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## Administrative management of health sports activities by public health program coordinators: a pilot study

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**Abstract:** This approach optimizes resources and improves decision-making through structured information, strengthening analytical capabilities. After validation by experts, 10 health coordinators from different public institutions were selected. The administrative management of sports activities in municipal health programs has a positive impact on the health and well-being of coordinators. A pilot study in nine Peruvian municipalities shows that proper administration improves efficiency, strengthens citizen participation and optimizes resources. Lack of proper management can generate inefficiencies and inequalities, affecting the sustainability and impact of the programs. Training, transparency and inter-institutional collaboration are essential for the success of these programs. A detailed methodological approach and data analysis identify areas for improvement, favoring the economic and social development of communities and contributing to collective well-being.

**Keywords:** Management, sports, health, public health, pilot study

### Gestión administrativa de actividades deportivas para la salud de coordinadores de programas sanitarios públicos: un estudio piloto

**Resumen:** Este enfoque optimiza recursos y mejora la toma de decisiones a través de información estructurada, fortaleciendo las capacidades analíticas. Tras la validación por expertos, se seleccionaron 10 coordinadores de salud de distintas instituciones públicas. La gestión administrativa de actividades deportivas en programas sanitarios municipales tiene un impacto positivo en la salud y bienestar de los coordinadores. Un estudio piloto en nueve municipalidades peruanas demuestra que la correcta administración mejora la eficiencia, fortalece la participación ciudadana y optimiza recursos. La falta de una gestión adecuada puede generar ineficiencias y desigualdades, afectando la sostenibilidad y el impacto de los programas. La capacitación, transparencia y colaboración interinstitucional son fundamentales para el éxito de estos programas. Un enfoque metodológico detallado y el análisis de datos identifican áreas de mejora, favoreciendo el desarrollo económico y social de las comunidades y contribuyendo al bienestar colectivo.

**Palabras clave:** Gestión, deportivas, salud, sanitarios públicos, estudio piloto

### Gestão administrativa de atividades esportivas para saúde de coordenadores de programas sanitários públicos: um estudo piloto

**Resumo:** Esta abordagem otimiza recursos e melhora a tomada de decisões por meio de informações estruturadas, fortalecendo as capacidades analíticas. Após validação por especialistas, foram selecionados 10 coordenadores de saúde de diversas instituições públicas. A gestão administrativa de atividades esportivas em programas de saúde municipais tem um impacto positivo na saúde e bem-estar dos coordenadores. Um estudo piloto realizado em nove municipalidades peruanas mostra que a gestão adequada melhora a eficiência, fortalece a participação cidadã e otimiza recursos. A falta de uma gestão adequada pode gerar ineficiências e desigualdades, afetando a sustentabilidade e o impacto dos programas. A capacitação, a transparência e a colaboração interinstitucional são fundamentais para o sucesso desses programas. Uma abordagem metodológica detalhada e a análise de dados ajudam a identificar áreas de melhoria, promovendo o desenvolvimento econômico e social das comunidades e contribuindo para o bem-estar coletivo.

**Palavras chaves:** Gestão, esportivas, saúde, sanitários públicos, estudo piloto



## I. Introduction

The lack of adequate administrative management of sports activities for municipal health program coordinators can have several negative impacts. First, the absence of trained and motivated personnel to manage these activities could result in inefficient use of available resources, which affects the sustainability of sports programs. Furthermore, the lack of monitoring and evaluation can make it difficult to measure the effectiveness of these initiatives, which in turn limits informed decision-making and the implementation of improvements. This problem is accentuated when aspects such as gender equity are not considered in the assignment of leadership positions within sports programs, which could generate an exclusionary environment, reducing participation and the impact of these activities in the community.

Furthermore, without adequate training and transparent management, mistrust and a lack of accountability can be generated among citizens, which affects the credibility of public institutions. The lack of innovation and collaboration between different actors, such as municipalities and organizations, can limit the capacity of sports programs to have a significant impact on the social and economic development of the community.

*Justification:* Efficient administrative management of sporting activities is essential for social well-being, as it can strengthen the health and well-being of coordinators and the community at large. Proper allocation of resources, ongoing evaluation of programmes and staff training not only improve the functioning of these programmes, but also ensure that their benefits reach as many of the population as possible. Furthermore, the inclusion of diverse perspectives, such as gender equity, is essential to foster a more inclusive and participatory environment, which enhances the effectiveness of sporting activities.

The administrative management of these programs also offers important academic benefits for students from various disciplines, such as economics, management, engineering, law and humanities. By studying these methodological processes, students develop decision-making, data analysis and resource management skills, which are essential for their future professional training and for effectively contributing to social and economic development.

The administrative management of health sports activities by public health program coordinators, such as those corresponding to health centers and health topic coordinators installed in different public and municipal institutions, is perceived as a factor that strengthens the well-being and comfort of those in charge of their organization. This is due to the connection of these programs with situations that provide recreation, relaxation and enjoyment, which has a positive impact on the workers who depend on these areas. This phenomenon is observed as a preliminary result of a pilot study carried out in nine Peruvian municipalities.

The value of pilot studies lies in their ability to generate results with minimal investment of time and resources, allowing for conclusions comparable to those from a larger sample. In addition, pilot studies allow for observing reactions to specific stimuli, which facilitates planning future research and scaling up these studies to address problems on a broader scale.

The pilot study on administrative management of sport activities by municipal officials offers a variety of benefits that are especially useful for students from different disciplines such as economics, administration, business, engineering, law, humanities and public management. First, resource optimization helps to understand how to efficiently allocate and use available resources, a central principle in administration and economics. In addition, structured analysis of information strengthens decision-making, a crucial skill in the fields of business, engineering, humanities and public management.

Monitoring and evaluating sports activities also provides tools to measure the effectiveness of these initiatives, which is relevant for engineering and administration students. Promoting citizen participation is key for those specializing in humanities and law, as it fosters inclusion and social engagement. Generating reliable data is also essential for research and public policy formulation, which benefits students of public management and economics.



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The training of personnel derived from these studies improves the practical and professional training of future leaders in various areas. In addition, increased transparency and accountability strengthen citizen trust, which are key concepts in public administration and law. Data analysis allows for the identification of needs and opportunities, which is essential for business innovation and community development. Finally, the strengthening of collaboration networks between municipalities and organizations is a crucial aspect in public management and social development. Together, these methodological processes enrich the academic training of students and prepare them to contribute to the social and economic development of their communities.

The administrative management of sports activities in municipalities is of great importance for social well-being. This is because sports activities, when correctly identified and promoted, have a positive impact on those who practice them. However, in many municipalities, responsibilities in this area have been assigned without considering that those in charge have experience or motivation for sport. In this context, Duclos-Bastías et al. (2021) highlight that the lack of adequate training and resources is a major challenge to improving sustainability in sports organizations. On the other hand, Sidera et al. (2019) suggest that internal customer satisfaction is key to the effectiveness of sports management, although this can be affected by the absence of inclusive strategies that consider diverse gender perspectives. These studies underline that overcoming these challenges is essential to optimize sports management and ensure that social benefits are equitable.

In terms of the administrative management of sports activities in municipalities, there are also challenges related to women's access to and participation in leadership positions. According to Adriaanse and Claringbould (2016), gender equality in sports leadership remains a challenge, despite the progress achieved through policies such as the Brighton Declaration. Alfaro, Mayoral and Vázquez (2018) identify several factors that condition the inclusion of women in roles of responsibility, which highlights the need to overcome these obstacles in order to create a more equitable environment in the sports field.

Public management has had to adapt to the constant transformations experienced by modern countries. In this context, both public and private institutions have updated their organizational and management approaches to improve public administration. The effective execution of these strategies is essential to achieve the objectives proposed at various times, in addition to guaranteeing efficient economic execution that allows compliance with established plans and generates public value.

Gris (2020) points out that in Mexico there are two main areas of policy evaluation in relation to the budget: social sector programs and those of other sectors. However, austerity policies have negatively affected annual program evaluations, a problem that has been aggravated by the COVID-19 pandemic. This situation has increased the pressure to prioritize expenditures, which has led to only 36 of the 120 programs evaluated being considered priority, which generated higher costs. This scenario demonstrates the importance of administrative management to carry out activities efficiently, considering resources in an uncertain context and guaranteeing efficiency in budget execution.

## II. Methodology

### 2.1. Research approach

A quantitative approach was used, since the processed data were numerical, requiring a statistical analysis (Hernández et al., 2014); it is of a demonstrative type.

### 2.2. Data collection techniques and instruments, validity and reliability

Collection technique: A survey was used. According to Casas (2003), the survey is based on interrogative techniques to learn about aspects of the object of study, being essential for experimental observation.



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The nature of this research is to show what usually corresponds to the methodology section, within the results section, because the intention is to show the characteristics and importance of a pilot study, showing in the Results section the ways to proceed.

Data collection instrument: A questionnaire was used. Meneses and Rodríguez (2011) emphasize that the questionnaire is a structured instrument for data collection, different from the survey, although they are often confused.

### 2.3. Scale used

A Likert scale (1933) was applied. Likert defines the scale as a psychometric instrument where the respondent indicates his agreement or disagreement with statements through an ordered and unidimensional scale.

### 2.4. Validity of the instrument

According to Hernández, Fernández and Baptista (2014), validity refers to the degree to which an instrument effectively measures the variable it is intended to measure. Qualitative validity was assessed through the judgment of experts, who analyzed the operationalization matrix and the instrument.

## III. Results

Since this research presents the *Pilot Study of the Administrative Management of sports activities by the managers of a municipality* from a methodological approach, the respective procedures applied to the Administrative Management of sports activities are detailed in the following sections:

### 3.1. Information considered

For the pilot study, adjustments were made to Cruz's 12-item instrument (2021), considering it pertinent to have used said items, as they correspond to published research.

### 3.2. Procedures

The data collection procedure began with the validation of the research tool by three experts in the area of Public Management. These specialists not only had extensive experience in management functions, but also had knowledge of scientific research methodology; therefore, they made the respective observations and the questionnaire on *Administrative Management of Sports Activities was improved*. Once the experts' acceptance was obtained, telephone communication was established with the coordinators of each area of the service. During these conversations, they were informed that 10 reference workers would be selected, who were freely and spontaneously willing to participate in the study, so 10 printed questionnaires were physically delivered.

*Information about the study population and sample is provided below.*

### 3.3 Population and sample

Research results are more robust and reliable when the entire population under study is considered (Hernández et al., 2014). However, for various practical and logistical reasons, only a portion of the population is often selected. It is essential that this sample be representative, since a non-representative sample can lead to biased and unreliable conclusions. In the case of populations with a small number of members, it is recommended that the entire population be considered, since this ensures greater precision in the results. However, when the number of members of the population is very large, it is not possible to include all members, so it is preferable to opt for probability samples instead of non-probability samples, since the former guarantee greater reliability and validity in the data collected. The sample for this pilot study was made up of 10 health coordinators from different public institutions in Peru.



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### 3.3.1. Selection Criteria

Specific criteria are established for the selection of staff to participate in the survey. It is necessary to mention the time-space conditions or work situations that allow the participation of the members, mentioning that they were in office during the period of execution of the survey and that they voluntarily agreed to participate in the study, or that they participated based on a certain regulation; it is also important to know the situation and conditions under which members who have not participated were excluded.

### 3.4 . Reliability of the questionnaires

After the questionnaire was improved based on validation by expert judgment (Section 3.2), questionnaires were provided to collect data and find the reliability of the questionnaires; there are several ways to find reliability, for items with more than two alternatives it is suggested to use the Cronbach Alpha coefficient; obtaining for the present research, values of 0.87, which indicates a high internal consistency. Because the value of said coefficient was greater than 0.60 (in case it had been lower, it is necessary to attend to the responses with heterogeneity of responses and proceed to improve them) subsequently, communication was made with the coordinators to proceed with the application of the questionnaires to the entire sample. The questionnaires were physically delivered to those who were on duty, while those who were not present could be sent the digital version of the questionnaire to their emails or other means. In this phase, the importance of the participation of each of the participants was emphasized, which contributed to fostering a positive response and commitment to the research process.

## IV. Discussion

The administrative management of sports activities by municipalities faces problems that, if not addressed, can have serious repercussions on inclusion and gender equity in the sports field. One of the main challenges is the persistent inequality in women's access to leadership positions. Despite the efforts made, as noted in the Brighton Declaration, progress is insufficient, perpetuating a hierarchical structure that limits women's participation in decision-making. This phenomenon, as mentioned by Adriaanse and Claringbould (2016), not only affects women directly, but also diminishes the diversity and quality of sports management.

The consequences of not addressing these challenges are multiple and significant. First, the exclusion of women from leadership roles can lead to demotivation of young female athletes, limiting their development and participation in sport. Furthermore, the lack of female representation in management can result in decisions that do not consider the needs and perspectives of all communities, which can diminish the effectiveness of sports programs and their impact on social well-being. This can lead to inefficient use of resources, generating distrust and disinterest in the community.

On the contrary, addressing these challenges can bring numerous benefits. The inclusion of women in leadership positions not only enriches the decision-making process, but also fosters a more collaborative and participatory environment, which can translate into increased community participation in sports activities. This contributes to better social cohesion and the development of healthy lifestyle habits among the population, which, in the long term, benefits the social fabric.

To address these issues, a number of viable alternatives and solutions can be implemented. One effective option is to offer training and professional development programs aimed at women interested in sports leadership roles, providing them with the tools and knowledge necessary to successfully perform in these spaces. In addition, gender parity policies can be established in the composition of management teams and boards of directors, thus ensuring that decisions reflect a broader spectrum of experiences and needs.

Likewise, the creation of support and mentoring networks between women in sports can be essential to foster a sense of community and facilitate the exchange of experiences and knowledge. Collaboration



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between municipalities, sports organizations and educational centers can also promote initiatives that integrate the community in the planning of activities, ensuring that the voices of all sectors are heard.

In other words, the administrative management of sports activities by municipalities must address the problem of gender inequality and the challenges associated with the lack of inclusion. Addressing these challenges is not only essential to optimise sports management, but also guarantees equitable social benefits, strengthening the well-being and cohesion of the community.

*Some research linked to Administrative Management;* according to Heras (2021), it is highlighted that in the entity that is the subject of his research there has been a budget execution of 50% this percentage derives from a relationship between administrative management as a variable and the dimensions commitment, accrual and payment, a positive relationship that is within the range of acceptable to efficient, so it follows that although it is true that the appropriate methodologies are being applied for the execution of the budget, however, this is very slow, so the entity must focus on strengthening the capacities of those involved to improve their performance, which will lead to a budget execution with greater speed, achieving efficiency and effectiveness, in order to contribute to greater social benefits in favor of citizens in a given period. In addition, Soto (2019) investigated the administrative management and budgetary control of decentralized autonomous municipal heads of government. The research was based on a quantitative, correlational orientation and was based on a non-experimental design. For the subgroup, 30 municipal administrative officials were considered and two instruments called questionnaires were applied to them. The results showed that in 2015, 72% was obtained, which indicates that the percentage of the budget executed. Finally, he stated that GA is significantly positively associated with budgetary control according to the Pearson value ( $r = 0.737$ ).

First, management must be carried out on the basis of concrete data and current events and situations. In addition, management based on reason involves the identification and conjecture of the deficiencies to be compensated, the identification of the objectives to compensate for these deficiencies, the investigation of the most effective operations to achieve the objectives, the deliberation between viable actions, taking into consideration the present available capitals and those foreseeable in the future, the implementation of the decisions adopted. Finally, the control of what has been executed has the purpose of ensuring the fulfillment of the objectives, taking into account the means and the admission of corrective regulations if necessary (Griffin, 2021).

*According to Rojas (2021)* Administrative Management is practiced in public Educational Institutions; although it corresponds to various public institutions; *Cruz Carpio, J (2021)* refers that the stages of administrative management are based on the following stages : Planning, Direction, Organization and Control

*Planning* . It is based on anticipating or programming the desired objectives, goals, plans and purposes of the company. In this phase, the seriousness of everything mentioned above must be considered since it must be considered whether they are temporary or permanent, short, medium or long term. Likewise, Mero (2018) and Chiavenato (2018) refer that planning is a significant stage, since in this stage the diagnosis is carried out and the availability of inputs is verified, successively the viable, measurable, affordable objectives are established, through the internal and external analysis of the entity, also, the strategies, procedures, policies, etc. are outlined.

*Organization* . It refers to the use of the resources that are available and those that are needed. At this stage , the optimization of resources is measured through the division of WORK, detail of functions, implementation of principles and techniques for the fulfillment of objectives. Similarly, Mero (2018) indicates that the organization is the structure of tasks and the designation of activities for workers in order to meet goals.



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Direction . It is based on the achievement of the goals and objectives set at the beginning. At this stage , decision-making, integration, incitement, communication, leadership and organizational structure are important. Similarly, Mero (2018) points out that the direction phase is oriented towards ordering, intervening, and ordering subordinates to carry out the chosen tasks.

*Control.* It refers to the review or comparison of what was expected with what was obtained and presenting the necessary proposals to correct errors and get back on track to meet the objectives. In this phase, the failures, errors or deviations that promote non-compliance with the stated objectives are identified.

*In addition, information related to the topic of the pilot study on the administrative management of sports activities in a municipality is presented:*

Barreto and Sánchez (2021) address the responsibility and management of the professional capacity of nursing staff in a public hospital in relation to the responsibility and management of the professional capacity of staff in a hospital context. Although the focus is on the health sector, the concepts of human resource management and professional responsibility can be applied to the analysis of how those responsible for sports activities in the municipality can optimize their professional capacity and their role in administrative management.

Chiavenato, I. (2018) in General theory of administration. Eighth edition, is a fundamental work in administrative theory that provides a broad framework on management principles and practices. Its content is relevant to the study of administrative management of sports activities, as it offers key concepts that can be applied to improve the organization and effectiveness of activities within the municipality.

Caján et al. (2021) in their research on Metadata, health system and pension schemes of Peruvian artists in the context of Covid-19 explore the impact of the pandemic on the health and pension schemes of Peruvian artists. Although not directly related to the administrative management of sports activities, the issues of adaptation and resource management during crisis situations can offer valuable lessons for those responsible for sports activities in the municipality.

Cruz (2021) in the thesis on Organizational design and administrative management in a fuel service station examines organizational design and administrative management in a specific context. The findings and recommendations on how to efficiently structure and manage an organization can be directly applicable to the context of administrative management of sports activities in the municipality, offering insights on organization and operational efficiency.

Garay et al. (2021) in their work on emotional balance and resolution strategies in the staff of a municipality address emotional balance and conflict resolution strategies in the staff of a municipality. The findings are relevant to the pilot study, since the administrative management of sports activities requires attention to the emotional well-being of the staff, which in turn can influence the effectiveness of the management and the social benefit that is sought to be achieved.

Duclos-Bastias et al. (2022) examine the relationship between the training of sport managers and the sustainability of sport organizations in the context of municipal programs. The study highlights the need for adequate training for staff in charge of the administrative management of sport activities, which is essential to optimize limited resources and ensure operational efficiency. Through a strategic vision that combines the well-being of coordinators with administrative effectiveness, the study provides valuable insights into how to improve the sustainability of these programs in the long term, with important implications for public policy formulation in the sport and health fields.

Sidera et al. (2022) investigate the importance of “internal customer” satisfaction within sports organizations, with an emphasis on municipal sports program coordinators. The study points out how the lack of an inclusive strategy affects employee perception and satisfaction, especially with regard to gender equality. The authors argue that coordinators’ satisfaction is closely linked to the ability of institutions to create inclusive and equitable environments. This research is relevant to the design of



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organizational policies in municipalities, as improving internal satisfaction could translate into greater effectiveness in the management of sports activities and a better work environment.

Adriaanse and Claringbould (2022) address the persistent challenges of gender equality in sports leadership, focusing their analysis on public policies and their implementation in municipal sports programmes. Despite regulatory advances, the authors underline that the presence of women in leadership positions remains insufficient. Through a detailed analysis of various municipalities, the study exposes the structural barriers that limit women's access to roles of responsibility, offering important insights for improving the administrative management of sports activities. The inclusion of women in leadership is not only a matter of equity, but is also considered a key factor for more effective and diverse sports management.

## V. Conclusions

*pilot study of the Administrative Management of sports activities* has been presented by the managers of a municipality through a methodological approach, detailing the respective procedures applying it to a pilot study on the Administrative Management of sports activities.

In conclusion, efficient management of sports activities has a positive impact on social and economic development, improving the health of coordinators and the community in general. Resource optimization, training, transparency and inter-institutional collaboration are key to strengthening these programs and contributing to collective well-being.

**Contributions:** The contribution of proper administrative management of sports activities lies in the optimization of resources, improved decision-making and the strengthening of citizen participation. A pilot study in this field can provide valuable data that allows identifying areas for improvement and replicating good practices in other municipalities. This also favors the practical and professional training of future leaders in various areas. The integration of the best public management, transparency and accountability strategies strengthens trust in institutions, which facilitates collaboration and the development of more effective programs.

The analysis of data obtained through these studies also allows for the identification of opportunities to innovate and improve processes, which contributes to the economic and social development of communities. In addition, strengthening collaboration networks between municipalities and external organizations is key to creating a more supportive and cohesive environment, with a positive impact on the quality of life of the population. Ultimately, this type of administrative management not only benefits health program coordinators, but has a multiplier effect that improves the well-being of the entire community.

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