

Dynamics of Athletic Leadership and Coaching Strategies Towards a Proposed Model in Taguig City and Pateros Division

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Abstract

This study delves into the traits and strategies of performing coaches in the Division of Taguig City and Pateros, employing Quantitative Correlations as the primary method. This approach was selected for its efficiency in obtaining precise, cost-effective statistical results from a manageable sample size, effectively reflecting the overall population. Data were collected using a structured survey administered to selected respondents, facilitating the acquisition of quantitative data. The descriptive survey research extended beyond data collection and tabulation to interpret the results' meaning and relevance. The study's emphasis was on understanding the traits and strategies employed by coaches, aiming to obtain statistical results and express information numerically. Utilizing the Raosoft sampling technique ensured that the sample size of 100 coaches was representative of the larger population. This method provided a solid foundation for comprehensive data analysis, computing mean scores and standard deviations to gain insights into the overall performance and variability of responses concerning personality dynamics in athletic leadership. The findings offer a robust and comprehensive analysis of various aspects of coaching and leadership in athletics. The study highlights moderate utilization of coaching strategies related to

transformational and transactional leadership, trust and communication, and team dynamics, suggesting that while coaches are aware of these approaches, they have yet to maximize their application fully. This presents an opportunity for further training and development. The evaluation of leadership styles—autocratic, democratic, goal-oriented, participative, and laissez-faire—reveals that each has unique strengths and is appreciated by athletes for different reasons, emphasizing the importance of adaptive leadership to cater to diverse team needs. Demographic variables such as age, sex, education, and coaching experience were found to influence various coaching strategies differently. For example, transformational leadership, trust, and communication strategies were significantly impacted by these factors, indicating that coaches adapt their approaches based on their profiles. Conversely, transactional leadership remained stable across demographics, while team dynamics and athlete motivation strategies were shaped by factors such as age and education. Recommendations for future research include increasing the representation of middle-aged individuals and achieving a balanced gender ratio. Coaches are encouraged to adopt diverse leadership approaches, combining elements from different styles to address athletes' needs

effectively. Training and workshops focusing on demographic influences and adaptive leadership

should be integrated into athletic program development.

Keywords: *Athletic Leadership, Coaching Strategies, Quantitative Correlations*

Introduction

Athletic leadership and coaching strategies play a pivotal role in shaping athlete performance, team dynamics, and overall sports success. Effective coaching goes beyond technical skills, encompassing leadership styles, communication, trust-building, and motivational techniques that influence athletes' physical and psychological development (Cotterill et al., 2022). In competitive sports environments, the ability of coaches to adapt their leadership approaches based on athletes' needs, team dynamics, and situational demands is crucial for fostering excellence (Erikstad et al., 2021). However, the effectiveness of these strategies varies depending on coaches' traits, experience, and the socio-cultural context in which they operate (Ateş, 2023).

In the Division of Taguig City and Pateros (TaPat), where sports programs are integral to youth development and competitive athletics, understanding the dynamics of coaching leadership is essential. Coaches in this region face unique challenges, including diverse athlete backgrounds, varying levels of resources, and the need to balance competitive success with holistic athlete development (Buftea et al., 2023). Despite the growing emphasis on evidence-based coaching practices, there remains a gap in localized research examining how leadership styles and coaching strategies are implemented and perceived within TaPat's athletic programs.

This study investigates the traits and strategies of high-performing coaches in TaPat, focusing on the interplay between leadership styles—such as transformational, transactional, autocratic, democratic, and laissez-faire—and their impact on athlete motivation, team cohesion, and performance. Utilizing a quantitative correlational approach, the research assesses how demographic factors (e.g., age, sex, education, coaching experience) influence coaching methods and leadership effectiveness. By analyzing survey responses from 100 coaches, the study provides empirical insights into current practices, strengths, and areas for improvement in athletic leadership within the division.

The findings aim to contribute to the broader discourse on sports coaching by offering evidence-based recommendations for coach training programs, policy development, and leadership enhancement in TaPat. Ultimately, this research seeks to support coaches in adopting adaptive, athlete-centered approaches that maximize both individual and team potential, fostering a more inclusive and high-performing sports culture in the region.

Objective of the Study

This study aims to contribute to the growing body of knowledge on personality dynamics in athletic leadership: analyzing the traits and strategies of high performing coaches in Taguig and Pateros Division.

METHODS

The study's utilization of Quantitative Correlations as the chosen method aligns with the topic of analyzing the traits and strategies of high performing coaches in the Division of Taguig City and Pateros. This method, focusing on the nature and status of individuals, items, circumstances, occurrences, or any

phenomenon, is well-suited for obtaining statistical results from the overall population of specific research objects, expressing information in numerical terms. The cost-effectiveness and ability to yield precise results from a manageable number of respondents make it an appropriate choice for this study.

Data collection through a survey form from selected respondents will allow for the acquisition of quantitative data. The descriptive survey research process, which goes beyond data collection and tabulation, involves the interpretation of the results' meaning and relevance. This approach is particularly suitable for analyzing the traits and strategies of high performing coaches in the Division of Taguig and Pateros, as it aims to obtain statistical results from the overall population of specific research objects, expressing information in numerical terms.

The study utilized the Raosoft sampling technique to assess the effectiveness of personality dynamics and strategies in athletic leadership among performing coaches in Taguig and Pateros. The Raosoft sampling technique is a widely recognized method for determining the appropriate sample size for a given population, ensuring that the entire population was considered, and everyone had an equal chance of being included in the sample.

A specific sample size of 100 coaches within the division of Taguig City and Pateros was selected based on the Raosoft approach. This method ensured that the sample was representative and accurately reflected the larger population, providing a solid foundation for the comprehensive analysis of the gathered data.

RESULTS AND DISCUSSION

The Summary of Findings offers a comprehensive overview of the pivotal results elicited from the research study. This section distills the essential data and insights that have emerged, with the aim of providing a clear understanding of the most significant outcomes. By consolidating these findings, this summary aims to highlight the key trends, relationships, and patterns observed during the investigation. These insights serve as the foundation for subsequent analyses and discussions, ultimately guiding the recommendations and conclusions. Through this systematic presentation, readers can appreciate the study's impact and relevance in addressing the research questions and objectives.

1. Understanding the age and sex profiles is crucial in interpreting study results to ensure they are representative of a broad demographic. The study shows a diverse age distribution but underrepresents middle-aged individuals, warranting future research for comprehensive coverage. The sex profile is nearly balanced, with 56% male and 44% female, suggesting fair representation but a slight male majority that could introduce bias. The high representation of respondents with advanced degrees (65%) indicates that insights may be skewed toward a highly educated demographic. However, 32% hold bachelor's degrees and 22% have other educational backgrounds, enhancing sample diversity. Coaching experience is diversified, with most participants having 4 to 10 years of experience, offering varied insights into the coaching field. This mix of newer (26% with 1 to 3 years) and seasoned coaches (17% with 11 or more years) ensures a well-rounded dataset for thorough analysis.
2. The data from Tables 5 through 9 reveal that coaching strategies related to transformational and transactional leadership, trust and communication, team dynamics, and athlete motivation are generally rated as "Moderately Utilized." Transformational leadership encourages independent thinking (Mean: 3.44), while transactional leadership emphasizes specific feedback and rewards (Mean: 3.49). Trust and communication strategies see moderate application, particularly in active

listening (Mean: 3.39). Coaches also focus on resolving conflicts to maintain team cohesion (Mean: 3.41). Motivational strategies like recognizing achievements and supporting goal setting are moderately practiced (Means: 3.40 and 3.62, respectively). These moderate utilization scores suggest that although coaches understand the importance of these strategies, there is significant room for enhanced application. Addressing this gap could lead to better athlete performance, satisfaction, and team cohesion.

3. The evaluation of various leadership styles reveals that each is effective in its unique way. Autocratic leadership is seen as highly effective (weighted mean = 3.38, SD = 0.64), with athletes appreciating clear, direct instructions and decisive decision-making without input. Democratic leadership (weighted mean = 3.31, SD = 0.69) is also well-regarded, with a high value placed on open communication and team feedback. Goal-oriented leadership (weighted mean = 3.34, SD = 0.62) is praised for aligning individual and team goals and providing regular feedback. Participative leadership (weighted mean = 3.30, SD = 0.69), which values athlete input during planning, supports motivation and team dynamics. Laissez-faire leadership (weighted mean = 3.32, SD = 0.60) appeals to athletes' desire for autonomy and minimal intervention from coaches. In summary, the effectiveness of each leadership style is recognized, with specific attributes such as decisiveness, open communication, goal alignment, inclusivity, and autonomy being particularly valued. The low standard deviations indicate a broad consensus among athletes, emphasizing the importance of adaptive leadership to meet diverse team needs.
4. Table 15's ANOVA test reveals significant differences in coaching strategies based on profile characteristics such as age, sex, highest education, and years in coaching. Transformational Leadership shows significant variation across all these demographic factors, indicating their influence on the utilization of these strategies. In contrast, Transactional Leadership remains consistent regardless of demographic variables, with no significant differences observed. Trust and Communication strategies are notably influenced by age, sex, education, and coaching experience, highlighting the importance of these factors. Team Dynamics and Cohesion display significant differences with respect to age and sex, but not for education or coaching years. Lastly, Athlete Motivation and Satisfaction strategies are significantly affected by age, education, and coaching experience, but not by sex. This analysis underscores the varying degrees of influence demographic variables have on different coaching strategies, with Transformational Leadership and Trust and Communication being the most impacted and Transactional Leadership remaining stable.
5. Table 16's ANOVA test evaluates differences in athletic leadership styles based on coaches' profiles like age, sex, education, and years in coaching. Significant variations are found in autocratic leadership according to age and sex but not education or coaching years. Democratic leadership shows significant differences for all demographic variables: age, sex, education, and coaching years. For goal-oriented leadership, only age shows a significant impact, while other demographics do not. Participative leadership is also significantly influenced by all demographic factors. On the contradictory, laissez-faire leadership shows no significant differences across any demographic profiles. In summary, democratic and participative leadership styles are broadly affected by demographic characteristics; nevertheless, autocratic and goal-oriented leadership styles are influenced to a lesser degree, and laissez-faire leadership remains unaffected by these variables. It underscores the role of demographic factors in shaping coaching leadership strategies.
6. The analyses of Tables 17-21 investigate the relationships between various coaching strategies and different leadership styles of athletic coaches, specifically autocratic, democratic, goal-oriented, participative, and laissez-faire. The results reveal that for autocratic, democratic, goal-oriented, and participative leadership styles, there are significant relationships with transformational leadership, trust and communication, team dynamics and cohesion, and athlete motivation and satisfaction. It suggests that these factors positively influence these leadership styles. However, transactional leadership does not significantly impact these four leadership styles. On the other hand, the laissez-faire leadership

style shows no significant relationships with any of the examined coaching strategies, including transformational leadership, transactional leadership, trust and communication, team dynamics and cohesion, and athlete motivation and satisfaction. It indicates that laissez-faire leadership is uniquely detached from these factors, differing notably from the other leadership styles in its lack of significant associations.

Conclusion and Recommendation

The study presents a generally diverse and balanced sample in terms of age, sex, education, and coaching experience, which is essential for robust and comprehensive analysis. While the age distribution could benefit from increased representation of middle-aged individuals and the slight male majority may introduce some bias, the varied educational backgrounds and coaching experiences significantly enhance the quality of insights. Future research should strive for a more balanced age representation to ensure even broader applicability of the study's findings. Overall, the dataset provides a well-rounded foundation for analyzing the various aspects of coaching and leadership in the athletic field.

1. The moderate utilization of coaching strategies related to transformational and transactional leadership, trust and communication, team dynamics, and athlete motivation indicates that coaches are aware of the significance of these approaches but have not fully maximized their application. This gap presents a valuable opportunity for further training and development in these areas. By more effectively implementing these strategies, coaches could potentially realize substantial improvements in athlete performance, satisfaction, and overall team cohesion. Addressing these areas could thereby enhance the overall effectiveness of coaching and contribute to better outcomes for athletes and teams.
2. The evaluation of various leadership styles—autocratic, democratic, goal-oriented, participative, and laissez-faire—reveals that each style has unique strengths that athletes appreciate. Autocratic leadership is effective due to its clear instructions and decisive decision-making, while democratic leadership is valued for its emphasis on open communication and team feedback. Goal-oriented leadership is praised for aligning personal and team goals effectively and providing regular feedback. Participative leadership fosters motivation and team dynamics through inclusivity in planning, and laissez-faire leadership appeals to athletes seeking autonomy and minimal intervention from coaches. The low standard deviations across these evaluations suggest broad agreement among athletes, highlighting the importance of adaptive leadership to cater to diverse team needs. By recognizing and leveraging the specific advantages of each leadership style, coaches can enhance their effectiveness and better meet the varied expectations and preferences of their athletes.
3. The analysis highlights that demographic variables such as age, sex, highest education, and coaching experience have varying levels of influence on different coaching strategies. Transformational Leadership, Trust, and Communication strategies are significantly impacted by these demographic factors, indicating that coaches tailor these approaches based on their profile characteristics. Conversely, Transactional Leadership remains stable and unaffected by demographic differences. Team Dynamics and Cohesion strategies are influenced by age and sex, while Athlete Motivation and Satisfaction strategies are shaped by age, education, and coaching experience. These findings emphasize the importance of considering demographic factors in the development and implementation of coaching strategies to effectively meet the diverse needs of athletes and optimize team performance.
4. The analysis exhibits that demographic factors such as age, sex, education, and years in coaching have varying impacts on different athletic leadership styles. Democratic and participative leadership styles are significantly influenced by all demographic variables, suggesting that these approaches are highly adaptable to the profiles of the coaches. Autocratic leadership is notably affected by age and sex, while goal-oriented leadership is primarily influenced by age alone. Conversely, laissez-faire leadership remains unaffected by any of the demographic factors examined. These findings highlight the

importance of considering demographic characteristics when developing and implementing coaching leadership strategies, as they can significantly shape the effectiveness and suitability of the chosen leadership style. Coaches and organizations should be mindful of these influences to better meet the needs of their athletes and optimize team performance.

5. The analysis reveals that transformational leadership, trust and communication, team dynamics and cohesion, and athlete motivation and satisfaction are significant influencing factors for autocratic, democratic, goal-oriented, and participative leadership styles. Conversely, transactional leadership does not significantly impact these styles. Laissez-faire leadership stands out as being uniquely unaffected by all examined coaching strategies. These findings underscore the importance of aligning coaching strategies with appropriate leadership styles to enhance effectiveness, highlighting the particular detachment of laissez-faire leadership from influential coaching factors.

Recommendation

1. To enhance the applicability and robustness of future studies on coaching strategies and leadership styles in athletics, researchers should consider increasing the representation of middle-aged individuals and achieving a more balanced gender ratio. Expanding geographic and cultural diversity among participants, as well as incorporating advanced data collection methods and additional variables such as psychological factors and athlete feedback, will lead to deeper and more comprehensive insights. Additionally, focusing on specific sports can help elucidate variations in the relationships between coaching strategies and leadership styles across different athletic disciplines.
2. Coaches should adopt diverse leadership approaches by incorporating elements from multiple leadership styles, such as combining the decisiveness of autocratic leadership with the inclusiveness of participative leadership, to address the varied needs of their athletes. Emphasizing communication through democratic leadership, with its focus on open dialogue and regular feedback, can ensure athletes feel heard and valued while reinforcing goal-oriented strategies. Setting clear goals aligned with both personal and team objectives under a goal-oriented leadership framework can boost motivation and ensure collective effort toward common goals. Additionally, fostering inclusivity by engaging athletes in planning and decision-making through participative leadership can enhance team cohesion and motivation. Lastly, for athletes preferring a laissez-faire approach, providing autonomy and minimal intervention can help them feel trusted and empowered, thereby promoting self-motivation and independence.
3. Coaches should adopt diverse leadership approaches by incorporating elements from multiple leadership styles, such as combining the decisiveness of autocratic leadership with the inclusiveness of participative leadership, to address the varied needs of their athletes. Emphasizing communication through democratic leadership, with its focus on open dialogue and regular feedback, can ensure athletes feel heard and valued while reinforcing goal-oriented strategies. Setting clear goals aligned with both personal and team objectives under a goal-oriented leadership framework can boost motivation and ensure collective effort toward common goals. Additionally, fostering inclusivity by engaging athletes in planning and decision-making through participative leadership can enhance team cohesion and motivation. Lastly, for athletes preferring a laissez-faire approach, providing autonomy and minimal intervention can help them feel trusted and empowered, thereby promoting self-motivation and independence.
4. Coaches should adapt their Transformational Leadership, Trust, and Communication strategies based on demographic profiles such as age, sex, education, and experience for more effective outcomes. To boost athlete motivation and satisfaction, it's crucial to consider these demographic factors and adopt

personalized approaches. Athletic program directors should offer ongoing training, workshops, and seminars to help coaches understand and leverage demographic variables in their strategies.

5. Athletic program directors should offer ongoing education and training sessions aimed at understanding the implications of demographic factors on leadership styles. Workshops focused on demographic influences and adaptive leadership are particularly beneficial. Directors should create training programs that teach coaches how to navigate and employ different leadership styles effectively, considering demographic factors to foster an adaptive coaching environment. By implementing these strategies, directors will help coaches develop more effective leadership techniques, ultimately leading to improved athlete satisfaction and enhanced team performance.
6. Athletic program directors will integrate transformational leadership principles into coach training programs, emphasizing inspiration, trust, and communication. Coaches will implement initiatives to enhance trust, team dynamics, and athlete satisfaction through professional development and supportive practices. Sports management professionals will design team-building exercises and feedback mechanisms to maintain motivation and cohesion. Both athletic program directors and coaches will recognize the situational use of transactional and laissez-faire leadership styles to ensure they support overall team performance effectively.

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