020), who highlight the rapid evolution of best practices in sports management and the need for continuous updating of training curricula.

The sufficiency of training opportunities was rated with means of 3.72 (both parents and athletes) and 3.94 (administrative staff), resulting in a total mean of 3.79. Similarly, the effectiveness of training programs received scores of 3.78 (parents), 3.81 (athletes), and 4.00 (administrative staff), leading to a total

mean of 3.86. These results suggest that stakeholders believe the training opportunities provided are not only adequate but also effective in enhancing the skills and knowledge of coaches and officials. This broad consensus underscores the perceived value and impact of the training initiatives. According to Ferkins and Shilbury (2020), effective training and development programs are essential for the professional growth of sports personnel and for the sustainable success of sports organizations.

The overall satisfaction with the training programs for coaches and administrative officials was rated at 3.81 (parents), 3.84 (athletes), and 4.00 (administrative staff), with a composite mean of 3.88. This high level of satisfaction reflects a well-implemented training strategy that meets the needs of various stakeholders. The slight variations among groups suggest areas where further enhancements could be made, particularly in increasing awareness among parents regarding the training processes and outcomes.

The consistently high ratings across all indicators suggest that Laguna's approach to training for coaches and administrative officials is effective, inclusive, and well-aligned with best practices. This comprehensive training framework likely contributes to the high performance and effective governance observed in Laguna's sports programs. To maintain and further enhance these outcomes, it is essential to continue evolving training programs in response to emerging trends and feedback from all stakeholder groups. The literature underscores the importance of such continuous improvement efforts, as highlighted by Lyras and Welty Peachey (2020), who stress the need for ongoing professional development in achieving excellence in sports governance and performance.

In summary, the training opportunities for coaches and administrative officials in Laguna are perceived very positively by all respondent groups, suggesting that the current strategies are effective and well-aligned with best practices. These findings highlight the importance of maintaining robust and adaptive training programs to support the ongoing development and success of sports governance in Laguna.

Table 14: Assessment of the Respondents on the Performance Management of Team Sports in Laguna in terms of Utilization of Data and Information Systems

Utilization of Data and Information Systems	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. Data and information systems are effectively utilized to track and monitor sports performance in Laguna.	Parents	3.93	0.25	1	SA	VH
	Athletes	3.9	0.3	3	SA	VH
	Administrative Staff	3.91	0.34	2	SA	VH
2. There are reliable systems in place for collecting analyzing data related to sports performance.	Parents	3.54	0.5	3	SA	VH
	Athletes	3.74	0.44	2	SA	VH
	Administrative Staff	3.88	0.41	1	SA	VH
3. Data-driven decision-making is encouraged and practiced in sports management in Laguna.	Parents	3.8	0.4	3	SA	VH
	Athletes	3.81	0.39	2	SA	VH
	Administrative Staff	3.94	0.34	1	SA	VH
4. Data and information systems effectively utilized to support performance management in sports in	Parents	3.76	0.43	3	SA	VH
	Athletes	3.8	0.4	2	SA	VH

Laguna.	Administrative Staff	3.91	0.38	1	SA	VH
5. The data and information systems used for monitoring and managing sports performance in Laguna are reliable.	Parents	3.79	0.41	3	SA	VH
	Athletes	3.81	0.39	2	SA	VH
	Administrative Staff	3.94	0.34	1	SA	VH
6. The data and information systems utilized to track and monitor sports performance in Laguna are effective.	Parents	3.79	0.41	3	SA	VH
	Athletes	3.85	0.36	2	SA	VH
	Administrative Staff	3.94	0.34	1	SA	VH
Composite Mean		3.84			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of the performance management of sports in Laguna, focusing on the utilization of data and information systems, reflects a highly positive perception across all three respondent groups—parents, athletes, and administrative staff. The consistently high ratings indicate that data-driven approaches are deeply ingrained within Laguna's sports governance framework, contributing to efficient performance monitoring and management.

The mean scores for the effectiveness of data and information systems utilization were uniformly high, with a total mean of 3.91. This indicates a strong consensus among respondents that these systems are effectively utilized to track and monitor sports performance in Laguna. Such utilization fosters transparency, accountability, and informed decision-making within sports management. The positive assessment suggests that Laguna's sports organizations have successfully integrated data systems into their operations, facilitating real-time tracking and analysis of performance metrics. This finding is consistent with the growing emphasis on data-driven decision-making in sports management, as highlighted by Oliver et al. (2020), who stress the transformative potential of data analytics in optimizing sports performance.

Respondents also expressed high confidence in the reliability and effectiveness of data systems, with mean scores ranging from 3.72 to 3.86 across different indicators. This indicates a strong belief that the systems in place for collecting, analyzing, and utilizing sports performance data are reliable and contribute significantly to decision-making processes. The perceived reliability of these systems is crucial for instilling trust among stakeholders and ensuring that performance management initiatives are based on accurate and actionable insights. This aligns with findings by Müller and Lamm (2019), who emphasize the importance of reliable data systems in enhancing performance monitoring and management practices in sports organizations.

The assessment also reflects a culture of data-driven decision-making within Laguna's sports management, with mean scores indicating strong agreement across all respondent groups. This suggests that data-driven approaches are not only encouraged but also actively practiced, underscoring the commitment to leveraging data to drive performance improvements and strategic planning. Such a culture fosters innovation and agility within sports organizations, enabling them to adapt to changing circumstances and optimize resource allocation effectively. The emphasis on data-driven decision-making echoes recommendations by Shibli et al. (2021), who argue that sports organizations must embrace data analytics to gain a competitive edge and achieve sustainable success.

The overwhelmingly positive assessment of data and information systems utilization in Laguna's sports management has significant implications for performance improvement and strategic decision-making. By

leveraging data effectively, sports organizations can identify strengths and weaknesses, capitalize on emerging opportunities, and address potential challenges proactively. To sustain these positive outcomes, it is essential for Laguna's sports governance framework to continue investing in data infrastructure, talent development, and analytics capabilities. Furthermore, efforts should be made to foster a data-driven culture that prioritizes evidence-based decision-making and continuous improvement. This aligns with the broader trend towards data-driven sports management, as recognized by García-Rubio et al. (2021), who advocate for the integration of data analytics into sports governance practices to enhance organizational performance and stakeholder engagement.

Table 15: Assessment of the Respondents on the Performance Management of Team Sports in Laguna in terms of Addressing Challenges in Aligning Performance Management

Addressing Challenges in Aligning Performance Management	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. There is awareness and proactive measures in addressing challenges related to performance management in sports.	Parents	3.89	0.32	2	SA	VH
	Athletes	3.89	0.31	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
2. Strategies are in place to overcome barriers that hinder effective performance management in sports.	Parents	3.63	0.48	3	SA	VH
	Athletes	3.8	0.4	1	SA	VH
	Administrative Staff	3.79	0.41	2	SA	VH
3. Collaboration among different stakeholders is fostered to address challenges in aligning performance management.	Parents	3.75	0.44	3	SA	VH
	Athletes	3.8	0.4	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
4. There are efforts to address challenges that arise in aligning performance management strategies in sports.	Parents	3.78	0.42	2	SA	VH
	Athletes	3.72	0.45	3	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
5. The level of collaboration among stakeholders in addressing challenges related to performance management in sports in Laguna are satisfactory.	Parents	3.79	0.41	3	SA	VH
	Athletes	3.87	0.34	2	SA	VH
	Administrative Staff	4	0	1	SA	VH

6. The initiatives are in overcoming barriers to effective performance management in sports in Laguna are effective.	Parents	3.8	0.4	2	SA	VH
	Athletes	3.8	0.4	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
Composite Mean		3.85			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of performance management in sports in Laguna, particularly in addressing challenges related to alignment, indicates a high level of awareness, proactive measures, and collaborative efforts across all respondent groups—parents, athletes, and administrative staff. The consistently strong agreement among respondents underscores the commitment of Laguna's sports governance framework to overcoming obstacles and optimizing performance management practices.

The assessment reflects a robust awareness of challenges related to performance management, coupled with proactive measures to address them. With mean scores ranging from 3.74 to 4.00 across different indicators, respondents express confidence in the existence of strategies and initiatives aimed at mitigating challenges. This proactive approach highlights the adaptability and resilience of Laguna's sports management, enabling them to anticipate and respond effectively to emerging obstacles. Such proactive measures are essential for fostering a culture of continuous improvement and ensuring that performance management practices remain aligned with organizational goals. These findings resonate with the recommendations of Lamm and Fischer (2019), who advocate for proactive approaches to address challenges in sports management and enhance organizational effectiveness.

The assessment also highlights the importance of collaboration among stakeholders in addressing challenges related to performance management. With mean scores indicating strong agreement across all respondent groups, it is evident that collaborative efforts are actively fostered and perceived as effective. This collaborative approach fosters synergy, innovation, and shared accountability, enabling stakeholders to pool resources, expertise, and perspectives to tackle complex challenges collectively. The emphasis on collaboration underscores the recognition of sports management as a collective endeavor that requires the involvement and commitment of various stakeholders, including athletes, parents, coaches, administrators, and community partners. Such collaborative efforts align with the principles of shared governance advocated by Houlihan and Green (2019), who emphasize the importance of inclusive decision-making processes and stakeholder engagement in sports governance.

The positive assessment of efforts to address challenges in aligning performance management in Laguna's sports governance framework has significant implications for organizational effectiveness and stakeholder satisfaction. By fostering a culture of awareness, proactiveness, and collaboration, sports organizations in Laguna can effectively navigate challenges, capitalize on opportunities, and drive continuous improvement in performance management practices. To sustain these positive outcomes, it is essential for Laguna's sports governance framework to continue prioritizing stakeholder engagement, capacity-building, and knowledge-sharing initiatives. Furthermore, efforts should be made to institutionalize mechanisms for ongoing feedback, evaluation, and adaptation, ensuring that performance management practices remain responsive to evolving needs and circumstances. These implications align with the broader literature on organizational resilience and agility in sports management, as highlighted by Sotiriadou and De Bosscher (2021), who emphasize the importance of adaptive strategies and collaborative networks in enhancing organizational effectiveness and resilience in the face of uncertainty.

Table 16: Assessment of the Respondents on the Performance Management of Team Sports in Laguna in terms of Monitoring and Evaluating the Performance Management

Monitoring and Evaluation of Performance Management	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. Regular monitoring is conducted to assess the progress and outcomes of performance management efforts in sports.	Parents	3.91	0.29	2	SA	VH
	Athletes	3.91	0.29	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
2. Evaluation processes are in place to determine the effectiveness of performance management strategies in achieving desired outcomes.	Parents	3.63	0.49	3	SA	VH
	Athletes	3.75	0.44	2	SA	VH
	Administrative Staff	3.94	0.24	1	SA	VH
3. Feedback from athletes, coaches, and other stakeholders is considered in the continuous improvement of performance management practices.	Parents	3.75	0.45	3	SA	VH
	Athletes	3.82	0.38	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
4. There is a systematic process in place for monitoring and evaluating the effectiveness of performance management efforts in sports in Laguna.	Parents	3.82	0.38	2	SA	VH
	Athletes	3.71	0.46	3	SA	VH
	Administrative Staff	4	0	1	SA	VH
5. The feedback from athletes and coaches in improving performance management practices in sports in Laguna was also considered.	Parents	3.8	0.4	3	SA	VH
	Athletes	3.86	0.35	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
6. There is a systematic process in place to monitor and evaluate the effectiveness of performance management efforts in sports in Laguna.	Parents	3.76	0.44	3	SA	VH
	Athletes	3.86	0.35	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
Composite Mean		3.86			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of monitoring and evaluating performance management in sports in Laguna reflects a comprehensive and systematic approach across all respondent groups—parents, athletes, and administrative staff. The findings indicate a high level of agreement regarding the regularity, effectiveness, and inclusivity of monitoring and evaluation processes, highlighting the commitment of Laguna's sports governance framework to continuous improvement and accountability.

The assessment reveals that regular monitoring and evaluation are integral components of performance management in Laguna's sports governance framework. With mean scores ranging from 3.77 to

4.00 across different indicators, respondents perceive these processes as robust, reliable, and conducive to tracking progress and assessing outcomes effectively. The emphasis on regular monitoring and evaluation underscores the importance of evidence-based decision-making and adaptive management practices in optimizing performance management efforts. By systematically tracking performance metrics and soliciting feedback from stakeholders, sports organizations in Laguna can identify areas for improvement, capitalize on strengths, and enhance overall effectiveness. These findings align with the principles of performance measurement and evaluation advocated by Shilbury et al. (2019), who highlight the importance of systematic approaches to assessing performance and driving organizational improvement in sports management contexts.

The assessment also highlights the importance of inclusive feedback mechanisms in the continuous improvement of performance management practices. With mean scores indicating strong agreement across all respondent groups, it is evident that feedback from athletes, coaches, and other stakeholders is actively solicited and valued in Laguna's sports governance framework. This inclusive approach fosters transparency, accountability, and stakeholder engagement, enabling sports organizations to harness diverse perspectives and insights to inform decision-making and drive meaningful change. By actively considering feedback from those directly involved in sports programs and activities, Laguna's sports governance framework can ensure that performance management practices remain responsive to the needs, preferences, and aspirations of key stakeholders. These findings resonate with the principles of stakeholder engagement and participatory decision-making espoused by De Bosscher et al. (2020), who emphasize the importance of involving stakeholders in the evaluation and improvement of sports governance practices.

The positive assessment of monitoring and evaluating performance management in sports in Laguna has significant implications for organizational learning, effectiveness, and accountability. By prioritizing regular monitoring, evaluation, and inclusive feedback mechanisms, Laguna's sports governance framework can foster a culture of continuous improvement, innovation, and excellence. To sustain these positive outcomes, it is essential for sports organizations in Laguna to institutionalize robust monitoring and evaluation systems, cultivate a culture of learning and adaptation, and prioritize stakeholder engagement and participation in decision-making processes. Furthermore, efforts should be made to leverage technology and data analytics to enhance the efficiency and effectiveness of monitoring and evaluation processes, enabling sports organizations to derive actionable insights and drive evidence-based decision-making. These implications align with the broader literature on organizational learning and performance management in sports, as highlighted by Parent and Seguin (2021), who underscore the importance of adaptive management practices and stakeholder engagement in driving organizational effectiveness and resilience in sports management contexts.

Table 17: Assessment of the Respondents on the Performance Management of Team Sports in Laguna in terms of Athlete Development Program

Athlete Development Program	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. The training resources and materials provided were helpful and enhanced my learning experience.	Parents	3.92	0.27	2	SA	VH
	Athletes	3.87	0.34	3	SA	VH
	Administrative Staff	4	0	1	SA	VH
2. The training programs provided me with valuable and relevant skills for my role.	Parents	3.61	0.49	3	SA	VH
	Athletes	3.75	0.44	2	SA	VH
	Administrative Staff	3.94	0.24	1	SA	VH

3. The training sessions were well-structured and organized, facilitating effective learning.	Parents	3.85	0.36	2	SA	VH
	Athletes	3.82	0.38	3	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
4. I feel more confident in applying the knowledge and skills acquired through the training program.	Parents	3.76	0.43	2	SA	VH
	Athletes	3.68	0.47	3	A	VH
	Administrative Staff	4	0	1	SA	VH
5. The trainers were knowledgeable and effectively communicated the training content.	Parents	3.75	0.44	3	SA	VH
	Athletes	3.8	0.4	2	SA	VH
	Administrative Staff	3.97	0.17	1	SA	VH
6. The training program has positively impacted my overall performance in the workplace.	Parents	3.8	0.4	3	SA	VH
	Athletes	3.82	0.38	2	SA	VH
	Administrative Staff	4	0	1	SA	VH
Composite Mean		3.85			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of athlete development programs in Laguna reflects a highly positive perception among parents, athletes, and administrative staff. Across various indicators, respondents expressed strong agreement regarding the effectiveness, relevance, and impact of these programs in enhancing learning experiences, skill development, and overall performance. The findings underscore the importance of well-structured, organized, and resource-rich training initiatives in nurturing athlete development and fostering a culture of excellence in sports management.

The assessment indicates that the training resources and materials provided in athlete development programs are highly regarded by respondents. With mean scores ranging from 3.87 to 4.00 across different groups, respondents perceive these resources as valuable tools for enhancing learning experiences and skill acquisition. This positive perception reflects the effectiveness of program design and delivery in catering to the diverse learning needs and preferences of participants. By providing access to high-quality training resources and materials, Laguna's sports governance framework can empower athletes and administrative staff to enhance their knowledge, skills, and performance, thereby contributing to overall program effectiveness and success. These findings align with the literature on athlete development and performance enhancement, as highlighted by Côté and Hancock (2016), who emphasize the importance of providing athletes with access to comprehensive training resources and materials to support their development and success in competitive sports environments.

Furthermore, the assessment reveals that athlete development programs positively impact participants' confidence and overall performance. With mean scores indicating strong agreement across all respondent groups, it is evident that these programs contribute to the development of key competencies, confidence levels, and workplace performance. This positive impact underscores the transformative potential of athlete development initiatives in empowering individuals to maximize their potential, achieve peak performance, and excel in their respective roles. By fostering a culture of continuous learning, skill development, and performance improvement, Laguna's sports governance framework can cultivate a talent

pipeline of high-performing athletes and administrative staff, thereby enhancing the overall competitiveness and success of sports programs in the region. These findings resonate with the principles of talent development and performance optimization advocated by Baker et al. (2018), who emphasize the importance of structured training programs in nurturing athlete talent, building confidence, and maximizing performance outcomes.

The highly positive assessment of athlete development programs in Laguna underscores the importance of investing in structured, well-designed training initiatives to support athlete growth and performance excellence. To sustain these positive outcomes, it is imperative for sports organizations in Laguna to prioritize the ongoing evaluation and refinement of athlete development programs, tailoring interventions to meet the evolving needs and preferences of participants. Additionally, efforts should be made to leverage technology and data-driven insights to enhance program effectiveness, optimize resource allocation, and drive continuous improvement. By adopting a holistic approach to athlete development, Laguna's sports governance framework can foster a culture of excellence, innovation, and continuous improvement, positioning athletes and administrative staff for sustained success in competitive sports environments. These implications align with the broader literature on athlete development and talent optimization, as highlighted by Coté and Gilbert (2009), who emphasize the importance of structured, evidence-based approaches to athlete development in maximizing performance outcomes and achieving long-term success in sports.

Table 18: Summary Assessment of the Respondents on the Performance Management of Team Sports in Laguna in terms of

Performance Management of Sports in Laguna	Category	Mean	SD	Rank	Qualitative Description	Interpretation
1. Training opportunities for coaches and administrators/official	Parents	3.77	0.21	3	SA	VH
	Athletes	3.82	0.17	2	SA	VH
	Administrative Staff	3.97	0.07	1	SA	VH
2. Utilization of data and information systems	Parents	3.77	0.21	3	SA	VH
	Athletes	3.82	0.17	2	SA	VH
	Administrative Staff	3.92	0.34	1	SA	VH
3. Addressing challenges in aligning performance management	Parents	3.77	0.22	3	SA	VH
	Athletes	3.81	0.18	2	SA	VH
	Administrative Staff	3.96	0.08	1	SA	VH
4. Monitoring and evaluating the performance management	Parents	3.78	0.24	3	SA	VH
	Athletes	3.82	0.16	2	SA	VH
	Administrative Staff	3.98	0.06	1	SA	VH
5. Athletes development program	Parents	3.78	0.21	3	SA	VH

Athletes	3.79	0.21	2	SA	VH
Administrative Staff	3.98	0.07	1	SA	VH
Composite Mean	3.85			SA	VH

Legend: 3.51-4.00 Strongly Agree/Very High; 2.51-3.50 Agree/High; 1.51-2.50 Disagree/Low; 1.00-1.1.50 Strongly Disagree/Very Low

The assessment of performance management in sports in Laguna reflects a consistently high level of satisfaction and agreement among parents, athletes, and administrative staff across various indicators. When comparing the responses of these three groups, it's evident that they share similar perceptions regarding the effectiveness and quality of performance management practices in the region.

All three groups strongly agree that training opportunities for coaches and administrators are valuable and effective. This indicates a cohesive understanding of the importance of ongoing skill development and knowledge enhancement in optimizing sports performance. The implication here is that investing in comprehensive training programs can empower coaches and administrators to better support athlete development and program success. This finding aligns with the literature emphasizing the critical role of training in enhancing sports performance and organizational effectiveness (Takemura et al., 2020).

Similarly, all three groups highly rate the utilization of data and information systems in sports management. This suggests a shared recognition of the importance of data-driven decision-making and performance evaluation in optimizing sports programs and resource allocation. The implication is that leveraging technology and data analytics can enhance transparency, efficiency, and accountability in sports governance practices. These findings resonate with research highlighting the transformative potential of data-driven approaches in enhancing sports management and performance outcomes (Cunningham et al., 2021).

The assessment indicates strong agreement among parents, athletes, and administrative staff regarding the effectiveness of strategies in addressing challenges related to performance management. This consensus reflects a collective commitment to overcoming barriers and fostering a supportive environment for sports development. The implication is that proactive measures and collaborative efforts are essential for navigating complex challenges and driving continuous improvement in sports governance practices. This aligns with literature emphasizing the importance of stakeholder engagement and collaborative problem-solving in overcoming barriers to effective sports management (Shibli et al., 2019).

All three groups express high satisfaction with the monitoring and evaluation processes in sports management. This suggests a shared commitment to accountability, transparency, and performance optimization. The implication is that robust monitoring and evaluation mechanisms are essential for assessing progress, identifying areas for improvement, and maximizing program effectiveness. These findings are consistent with research highlighting the critical role of performance monitoring and evaluation in enhancing organizational performance and driving continuous improvement in sports management (Hums et al., 2020).

The assessment reveals strong agreement among parents, athletes, and administrative staff regarding the effectiveness of athlete development programs. This underscores the importance of structured, well-designed training initiatives in nurturing athlete talent, building confidence, and maximizing performance outcomes. The implication is that investing in athlete development programs can cultivate a talent pipeline of high-performing athletes and administrative staff, thereby enhancing the overall competitiveness and success of sports programs in the region. These findings align with the principles of talent development and performance optimization advocated by various scholars in the field of sports management (Coté and Gilbert, 2009).

In conclusion, the high level of agreement among parents, athletes, and administrative staff regarding performance management in sports in Laguna highlights a shared commitment to excellence, continuous

improvement, and athlete development. By leveraging these insights and fostering collaboration among stakeholders, sports organizations in Laguna can further enhance their capacity to drive positive outcomes, maximize performance, and promote a culture of excellence in sports management.

Table 19: Significant Difference on the Assessment of Parent Respondents on the Performance Management when they are Grouped According to Profile

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Sex	Male	3.77	0.17	0.000	0.989	Rejected	Significant
	Female	3.77	0.20				
Age	25 - 29 Years old	3.81	0.02	1.772	0.099	Accepted	Not Significant
	30 - 34 Years old	3.65	0.27				
	35 - 39 Years old	3.71	0.23				
	40 - 44 Years old	3.8	0.2				
	45 - 49 Years old	3.78	0.11				
	50 - 54 Years old	3.87	0.11				
	55 - 59 Years old	3.78	0.11				
	60 Years old and above	3.79	0.12				
Educational Attainment	Bachelors Degree	3.75	0.21	1.109	0.333	Accepted	Not Significant
	With Masters Degree	3.8	0.16				
	With Doctorate Degree	3.87	0.19				

The analysis of the assessment of parent respondents towards the performance management of sports in Laguna, when grouped according to their profile, reveals notable insights into their perceptions and the influence of demographic factors.

The results indicate no significant difference in the assessment of performance management based on the sex of the respondents, with both male and female parents providing a mean score of 3.77. This suggests a uniform perception across genders, implying that the effectiveness and satisfaction with performance management practices are equally recognized by both male and female parents. This finding emphasizes that gender does not influence parents' views on performance management, aligning with research that shows

gender-neutral perspectives in well-implemented governance and management practices (Sartore-Baldwin & Warner, 2019).

When considering age, the ANOVA results show no significant differences, although slight variations exist in the mean scores across different age groups. Parents aged 25-29 and those aged 50-54 rate performance management highest, with mean scores of 3.81 and 3.87, respectively. This could indicate that younger parents, possibly more actively engaged in the early stages of their children's sports involvement, and older parents, potentially having more cumulative experience and perspective, tend to view performance management more favorably. These nuances highlight the importance of considering lifecycle stages and accumulated experience in understanding parental satisfaction with sports management (McPherson et al., 2020).

Educational attainment also does not present significant differences in perceptions of performance management. Parents with a doctorate degree have the highest mean score (3.87), followed by those with a master's degree (3.80) and a bachelor's degree (3.75). This suggests that while higher education levels might slightly influence a more favorable view, the differences are not substantial enough to be statistically significant. This finding aligns with existing literature suggesting that while education can enhance understanding and expectations, well-implemented performance management systems are generally appreciated across different educational backgrounds (Bowers et al., 2021).

The uniformity in assessments across sex, age, and educational attainment implies that the performance management strategies in place are broadly effective and well-received by diverse parent groups. This broad satisfaction indicates robust and inclusive performance management practices that meet the expectations of a wide demographic. For sports administrators and policymakers, the findings suggest that current strategies are inclusive and effective, but continuous engagement and feedback from all demographic segments remain crucial to maintain and enhance satisfaction levels.

Research underscores the importance of inclusive and well-structured performance management systems in sports. Sartore-Baldwin and Warner (2019) highlight the significance of gender-neutral approaches in sports governance, ensuring equal satisfaction across male and female stakeholders. Additionally, McPherson et al. (2020) emphasize the role of lifecycle and experience in shaping parental perceptions, suggesting that varied life stages bring different, yet equally valuable perspectives. Bowers et al. (2021) argue that educational background can influence expectations but should not lead to significant disparities in satisfaction if the management systems are effectively implemented.

In conclusion, the assessment of performance management in sports in Laguna by parent respondents demonstrates a high level of satisfaction across various demographic profiles, reflecting effective and inclusive governance practices. This uniformity suggests a robust framework that caters to diverse needs, reinforcing the importance of maintaining and continuously improving such systems to ensure sustained satisfaction and engagement from all stakeholders.

Table 20: Significant Difference on the Assessment of Athlete Respondents on the Performance Management when they are Grouped According to Profile

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Sex	Male	3.81	0.14	0.033	0.857	Rejected	Significant
	Female	3.82	0.13				
Age	below 13 years old	3.64	0.11	8.063	<0.001	Accepted	Not Significant
	13 - 14 years old	3.83	0.11				
	15 - 16 years old	3.83	0.12				

	17 - 18 years old	3.85	0.15				
	19 years old and above	3.79	0.1				
Grade Level	Grade 7	3.75	0.16	1.661	0.149	Accepted	Not Significant
	Grade 8	3.78	0.13				
	Grade 9	3.81	0.11				
	Grade 10	3.86	0.12				
	Grade 11	3.84	0.09				
	Grade 12	3.84	0.15				
Sports	Baseball	3.85	0.13	1.972	0.075	Accepted	Not Significant
	Basketball	3.79	0.17				
	Football	3.79	0.12				
	Futsal	3.83	0.12				
	Sepak Takraw	3.8	0.1				
	Softball	3.89	0.08				
	Volleyball	3.77	0.15				
Level of Sports Competition	Unit Competition	3.82	0.18	1.198	0.315	Accepted	Not Significant
	School Competition	3.81	0.14				
	District Competition	3.79	0.14				
	Provincial Competition	3.79	0.17				
	Regional Competition	3.85	0.1				
	National Competition	3.88	0.08				

The analysis of the assessment of athlete respondents towards the performance management of sports in Laguna, when grouped according to profile, provides a detailed understanding of how different demographic factors influence their perceptions. The overall high mean scores across various categories indicate a generally positive view of the performance management systems.

The assessment reveals no significant difference between male (mean = 3.81) and female (mean = 3.82) athletes, with a very slight preference in the female group. This finding suggests that both genders perceive the performance management strategies similarly, indicating that the current systems are equitable and effective across genders. Research supports the need for gender-neutral management approaches to ensure equal satisfaction and participation in sports (Sartore-Baldwin & Warner, 2019).

Significant differences emerge when athletes are grouped by age, with younger athletes (below 13 years old) giving a lower mean score (3.64) compared to other age groups. This suggests that younger athletes might perceive performance management less favorably, possibly due to different expectations or lesser experience in structured training environments. Older age groups (13-19 years old) rate the systems higher, indicating better alignment with their needs and expectations as they advance in their sports careers. This is

consistent with developmental perspectives that highlight the evolving needs and perceptions of athletes as they mature (Holt et al., 2020).

Athletes' perceptions of performance management do not significantly differ across grade levels, though there is a slight increase in satisfaction from Grade 7 (mean = 3.75) to Grade 12 (mean = 3.84). This gradual increase suggests that as athletes progress through higher grade levels, they may benefit more from performance management systems, reflecting better adaptation and higher expectations being met over time. This trend is supported by literature indicating that higher grade levels correlate with increased exposure to and experience in organized sports management systems (Bailey et al., 2019).

Differences in mean scores across various sports disciplines are not statistically significant, although Softball athletes (mean = 3.89) report slightly higher satisfaction compared to Volleyball athletes (mean = 3.77). These variations might reflect the effectiveness of sport-specific management practices and resources available for different sports. Tailoring management practices to specific sports can enhance satisfaction and performance, as indicated by research emphasizing sport-specific approaches to management (Patterson et al., 2020).

Athletes competing at higher levels (National Competition mean = 3.88) report slightly higher satisfaction compared to those at lower levels (District Competition mean = 3.79). This trend suggests that higher-level athletes might have access to better resources, more structured programs, and more experienced coaching, contributing to higher satisfaction. This aligns with the notion that elite athletes often receive more comprehensive support systems, leading to improved perceptions of performance management (Rees et al., 2020).

The findings indicate that while overall satisfaction with performance management is high, specific areas such as age-related differences and sport-specific needs require attention. Addressing the unique needs of younger athletes and ensuring that all sports disciplines receive equitable resources and management can further enhance satisfaction. Moreover, the higher satisfaction levels among more advanced competitors highlight the importance of providing comprehensive support across all competition levels to ensure consistent development and satisfaction.

Table 21: Significant Difference on the Assessment of Administrative Staff Respondents on the Performance Management when they are Grouped According to Profile

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Sex	Male	3.93	0.05	1.280	0.266	Accepted	Not Significant
	Female	3.97	0.08				
Age	25 - 29 Years old	3.6	0	14.527	<.001	Accepted	Not Significant
	30 - 34 Years old	3.93	0				
	35 - 39 Years old	3.99	0.01				
	40 - 44 Years old	3.95	0.05				
	45 - 49 Years old	3.98	0.03				
	50 - 54 Years old	3.98	0.04				
	55 - 59 Years old	4	0				
	60 Years old and above	4	0				
Educational	Bachelors Degree	3.95	0.1	0.429	0.655	Accepted	Not

Attainment	With Masters Degree	3.98	0.04				Significant
	With Doctorate Degree	3.95	0.05				

The assessment of administrative staff respondents towards the performance management of sports in Laguna, when grouped according to profile, highlights important insights into how different demographic factors influence their perceptions. This analysis provides a comprehensive view of the satisfaction levels across various profiles and discusses their implications with support from recent literature.

The mean scores indicate no significant difference between male (mean = 3.93) and female (mean = 3.97) administrative staff respondents. This suggests that both male and female administrative staff members are similarly satisfied with the performance management strategies in place. This consistency across genders supports the idea that the management practices are effectively inclusive and equitable. Literature supports the importance of gender equality in organizational settings, emphasizing that equitable practices can lead to higher overall satisfaction and productivity (Stahl et al., 2020).

There is a significant difference in mean scores when administrative staff are grouped by age, with younger respondents (25-29 years old) rating the performance management systems lower (mean = 3.6) compared to older respondents. The highest satisfaction is noted among those aged 55-59 and 60 years and above (mean = 4.0). This could reflect varying levels of experience and expectations, where older staff may have a better understanding and appreciation of the performance management systems due to longer exposure. Research indicates that age and experience can significantly influence job satisfaction and perceptions of management effectiveness (Kooij et al., 2019).

The mean scores across different levels of educational attainment show no significant differences. Respondents with a Bachelor's degree (mean = 3.95), Master's degree (mean = 3.98), and Doctorate degree (mean = 3.95) all report similar levels of satisfaction. This suggests that the performance management strategies are perceived as effective regardless of the educational background of the administrative staff. Studies have shown that when organizational practices are well-structured and transparent, they tend to be uniformly perceived as effective across various educational backgrounds (Van der Voet, 2019).

The results suggest that while the performance management systems are generally effective and equitable across different profiles, there are areas that require attention to further enhance satisfaction. The lower satisfaction among younger administrative staff could be addressed by tailoring training and development programs to better meet their expectations and needs. This could involve more mentoring opportunities and clearer career progression paths, which are critical for engaging and retaining younger employees (Carter & Baghurst, 2020).

Additionally, ensuring that all staff, regardless of their educational background, have access to continuous professional development opportunities can maintain high levels of satisfaction and performance. This aligns with the broader goal of fostering an inclusive and supportive work environment that promotes growth and development for all employees (Noe et al., 2019).

The structural link between self-management, sport confidence, and perceived performance of middle school soccer players is examined by Bae, (2022). Middle school soccer players' self-control can be viewed as an antecedent variable that influences confidence and perceived performance. Additionally, it is clear that the perceived level of performance fluctuates according on the players' degree of confidence. Athletes should thus study and put into practice organized self-management techniques.

An analysis of the impact of high school football players' perceived organizational support on creative performance was done. The researcher came to the conclusion that for an organization to attain a high degree of creative performance, it is essential to maximize both perceived organizational support and the self-management of the high school football player, (Hong and Jeong, 2021).

Table 22: Significant Difference among the Assessment of the three groups of Respondents on the Governance Strategies

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Coordination and Communication Mechanisms	Parent	3.73	0.22	7.002	0.001	Accepted	Not Significant
	Athlete	3.83	0.15				
	Administrative Staff	3.78	0.31				
	Total	3.78	0.21				
Decision-Making Processes in Formulating Sports Policies	Parent	3.75	0.24	2.417	0.091	Accepted	Not Significant
	Athlete	3.80	0.16				
	Administrative Staff	3.83	0.32				
	Total	3.78	0.22				
Involvement and Engagement of Grassroots Organizations	Parent	3.77	0.21	9.462	<0.001	Accepted	Not Significant
	Athlete	3.80	0.17				
	Administrative Staff	3.93	0.18				
	Total	3.80	0.20				
Utilization of Financial Resources	Parent	3.77	0.20	17.583	<0.001	Accepted	Not Significant
	Athlete	3.79	0.18				
	Administrative Staff	3.98	0.06				
	Total	3.81	0.19				
Monitoring and Evaluating of Sports Governance	Parent	3.76	0.22	19.767	<0.001	Accepted	Not Significant
	Athlete	3.82	0.16				
	Administrative Staff	3.98	0.06				
	Total	3.81	0.19				
Total	Parent	3.76	0.19	11.063	0.001	Accepted	Not Significant
	Athlete	3.81	0.13				
	Administrative Staff	3.90	0.12				
	Total	3.80	0.17				

The governance strategies employed in the sports management of Laguna were assessed across three groups: parents, athletes, and administrative staff. The overall mean scores indicate very high satisfaction across all categories, with the composite scores ranging between 3.76 and 3.90. Despite these high scores, the analysis of significant differences among groups offers deeper insights into the nuanced perceptions each group holds regarding governance strategies.

The assessment of coordination and communication mechanisms received mean scores of 3.73 from parents, 3.83 from athletes, and 3.78 from administrative staff, with an overall mean of 3.78. The ANOVA results ($p = 0.001$) suggest there is a statistically significant difference among the groups, though the interpretation is that it is not significant in practice. This indicates that while all groups rate these mechanisms highly, athletes slightly perceive them better than parents and administrative staff. Effective communication and coordination are crucial for successful sports governance, as they ensure all stakeholders are aligned and informed (Babiak & Thibault, 2019).

For decision-making processes, parents rated it 3.75, athletes 3.80, and administrative staff 3.83, resulting in an overall mean of 3.78. The ANOVA result ($p = 0.091$) shows no significant difference among the groups. This uniformity suggests that all respondents generally perceive the policy formulation processes positively, recognizing the importance of inclusive and transparent decision-making for effective sports governance (Henry & Lee, 2020).

Involvement and engagement of grassroots organizations received mean scores of 3.77 from parents, 3.80 from athletes, and 3.93 from administrative staff, with a total mean of 3.80. The ANOVA ($p < 0.001$) indicates a statistically significant difference. Administrative staff rates this aspect higher, possibly due to their closer involvement with these organizations. Grassroots engagement is vital for sustainable sports development, fostering community support and nurturing local talent (Hoye et al., 2020).

The scores for utilization of financial resources are 3.77 for parents, 3.79 for athletes, and 3.98 for administrative staff, with an overall mean of 3.81. The significant ANOVA result ($p < 0.001$) highlights differences in perceptions, with administrative staff giving the highest ratings. This discrepancy may be attributed to the administrative staff's direct oversight of financial allocations, reinforcing the need for transparent and accountable financial practices in sports management (Bayle & Robinson, 2019).

Monitoring and evaluating sports governance received ratings of 3.76 from parents, 3.82 from athletes, and 3.98 from administrative staff, with a composite mean of 3.81. The ANOVA result ($p < 0.001$) points to significant differences, particularly with administrative staff rating it highest. This underscores the critical role of systematic monitoring and evaluation processes to ensure the continuous improvement and effectiveness of sports governance strategies (Papadimitriou & Alexandris, 2021).

The results underscore the importance of tailored approaches to address the specific needs and perceptions of different stakeholder groups in sports governance. Ensuring robust communication and coordination mechanisms, inclusive decision-making processes, active grassroots engagement, transparent financial management, and effective monitoring and evaluation systems are essential for high-performing sports governance. Addressing the identified gaps and differences can lead to more cohesive and effective management practices that benefit all stakeholders.

Table 23: Significant difference among the assessment of the three groups of respondents on the performance management

Category		Mean	SD	Computed ANOVA	Sig	Decision on Ho	Interpretation
Training Opportunities for Coaches and Administrative Officials	Parent	3.77	0.21	7.002	0.001	Accepted	Not Significant
	Athlete	3.82	0.17				
	Administrative Staff	3.97	0.07				
	Total	3.82	0.19				
Utilization of Data and Information Systems	Parent	3.77	0.21	2.417	0.091	Accepted	Not Significant
	Athlete	3.82	0.17				
	Administrative Staff	3.93	0.34				
	Total	3.81	0.22				
Addressing Challenges in Aligning Performance Management	Parent	3.77	0.22	9.462	<0.001	Accepted	Not Significant
	Athlete	3.81	0.18				
	Administrative Staff	3.96	0.08				
	Total	3.81	0.20				
Monitoring and Evaluation of Performance Management	Parent	3.78	0.24	17.583	<0.001	Accepted	Not Significant
	Athlete	3.82	0.16				
	Administrative Staff	3.98	0.06				
	Total	3.82	0.20				
Athlete development program	Parent	3.78	0.21	19.767	<0.001	Accepted	Not Significant
	Athlete	3.79	0.21				
	Administrative Staff	3.98	0.07				
	Total	3.81	0.21				
Total	Parent	3.77	0.19	11.063	<0.001	Accepted	Not Significant
	Athlete	3.81	0.14				
	Administrative Staff	3.96	0.08				
	Total	3.81	0.17				

The assessment of performance management in sports in Laguna, as seen through the lenses of parents, athletes, and administrative staff, reveals generally high satisfaction across various categories. The composite mean scores consistently fall within the "Very High" interpretation range, reflecting a strong endorsement of the current performance management practices. However, the ANOVA results indicate significant differences in perceptions among the groups for certain categories, warranting a deeper analysis.

The mean scores for this category were 3.77 for parents, 3.82 for athletes, and 3.97 for administrative staff. Despite these high scores, the computed ANOVA ($p = 0.001$) indicates a statistically significant difference among the groups. This discrepancy suggests that administrative staff perceive the training opportunities more favorably than parents and athletes. This could be due to their direct involvement and possibly better awareness of the quality and extent of training programs offered. Literature supports the critical role of continuous professional development for sports administrators and coaches to enhance their effectiveness (Kirk & Haerens, 2020).

Parents rated this aspect at 3.77, athletes at 3.82, and administrative staff at 3.93, with the total mean at 3.81. The ANOVA result ($p = 0.091$) indicates no significant difference among the groups, implying a general consensus on the effective use of data and information systems. This uniform satisfaction highlights the importance of robust data systems in tracking performance and informing decision-making processes. Effective utilization of data is essential for enhancing performance management and strategic planning in sports (Piattoni et al., 2019).

The mean scores were 3.77 for parents, 3.81 for athletes, and 3.96 for administrative staff. The ANOVA ($p < 0.001$) shows significant differences among the groups, with administrative staff perceiving the efforts to address challenges more positively. This could be attributed to their firsthand experience in dealing with these challenges and implementing solutions. Addressing alignment challenges is crucial for ensuring consistent and effective performance management practices (Bayle & Robinson, 2019).

Parents gave a mean score of 3.78, athletes 3.82, and administrative staff 3.98. The ANOVA ($p < 0.001$) again indicates significant differences, with administrative staff rating this aspect highest. This highlights the importance of continuous monitoring and evaluation mechanisms perceived to be well-executed by those directly managing these processes. Effective monitoring and evaluation are critical for adaptive management and continuous improvement in sports performance (Papadimitriou & Alexandris, 2021).

The mean scores were 3.78 for parents, 3.79 for athletes, and 3.98 for administrative staff, with a significant ANOVA result ($p < 0.001$). Administrative staff's higher rating may reflect their closer engagement with the design and implementation of development programs. This underscores the importance of well-structured athlete development programs for nurturing talent and improving performance outcomes (Holt & Neely, 2019).

The significant differences among the respondent groups, particularly the higher ratings by administrative staff, suggest a potential communication gap between the administrators and the other stakeholders (parents and athletes). To bridge this gap, it is essential to enhance transparency and involvement of all stakeholders in the decision-making processes and in the development of training programs. Furthermore, continuous feedback mechanisms should be established to ensure that the perspectives of athletes and parents are adequately considered in performance management practices.

Table 24: Significant Relationship between the Governance Strategies and Performance Management as Perceived by the three groups of Respondents

Category	Computed r	Sig	Decision on Ho	Interpretation
Governance Strategies and Performance Management assessed by Parent	0.856	<0.001	Accepted	Not Significant
Governance Strategies and Performance Management assessed by Athlete	0.596	<0.001	Accepted	Not Significant
Governance Strategies and Performance Management assessed by Administrative Staff	-0.039	0.826	Rejected	Significant
Over-all Governance Strategies and Performance Management	0.750	<0.001	Accepted	Not Significant

The analysis of the relationship between governance strategies and performance management, as perceived by parents, athletes, and administrative staff, reveals important insights into the interconnectedness of these two domains within sports management in Laguna. The computed correlation coefficients (r-values) and their significance levels provide a nuanced understanding of how different groups perceive the effectiveness of governance in relation to performance management.

The computed correlation coefficient for parents is 0.856, with a significance level of <0.001. This strong positive correlation suggests that parents perceive a significant relationship between effective governance strategies and performance management in sports. This implies that improvements in governance practices are likely to enhance performance management outcomes. The high correlation indicates parents believe that transparent and efficient governance directly contributes to better sports performance and management. This perspective is supported by literature emphasizing the role of governance in ensuring accountability and improving performance in sports organizations (Geeraert, 2019).

For athletes, the computed correlation coefficient is 0.596, with a significance level of <0.001. This moderate positive correlation indicates that athletes also see a significant relationship between governance strategies and performance management, albeit less strongly than parents. This suggests that while athletes recognize the importance of good governance, they may also be influenced by other factors directly affecting their performance, such as coaching quality and training facilities. This finding aligns with studies highlighting the multifaceted nature of athlete performance, which is influenced by both governance and direct support systems (Anderson & Sally, 2020).

Interestingly, the correlation for administrative staff is -0.039, with a significance level of 0.826, indicating no significant relationship between governance strategies and performance management from their perspective. This suggests that administrative staff may view performance management as an independent process, possibly due to their direct involvement in day-to-day operations and strategic implementation. They might perceive that internal performance management mechanisms are effective regardless of the broader governance framework. This finding challenges the assumption that governance uniformly impacts all stakeholders and highlights the need for a more integrated approach in aligning governance with performance management (Hoye & Doherty, 2020).

The overall correlation across all groups is 0.750, with a significance level of <0.001 . This strong positive correlation underscores the general consensus on the importance of governance in enhancing performance management. It suggests that, despite varying perceptions among different groups, there is an overarching belief that robust governance frameworks are essential for effective performance management in sports.

The significant positive correlations between governance strategies and performance management, particularly as perceived by parents and athletes, emphasize the need for continuous improvement in governance practices to support sports performance. Enhancing transparency, stakeholder involvement, and strategic planning in governance can lead to better performance outcomes. However, the negligible correlation perceived by administrative staff indicates a potential disconnect that needs to be addressed through better integration of governance and operational management practices.

DISCUSSIONS

Summary of Findings

Demographic Profile

A. Parents

Age: The age distribution of parents ranged from 25 to 60 years old, with a mean age of 45 years.

Sex: The majority of parent respondents were female, comprising 60% of the sample.

Educational Attainment: Parent respondents had diverse educational backgrounds, with 40% holding bachelor's degrees, 30% with master's degrees, and 30% with doctorate degrees.

B. Athletes

Age: Athlete respondents spanned various age groups, with the majority falling between 15 to 18 years old.

Sex: The distribution of male and female athletes was roughly equal.

Grade Level: Athletes were primarily in grades 9 to 12, with grade 10 having the highest representation.

Sports Events: Athletes participated in various sports events, including basketball, volleyball, and baseball.

Level of Competition: Athletes competed at different levels, ranging from school to national competitions.

C. Administrative Staff

Age: Administrative staff respondents varied in age, with a notable concentration in the 30 to 50 years old range.

Sex: The majority of administrative staff respondents were male.

Educational Attainment: Most administrative staff had bachelor's degrees.

Assessment of Governance Strategies

Coordination and communication mechanisms, decision-making processes, involvement of grassroots organizations, utilization of financial resources, and monitoring and evaluating of sports governance were positively perceived by all three groups of respondents. Mean scores ranged from 3.73 to 3.98, indicating a generally favorable assessment.

Significant Difference in Assessment of Governance Strategies

Significant differences were observed in the assessment of governance strategies when respondents were grouped according to profile, particularly in coordination and communication mechanisms, involvement of grassroots organizations, utilization of financial resources, and monitoring and evaluating of sports governance.

Assessment of Performance Management

All three groups positively assessed performance management aspects such as training opportunities, utilization of data and information systems, addressing challenges, monitoring and evaluation, and athlete development programs, with mean scores ranging from 3.77 to 3.97.

Significant Difference in Assessment of Performance Management

Significant differences existed in the assessment of performance management among the three groups of respondents when grouped according to profile, particularly in training opportunities and addressing challenges.

Significant Difference among Assessment of Governance Strategies

A significant difference was found among the assessment of governance strategies among the three groups of respondents, particularly in coordination and communication mechanisms, involvement of grassroots organizations, and utilization of financial resources.

Significant Difference among Assessment of Performance Management

There was a significant difference in the assessment of performance management among the three groups of respondents, particularly in training opportunities, utilization of data and information systems, and addressing challenges.

Significant Relationship between Governance Strategies and Performance Management

A significant positive relationship was observed between governance strategies and performance management as perceived by parents and athletes, but not by administrative staff, suggesting that perceptions of governance strategies influence performance management differently among stakeholder groups.

Conclusion

Based on the result of the study, the following conclusions were formulated:

1. This study provides a detailed overview of the demographic profiles of parents, athletes, and administrative staff involved in sports management in Laguna. It reveals critical characteristics such as age distribution, gender representation, and educational background, offering valuable insights into the diverse composition of stakeholders within the sports sector. These demographic insights help in understanding the unique needs and perspectives of each group, thereby aiding in the development of more targeted and effective sports management strategies.
2. The evaluation of governance strategies among parents, athletes, and administrative staff reveals a generally positive perception of coordination mechanisms, decision-making processes, grassroots engagement, financial utilization, and monitoring and evaluation practices. These findings indicate a favorable environment for sports governance in Laguna, with stakeholders recognizing and appreciating the importance of effective management practices. This positive perception suggests that current governance strategies are on the right track but also highlights areas for ongoing refinement and improvement.
3. The significant differences observed in the assessment of governance strategies highlight the necessity of considering stakeholder profiles when evaluating sports governance. Variances in perceptions among different groups point to potential areas for enhancement and underscore the need for targeted interventions to address specific concerns raised by stakeholders. This nuanced understanding can guide more inclusive and effective governance practices that cater to the diverse needs of all stakeholders involved.
4. The assessment of performance management aspects, including training opportunities, data utilization, addressing challenges, monitoring and evaluation, and athlete development programs, reflects a positive outlook among parents, athletes, and administrative staff. These findings suggest that efforts to enhance performance management in Laguna's sports sector have been largely

effective and well-received by stakeholders. This positive feedback indicates that current initiatives are meeting their objectives and fostering a supportive environment for athlete development and overall sports performance.

5. The significant differences in the assessment of performance management across stakeholder groups emphasize the necessity for tailored approaches to meet the diverse needs and expectations of parents, athletes, and administrative staff. Addressing these differences requires targeted strategies aimed at optimizing training opportunities, data utilization, and addressing specific challenges unique to each stakeholder group. Such tailored strategies can ensure that performance management practices are equitable and effective across the board.
6. The significant differences observed in the assessment of governance strategies underscore the nuanced perspectives of parents, athletes, and administrative staff regarding the effectiveness of sports governance mechanisms. These differences highlight the importance of adopting a multifaceted approach to governance that considers the diverse interests and priorities of stakeholders. This approach can lead to more holistic and effective governance practices that better serve the entire sports community in Laguna.
7. The significant differences in the assessment of performance management underscore the varied perceptions of parents, athletes, and administrative staff regarding the effectiveness of performance management practices. These differences highlight the need for continuous evaluation and improvement efforts to ensure that performance management initiatives meet the evolving needs of stakeholders. Regular feedback and adaptive strategies can help maintain high standards of performance management that align with stakeholders' expectations and requirements.
8. The significant positive relationship between governance strategies and performance management perceived by parents and athletes suggests that effective governance practices contribute to improved performance management outcomes in Laguna's sports sector. However, the lack of significance among administrative staff underscores the complexity of this relationship and indicates the need for further exploration to better understand the dynamics at play. This understanding can inform more comprehensive and inclusive governance and performance management strategies that benefit all stakeholders.

Recommendations

1. Establishing regular, structured meetings and forums involving parents, athletes, administrative staff, and other stakeholders will enhance stakeholder engagement. Utilizing digital platforms for ongoing communication and feedback ensures that all voices are heard. Additionally, creating committees or working groups to involve stakeholders in key decision-making processes promotes transparency and accountability, fostering a collaborative environment in sports management.
2. To meet the specific needs of coaches, administrators, and officials, it is essential to conduct thorough needs assessments. This will inform the design of modular training programs that incorporate practical workshops and online courses. Continuously incorporating feedback loops with stakeholders will help refine and improve training content, ensuring that these programs are effective and relevant.
3. Implementing a centralized data management system will facilitate the tracking of performance metrics and trends. Staff should be trained in data collection and analysis techniques to maximize the utility of this system. Making data accessible and actionable for decision-makers through dashboards and reporting tools will support informed decision-making processes, ultimately enhancing performance management.

4. Setting up a dedicated task force to monitor and address performance management and governance issues is crucial. Developing a clear, documented process for issue escalation and resolution will ensure that challenges are addressed promptly. Encouraging a culture of openness, where feedback is actively sought and problems are resolved swiftly, will contribute to continuous improvement in the sports management framework.
5. Offering regular professional development opportunities, such as workshops, webinars, and certification programs, will empower administrative staff. Providing access to online learning resources and industry conferences, alongside fostering mentorship programs, will enhance skills and knowledge transfer. This investment in professional development will ensure that staff are well-equipped to perform their roles effectively.
6. Establishing key performance indicators (KPIs) and benchmarks for governance and performance management initiatives is essential for ongoing assessment. Scheduling regular evaluations and audits will measure progress accurately. Gathering stakeholder feedback through surveys and focus groups will inform necessary adjustments, ensuring that strategies remain effective and aligned with organizational goals.
7. Creating a knowledge-sharing platform to disseminate best practices, success stories, and case studies will promote continuous improvement. Organizing regular peer learning sessions and workshops, along with recognizing and rewarding innovative practices in sports governance and performance management, will foster a culture of excellence and innovation within the sports management ecosystem.
8. Partnering with academic institutions to conduct research on sports governance and performance management will provide valuable insights. Utilizing findings from these studies to inform policy and practice will enhance the effectiveness of initiatives. Establishing an annual review process to evaluate the impact of interventions and integrate new insights will ensure that strategies remain relevant and effective.
9. Forming strategic partnerships with community organizations, sports federations, and government agencies will leverage external resources and expertise. Jointly organizing events and initiatives will promote sports development at all levels. These collaborations will ensure inclusive development and sustainable growth, enhancing the overall effectiveness of sports governance and performance management.
10. Developing a flexible framework for continuous evaluation and adaptation of governance strategies is crucial. Regularly reviewing performance indicators and stakeholder feedback will allow for data-driven adjustments. Ensuring that the framework is responsive to emerging trends and changing stakeholder needs will optimize outcomes, maintaining the relevance and effectiveness of governance strategies in the long term.

Inclusive Sports Grassroots Development Program for Team Sports

Thrusts	Objective	Strategies	Person Involve	Time	Budget	Expected Output
Efficient Communication of Sports Policies	Ensure timely and transparent communication of sports policies and	● Develop a centralized communication platform (e.g.,	Sports governing bodies, IT specialists, communication	Initial setup: 6 months, ongoing updates	₱ 350,000 setup 1. ₱ 30,000 annually	Improved awareness and understanding of sports policies and decisions

	decisions to all stakeholders	website, mobile app) for disseminating information . • Conduct regular information sessions and briefings. • Utilize social media channels and newsletters for updates. • Implement feedback mechanisms for stakeholders.	officers, stakeholders (parents, athletes, staff)	: monthly	for maintenance and updates	among stakeholders.
Stakeholder Engagement	Foster active participation and engagement of stakeholders in the communication process	• Organize focus groups and forums for stakeholders to discuss policies. • Create a stakeholder advisory board. • Encourage stakeholder contributions to newsletters and social media.	Communication officers, stakeholders, advisory board, sports governing bodies	Quarterly focus groups, ongoing engagement	₱70,000 annually	Increased stakeholder involvement and ownership of sports policies and decisions.
Continuous Improvement in Communication	Regularly update and improve communication strategies based on stakeholder feedback	• Conduct annual surveys to assess communication effectiveness. • Analyze feedback and make	Communication officers, sports governing bodies, stakeholders	Annual reviews, ongoing adjustments	₱35,000 annually	More effective and adaptive communication strategies, leading to higher satisfaction among

		necessary adjustments. • Hold annual review meetings with key stakeholders.				stakeholders.
Educational and Training Programs	Enhance stakeholders' understanding of sports policies through education and training	• Develop training modules and workshops on sports policies. • Offer online courses and webinars. • Provide resource materials and guides.	Education specialists, trainers, communication officers	Bi-annual workshops, ongoing online training	₱ 100,000 annually	Increased knowledge and understanding of sports policies among stakeholders, leading to better compliance and engagement.

The inclusive sports grassroots development program for team sports outlined in the table is designed to enhance the efficiency and effectiveness of conveying sports policies and decisions to relevant stakeholders, including parents, athletes, and administrative staff. The program is structured around four key thrusts: Efficient Communication of Sports Policies, Stakeholder Engagement, Continuous Improvement in Communication, and Educational and Training Programs. This was anchored on the weakest result of the study which is the efficient dissemination of information regarding sports policies and decisions towards the relevant stakeholders.

The rationale behind this program is to address the identified need for improved communication of sports policies and decisions among stakeholders in Laguna. Effective communication is essential for ensuring that all stakeholders are informed, engaged, and able to contribute to the development and implementation of sports policies. By leveraging various communication channels and strategies, the program aims to create a transparent and participatory environment where stakeholders feel valued and informed.

The program is designed to ensure that all relevant stakeholders are well-informed and actively engaged in the sports governance process. This program is rooted in the necessity for transparency, stakeholder involvement, and effective information dissemination within sports organizations. Efficient communication of sports policies and decisions is critical to foster trust, compliance, and proactive participation among parents, athletes, and administrative staff.

This program encompasses multiple thrusts, starting with the development of a centralized communication platform. This platform, accessible through a website and a mobile application, serves as the primary hub for disseminating information about sports policies, decisions, updates, and events. Regular information sessions and briefings complement the digital platform, ensuring face-to-face engagement and immediate clarification of any doubts or concerns. The program also leverages social media channels and newsletters to reach a broader audience and maintain a consistent flow of updates. Additionally, feedback mechanisms are established to capture stakeholder input, facilitating a two-way communication flow that encourages active participation and responsiveness to stakeholder needs.

Another critical component of the program is stakeholder engagement, achieved through organized focus groups, forums, and the creation of a stakeholder advisory board. These strategies aim to give stakeholders a voice in the communication process, ensuring their concerns and suggestions are considered. Regular surveys and annual review meetings are conducted to assess the effectiveness of communication strategies, allowing for continuous improvement based on stakeholder feedback. This ensures that the communication strategies remain relevant, effective, and adaptive to changing needs.

Educational and training programs are also integral to the comprehensive communication strategy. By developing training modules, workshops, online courses, and resource materials, the program aims to enhance stakeholders' understanding of sports policies. This educational aspect not only informs but also empowers stakeholders, leading to better compliance and engagement with sports governance.

In conclusion, the Comprehensive Communication of Sports Policies and Decisions Program is a multifaceted approach to improving the dissemination and understanding of sports policies among stakeholders. By combining technological tools, face-to-face engagement, feedback mechanisms, and educational initiatives, the program strives to create a transparent, inclusive, and effective communication environment. The ultimate goal is to foster a well-informed and actively engaged community that can contribute to the successful governance and development of sports programs.

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