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Key competencies and role profiles for sports managers: a multi-dimensional analysis

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Abstract. Sports organizations, to be profitable and competitive, become structures that demand the integration of competent personnel with certain characteristics and specific attributes determined by the job profile. This position rests on the purpose of productivity through good performance to fulfill the mission, vision, policies, goals, or objectives of the organization. Preceding from the above, there is diversification regarding the competencies, attributes, elements, and operational components that a sports manager must adopt to practice their profession successfully. In this sense, the aim of this study is to determine the elements and ideal holistic components that integrate the competencies and job profiles of the sports manager in the professional context. The research methodology uses nine variables in three dimensions: one related to six levels of mastery in sports management, another that refers to competencies, and one more that focuses on the job profile, resulting in 15 specific traits that a sports manager must develop to be professionally competent.

Keywords: job profile; competence; sports management; sports manager; management skills

JEL classification: Z20; Z22

1. Introduction

As an isolated concept, management aims to be understood by actions, competencies, and different performances required for proper company functioning. In its interaction, it is governed by logical and coordinated planning to promote efficiency in the results and better organizational performance (Mestre, 2013). Starting from this assertion, sports management, as a disciplinary area performed in organizations that provide sports services, is governed by strategic and operative strategies that set specific goals aligned with achieving organizational-level objectives (Sierra et al., 2021). On the other hand, an epistemological point of view addresses the theories and methods applied to the administrative process (planning, organizing, executing, and controlling) to manage the available resources without being limited only to these elements, "done holistically to include administrative

tools, but also other areas of knowledge" (Rozo Rondón et al., 2022, p. 1019). It is also important to mention that sports administration is applied in different areas of action and currently forms a dualism with physical activities management that requires specialization and the design of profiles adapted to the needs of the organization (Sandino Rodríguez et al., 2022; Carranza, 2021; Blanco, 2016).

That said, sports managers, in their daily performance, require certain work skills defined in the job profile and real work situations. In this sense, it is worth mentioning that job competency has a structure that integrates a series of elements, components, and attributes so that a person achieves a specific performance according to the needs of the position. For Trujillo-Segoviano (2014), these assertions were made with a holistic focus that requires not only action interactions, simultaneous tasks, or experience in specific situations but also knowledge, skills, attitudes, or values to achieve competent performance. According to Carranza-Bautista and Valcarce-Torrente (2024), their study identifies 10 essential competencies for sports managers, combining leadership, technical skills, and values while integrating conceptual, attitudinal, and procedural elements to optimize professional management in physical and sports activities.

On the other hand, from the perspective of Méndez (2015), aspects such as functions, profile, management styles, work area, and skills to be developed must be addressed to analyze a sports manager in their professional performance who focuses on being the executive responsible for sports management. Furthermore, regarding the type of skills predominating in his conclusions, he highlighted three levels: technical skills at low levels, human skills at intermediate levels, and knowledge skills at higher levels.

Likewise, professional competencies respond to everyday situations or comprehensive problems in the required context, requiring people to apply certain principles of suitability that refer to training in terms of the relevance of personal resources, the efficiency with which they act and address the activities, and the favorable changes generated to achieve better performance. From this perspective, for Tobón et al. (2010) and Sandoval (2012), the concept addresses comprehensive actions in distinct settings where competencies respond to "knowing how to know" (knowledge), "knowing how to do" (skills, procedures, and techniques) and "knowing how to be" (attitudes and values).

The job profile is usually a way to define the specific characteristics a person should possess in a job assignment. It integrates a series of elements that need to be specified according to the expectations of an organization that faces a changing and competitive environment. In this sense, the profiles in their structure articulate a series of elements to demand or generate abilities to meet a specific objective; thus, it is important to point out that there is a relationship between the profile of the positions, the competencies, the productivity, and the well-being of workers (Núñez, 2019, May) These statements about the profile of the position are close to what was established by Carranza (2021), who concluded that the sports or physical activities manager turns out to be a professional who can be located at different hierarchical levels depending on the position they hold within the structure of the sports system or organization, by stating that they perform integration and coordination functions in multiple disciplinary areas and mobilize resources in search of the fulfillment of plans, programs, and projects. He also established that their functions center on managerial skills and abilities corresponding to the hierarchical level in which they are located to

maintain operational stability and promote favorable changes. Based on the above, in theory, sports or physical activity managers pursue specific objectives, play a role in their position, and assume responsibilities to fulfill various functions, tasks, and activities that evaluate their abilities. These facts require demonstrating certain job skills. For León-Alcérreca et al. (2021), the position of a sports manager, since its creation, has evolved since it requires administration knowledge and has also begun to explore other disciplinary fields. This position can involve a leading role as a leader, addressing planning, programming, administration, coordination, direction, and managing economic and financial resources to fulfill the stated purpose (Bernauale, 2023).

Considering the above, it can be seen from a general context that in sports management, various authors point out the elements or criteria on which a sports manager must perform at work without projecting in a categorical and specific way the operational elements or attributes of suitability that are necessary to develop to be competent. Based on the previous considerations, this work aims to determine the structural and operational elements of sports administration or management from the perspective of the sports leader, from a holistic and suitability approach, considering nine study variables, four that are identified with the components of competence and five with the position profile.

2. Methodology

The nature of the research was exploratory with a descriptive mixed-method approach using numeric, verbal, textual, visual, symbolic, and other classes of data to understand scientific problems (Lieber & Weisner, 2010). In this sense, the qualitative analysis sought to deepen the knowledge of the object of study in its natural environment, focusing on important elements on an abstract level (Varela et al., 2014) and quantitatively using statistical analysis to manipulate variables related to the object of study. This research is cross-sectional by collecting data at a single moment since it seeks to specify important properties and characteristics and describe the trends of a group or population (Hernández et al. 2014).

2.1 Participant sample

The authors considered studying a population of sports administrators and managers from various Ibero-American countries. Mexico, Columbia, and Spain were the main ones, referencing the six management levels presented by Carranza (2021). This study used non-probabilistic convenience sampling, a technique that uses randomization to select the participants that meet the requirements (Argibay, 2009). The sample consisted of 233 sports managers with the following distribution by country: Colombia with 81, Spain with 74, Mexico with 72, and six from other countries. Of the total, 71.24% were men and 28.76% were women. Of the men, 39.76% claimed to have between 16 and more than 20 years of professional experience, while 56.72% of women had between 5 and 15 years. Most of the participants had a university education with a specialty or a master's degree (Table 1).

Table 1. Sample distribution by gender related to the range of professional experience and the level of studies related to academic training.

Gender	n, (%)	Range of professional experience in years, n, (%)					Study level, n, (%)					
		1 a 5	5 a 10	11 a 15	16 a 20	< 20	PR	BA	SP	MA	D	POS
Male	166 (71.24)	34 (20.48)	35 (21.08)	31 (18.67)	28 (16.87)	38 (22.89)	4 (2.41)	43 (25.90)	32 (19.28)	62 (37.35)	23 (13.86)	2 (1.20)
Female	67 (28.76)	15 (22.39)	19 (28.36)	19 (28.36)	8 (11.94)	6 (8.96)	3 (4.48)	11 (16.42)	17 (25.37)	27 (40.30)	7 (10.45)	2 (2.99)

Note: PR = preparatory, BA = bachelor's degree, SP = Specialty, MA = Maester's, D = Doctorate, POS = Postdoctorate.

2.2. Instrument and procedure

The instrument was a 16-item questionnaire designed based on the study's needs. The first section consisted of six questions corresponding to demographic data. The remaining questions corresponded to three dimensions with the following distribution: the first referred to management levels and had a multiple choice option; the other two were structured with nine open questions; four comprised the holistic components dimension of competency and five the job profile dimension. The instrument was validated by consultation with experts, with the participation of 10 judges selected according to the criteria of independence, professional solvency, research activity, and level of responsibility (Cremades, 2017). Each item was validated with the dimension it intended to analyze, through a matrix, with the following four criteria: 1) if the item responds to the variable it intends to measure, 2) the definition of the clarity of the item, 3) the information that is desired from the item, and 4) if it evaluates the dimension in which it is included. In addition, the contributions made by the experts regarding the content, form, and observations of the construct were addressed qualitatively to strengthen the properties of the instrument.

3. Data analysis

Based on the previous procedure, the validity and reliability of the results provided by the validation matrix used by the experts were worked on to seek the psychometric solidity of the instrument. The query was processed with SPSS software for social and applied sciences research data analysis. The Fleiss kappa coefficient, a reliability index, was used to evaluate the absolute agreement between the interobserver measurements of the possible agreements that occur in each dimension (Picado-Alavarado, 2008; Gordillo et al. 2009; Moya-Mata, et al. 2018). In the first and only analysis to measure the instrument's validity through expert assessment, the Fleiss Kappa coefficient had an agreement strength of $k=0.791$, representing a good index. The dimension related to management levels had a $k=0.662$, showing good agreement strength. On the other hand, the dimension of holistic components showed an agreement strength of $k=0.899$, and the dimension related to the position profile showed an agreement strength of $k=0.843$ (Table 2).

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Table 2. Scale of the interpretation of the Fleiss kappa coefficient (Altaman, 1991).

k-value	Concordance strength
<0.20	Poor
0.21 - 0.40	Weak
0.41 - 0.60	Moderate
0.61 - 0.80	Good
0.81 - 1.00	Very good

Note: k = Fleiss kappa index

The following formula was used to determine the acceptance rate of the instrument and the dimensions related to the four validation criteria. $VAR = [\sum_{CW}^I \frac{100}{\sum TC} + \sum_{IR} D] M + \sum_M D$, where VAR = value acceptance rate, I = item, CW = criterion weighting, TC = total of the criteria, IR = item result, D = dimension and M = mean. The VAR, in general, was 88.4; the VAR of the management level dimension was 87.1; the VAR of the holistic components dimension was 90.8; and the job profile dimension was 89.8 (Table 3).

Table 3. Interpretation of the acceptance rate of expert assessment through the validation matrix.

Acceptance rate	Impact level
< 50	Poor
50 > 70	Weak
70 > 80	Moderate
80 > 90	Favorable
90 > 100	Very favorable

In a second analysis of the data processed through the validation matrix used in the expert consultation, Cronbach's alpha (α), which expresses the degree to which the items measure the same variable, was used to assess the instrument's internal consistency (Quero, 2017). The data, in general, had an $\alpha=0.949$; regarding the management levels dimension, the $\alpha=0.926$, the holistic components dimension was $\alpha=0.961$, while the job profile dimension was $\alpha=0.955$, values that represent excellent reliability (Table 4).

Table 4. Reliability levels according to Cronbach's alpha.

Index	Cronbach's alpha	Reliability level
1	> 0.9	Excellent
2	> 0.8	Good
3	> 0.7	Acceptable
4	> 0.6	Questionable
5	> 0.5	Unacceptable

Source: Own elaboration based on Tuapanta et al. (2017).

The questionnaire was applied online with QuestionPro survey software. Later, using ATLAS.ti version 8.4.5. software, the information collected was systematically processed using content analysis and the qualitative research technique that allows synthesizing information and formulating data and reproducible and valid inferences that can be applied to the context (Varguillas, 2006). Based on the mentioned methodology, the information was used to generate 3728 citations that refer to selecting a text relevant to the study. We later categorized and codified the data, obtaining 489 codes, and with this, we determined code rooting (Gr), which is the number of times a code appears in a citation. The total sum of the codes was Gr=8997. Likewise, regarding the study variables, the level of co-occurrences (CO), which refers to the number of times that a code coincides with a study variable, was determined. The index reported was CO=7367. As an innovative part of the study, the relative code rooting of the variable (GrRV), which refers to the level at which a code affects and belongs to a study variable or shows a dispersion between the various study variables, was determined by the rule of three ($GrRV = GrV * 100 / Gr$).

4. Results

In a general analysis of the variables related to the dimensions of holistic components and the sports manager's job profile, the study had a balanced rooting of the variables, demonstrating stability in the responses provided by the participants. The contribution percentage that each variable produces in codes is calculated in relation to the total number of codes that the nine variables contribute to the study, which is 489. These are the codes that are present in each variable. The contribution percentage of the variables in code co-occurrences comes from the total of co-occurrences between the nine variables, which was 7367, representing the number of frequencies that a code interacts with the variable (Table 5).

Table 5. Contribution of the study variables to rooting, codes, and code co-occurrences.

	No.	Variables	Gr	Codes	%	CO	%
Holistic components dimension	1	Sports manager Knowledge	233	209	42.74	1278	17.35
	2	Sports manager Skills	233	224	45.81	1198	16.26
	3	Required sports management Values	233	173	35.38	1151	15.62
	4	Attributes that the sports manager must possess	233	187	38.24	704	9.56
Job profile dimension	5	Sports manager Job Functions	233	157	32.11	835	11.33
	6	Sports manager responsibilities	233	200	40.90	783	10.63
	7	Objective of the job position you hold	233	100	20.45	342	4.64
	8	Role of the Sports Manager	233	99	20.25	346	4.70
	9	Sports Manager Skills	233	182	37.22	730	9.91

Note: The table presents the results of the qualitative analysis from the coding and quantification of the processed information. Gr = variable rooting; CO = co-occurrences.

Another relevant result is associated with the codes with greater relative roots in the variable "GrRV." These codes stand out due to a high presence in the variable with which they are associated and little or no presence in other variables (Figure 1). From this analysis, in the dimension of holistic components, sports legislation stands out as a specific knowledge of this variable, while negotiation stands out in skills. Regarding values, loyalty is presented as the main code, and in attributes, the professionalism of a sports manager is the code with the highest incidence. Regarding the dimension of the job profile of a sports manager, the main function refers to work supervision; in responsibilities, customer satisfaction stands out, while in objectives, the organization's profitability is ranked as the one with the greatest impact occupying first place. Regarding the role of the sports manager, the main code refers to leading organizations, and in terms of capabilities, the work capacity of a sports manager stands out.

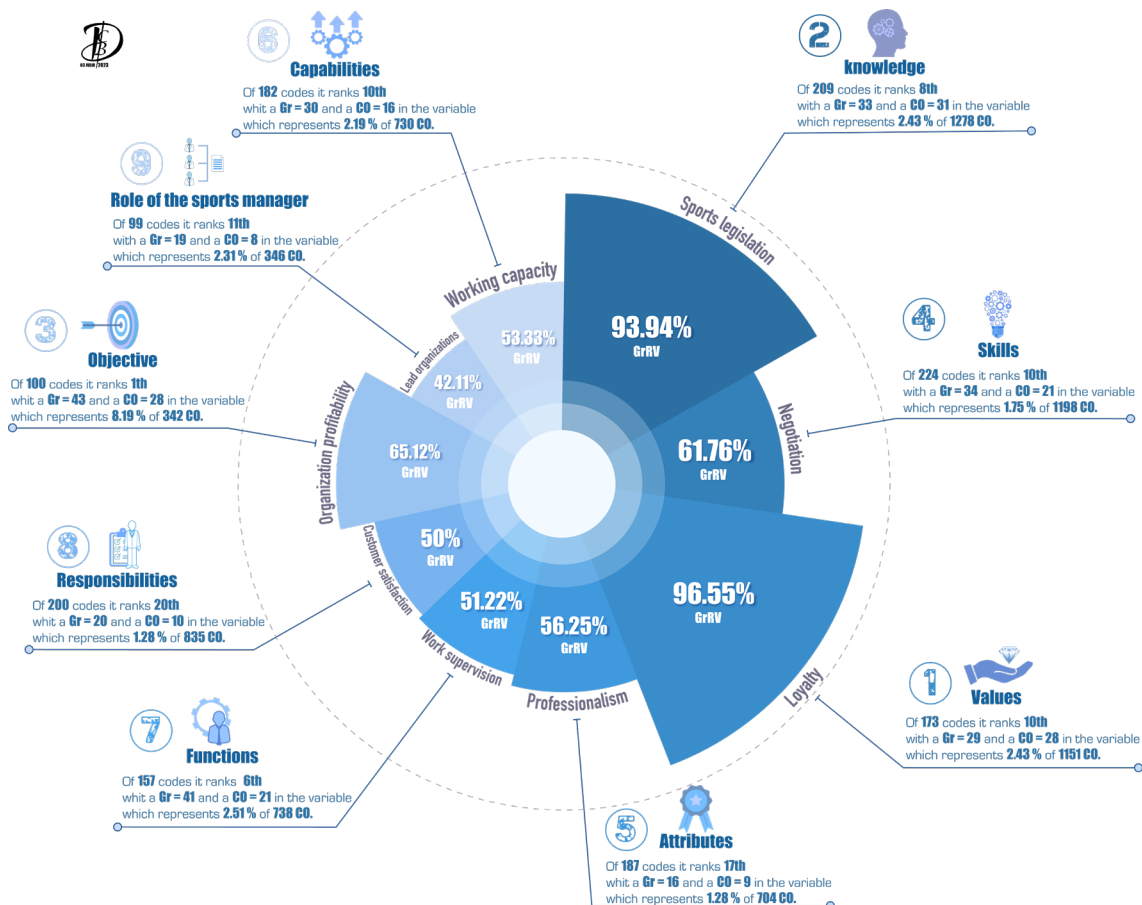


Figure 1. Codes with a greater connection to the study variable considering the rooting of the relative code.

Note: The relative code rooting of the variable is determined with the rule of three by multiplying the co-occurrences that the code presents in the variable by one hundred and dividing them by the total code rooting ($CO \cdot 100 / Gr$). GrRV= relative code rooting in the variable, CO= co-occurrences, Gr= code rooting.

The management levels dimension considers Carranza's classification (2021) as a reference. The sports managers participating in the study were identified mostly at level 2, with 31.76%, while levels 1 and 3 had very low participation. However, it is worth mentioning that the first three levels focus on representing the internal management of the organizational structure in an entity. Together, they contribute 48.07% of the research data. Regarding the other 51.93% of the information, 39.91% was distributed equally between levels 4 and 5, while level 6, the highest management level and the most complex, represented 12.02%. These three levels represent a managerial type of management with more professional characteristics and high demand levels in function performance (Figure 2). The figure shows the relationship between each level and the different study variables.

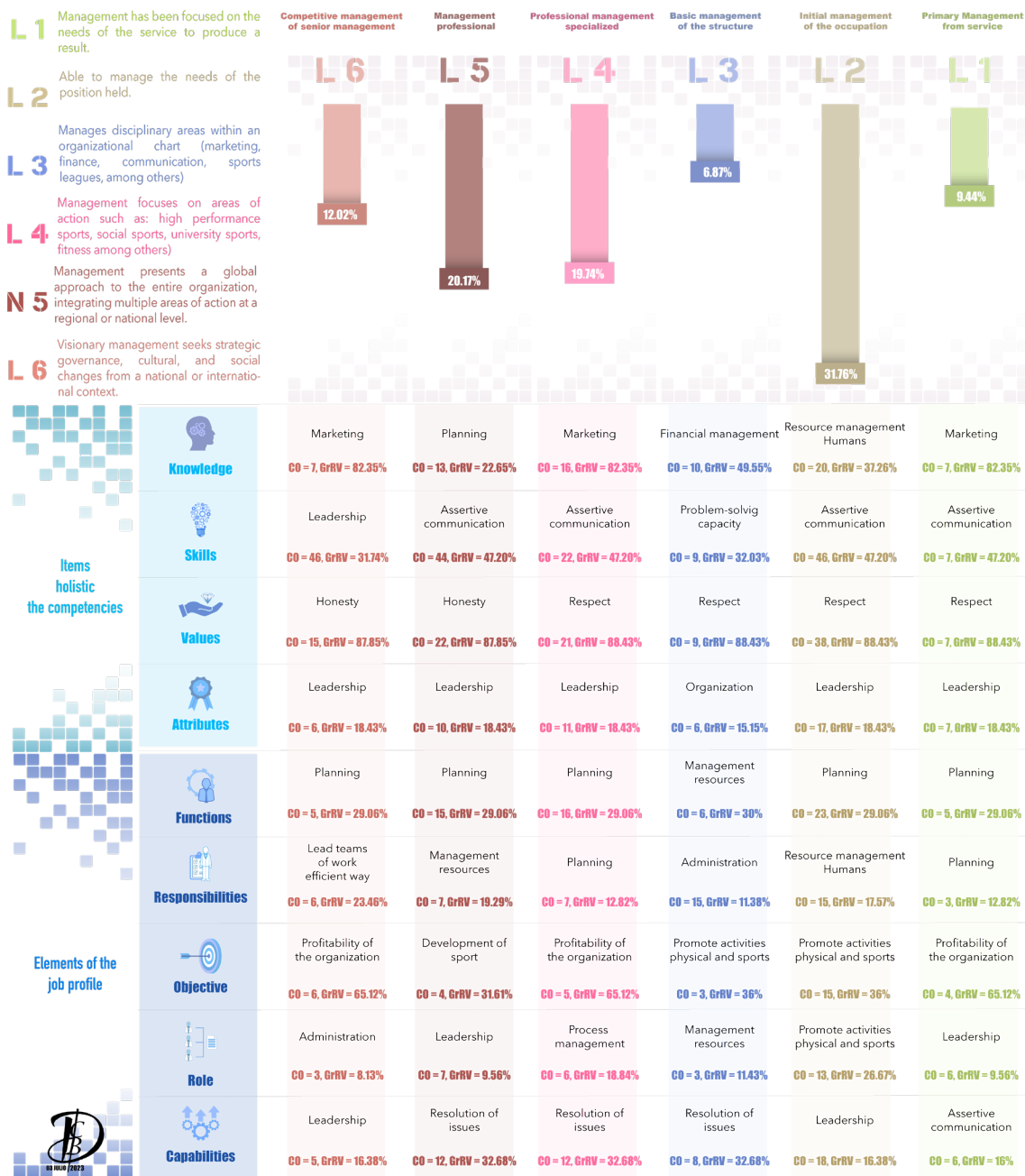


Figure 2. Analysis of the elements of the holistic and job profile dimensions in relation to management levels. Source: Own elaboration. CO = co-occurrences, GrRV = code rooting related to the variable.

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Considering Gr as the main indicator, it was possible to identify 15 relevant codes for this study, which, according to the opinion of the managers, can be associated with one or several variables, taking the GrRV as a reference (Figure 3). From this analysis, leadership can be established as a skill that must be developed first; however, it is also considered an attribute and an ability.

Assertive communication stands out more as a skill, without forgetting that, to a lesser extent, it is associated with a capacity that requires knowledge. On the other hand, planning is a function of the sports manager that requires knowledge and responsibility within the job profile. In this same analysis, empathy strongly impacts two variables: first highlighted as a value, second as a skill, and third, with less incidence, as an attribute. In this order of results, there is also problem-solving, which, in a balanced way, finds its strength as a capacity and ability later considered to a lesser extent as an attribute.

Códigos	Gr	Variables									
		% GrRV Attributes	% GrRV Capabilities	% GrRV Knowledge	% GrRV Functions	% GrRV Skills	% GrRV Objective	% GrRV Responsibility	% GrRV Manager Role	% GrRV Values	
1 Leadership	293	18.43	16.38	9.90	3.41	31.74	0.68	0.68	9.56	9.22	
2 Assertive communication	250	8.00	16.00	15.60	2.00	47.20	0.00	5.20	0.00	6.00	
3 Planning	234	3.85	9.83	22.65	29.65	11.97	2.99	12.82	5.98	0.85	
4 Empathy	159	11.95	6.29	1.89	0.00	36.48	0.00	0.63	1.26	41.51	
5 Problem resolution	153	15.03	32.68	7.19	2.61	32.03	0.65	3.92	3.27	2.61	
6 Human resources management	148	0.68	5.41	37.16	21.62	13.51	1.35	17.57	2.03	0.68	
7 Teamwork	146	10.96	13.70	8.90	2.05	34.25	0.00	2.05	0.00	28.08	
8 Resource management	140	0.00	7.86	14.29	30.00	10.00	6.43	19.29	11.43	0.71	
9 Organization	132	15.15	20.45	12.88	12.88	22.73	0.76	6.82	6.06	2.27	
10 Responsibility	121	18.18	7.44	0.00	0.00	4.13	0.00	1.65	0.83	67.77	
11 Respect	121	7.44	0.00	0.00	0.00	3.31	0.00	0.83	0.00	88.43	
12 Financial management	111	1.80	5.41	49.55	17.12	5.41	2.70	15.32	1.80	0.90	
13 Honesty	107	7.48	1.87	0.00	0.00	0.93	0.00	1.87	0.00	87.85	
14 Coordinate activities	104	6.73	2.88	8.65	31.73	7.69	11.54	16.35	13.46	0.96	
15 Management knowledge sporty	90	28.89	8.89	52.22	1.11	7.78	0.00	1.11	0.00	0.00	
% of the study variables considering the GrRV of the first 15 codes		9.56%	10.70%	15.42%	9.19%	19.91%	1.22%	6.94%	3.12%	23.94%	
% of the study variables considering the contribution of GrRV of codes in general		12.18%	8.69%	17.33%	8.74%	14.62%	4.63%	12.64%	2.98%	18.20%	

Figure 3. The 15 codes with greater contribution according to their Gr in relation to the relative rooting with each study variable in general. *Note:* The study produced 489 codes. Many of these are considered emerging codes due to their low contribution and impact on the results. The 15 codes in the figure are the product of a general analysis that considers code rooting as the main indicator. Gr = code rooting, GrRV = code rooting related to the variable.

Finally, in the analysis of each study variable, it was possible to determine the main codes with a greater presence, considering CO as an indicator and GrRV, which highlights the relevant codes as shown in Figure 4.

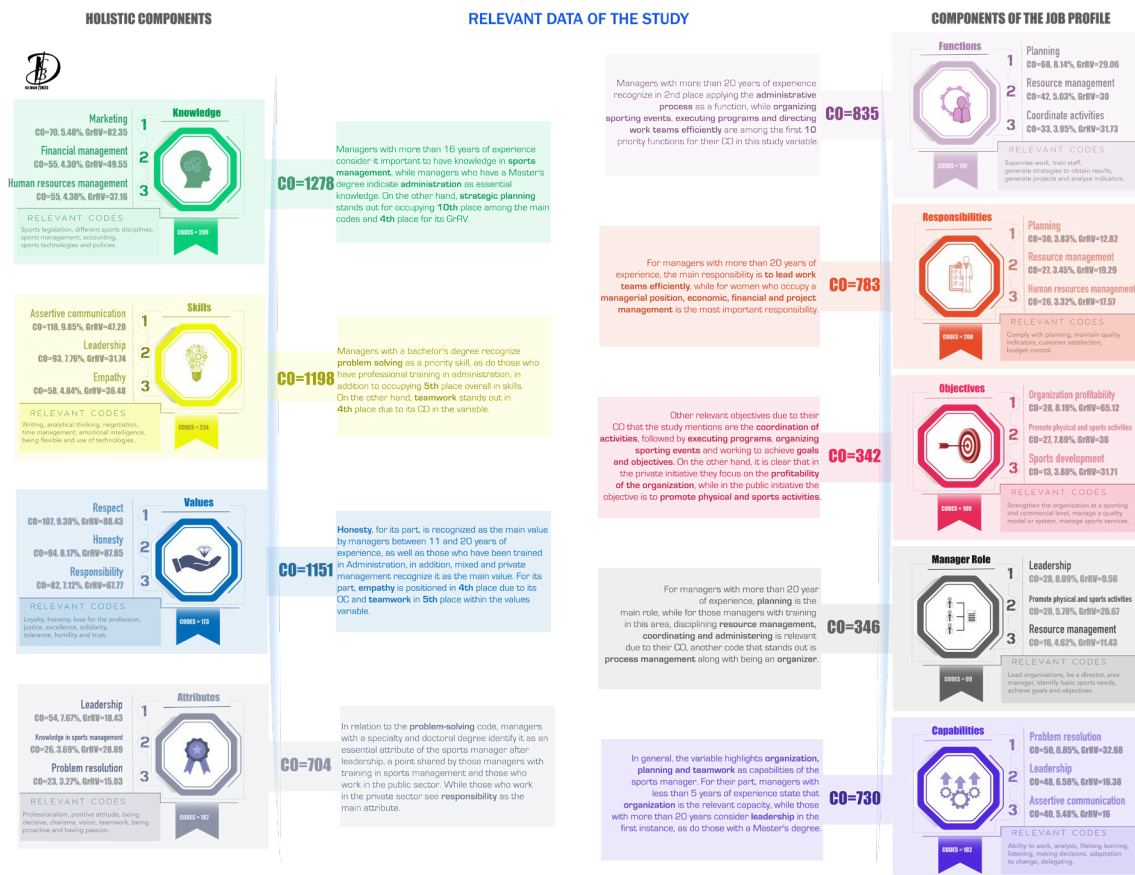


Figure 4. Variable analysis considering the three first codes from the CO. *Source:* Own elaboration. Gr = code rooting, CO = co-occurrences, GrRV = code rooting related to the variable.

5. Discussion

The purpose of the research focused on determining the holistic components of a competency and elements of the job profile, through nine study variables, resulting in 15 elements or components that are required in the competent performance of a sports manager. For Burgos (2021), in a study identifying the profile of a sports manager in private sports centers in Andalusia, concluded that personnel management, facility management, activity and service planning, managerial and administrative tasks, sales and marketing, and economic-financial management are the principal areas of responsibility of sports managers. In continuous manager training, he mentions that addressing marketing and sales first and coaching second is necessary. In a second block of interest, he mentions the administrative process, accounting, finance, and information technologies as relevant results. Furthermore, he argues that key aspects for the good performance of a private

sports leader focus on "teamwork," while public managers lean toward the "budget." In general, these results coincide with planning, which was third overall in the research, followed by human resources management, which was sixth and similar to personnel management. Regarding marketing, in the study, it ranked 55th; however, in the knowledge variable, it was the first element that a sports manager must know.

Salgado-Barandela et al. (2019), in relation to the job profile of a manager in terms of capabilities and skills, presented similar characteristics in competencies by determining four primary components: organization, interaction, reflection, and direction. In the skills section, the results indicate decision, management, communication, initiative, and motivation as the most notable aspects. These results coincide mainly with codes such as assertive communication, which occupied the second position in the study. Organization was ninth, efficient team management was fourth in the responsibilities variable, and ninth in the functions variable. González-Castro et al. (2021), in a study conducted on the impact of the future on the performance of the sports manager through a literary review, determined ten managerial skills that a sports manager must possess: leadership, communication, empathy, training, growth, teamwork, negotiation, creativity, flexibility, and ethics. These concur with our study, with five being the most relevant: leadership, assertive communication, empathy, teamwork, and negotiation as a skill with a high GrRV.

An investigation by Bastías et al. (2023) evaluated the competencies of municipal sports managers in Chile and analyzed the importance of identifying and associating professional skills with the functions of people who work in the sports field. The research concluded that carrying out this type of study leads to efficiency and quality in sports services, which coincides with the job profile dimension of a sports manager, in which client satisfaction stands out as a primary responsibility when managers of an organization have leadership and great work capacity, constituting a key position in the structure (Rozo Rondón et al., 2022; Sandino Rodríguez et al., 2022).

Burgos Gil (2022) carried out a study focused on identifying the profile of sports managers in private centers in Andalusia, presenting the capabilities and skills that a leader must have and highlighting that there is no unique sports manager figure since infrastructure, the number of people in charge, or the functions performed, lead to discrepancies with high management positions and operational responsibilities, and defining in parallel, diverse skills and competencies. Similarly, this research showed that the sports manager's knowledge, skills, abilities, and roles are relevant for decision-making and achievement in sports management. However, attributes, such as a sports manager's professionalism, were the code with the greatest impact on the study results.

The study by Gambau i Pinasa (2017) is notable and mentions responsibilities attributed to a sports director, such as managing processes to achieve financial objectives, infrastructure, human talent, and creating strategies to motivate and achieve productivity. However, these attributes are immersed in leadership, which is in agreement with this research. This attribute has been described as a primary skill that a manager must develop. Likewise, it is important to mention the variables related to human talent management and financial activities, which lead to highlighting the leader's planning, optimization of resources, and achievement of the proposed goals.

Gutiérrez Lillo (2014) conducted a study on the competencies of managers of the sports federations of the Chilean Olympic Committee to identify the skills and knowledge that support sports management and evaluate the competencies that have the greatest impact on Sports

Federation leaders' performance. They demonstrated evident similarities between the main competencies and the analysis of this research, such as assertive communication with staff, effective problem-solving skills, managing financial resources, and coordinating and organizing operational aspects to conduct sports programs, which are variables of high impact in evaluating sports managers' competencies.

6. Conclusions

The reliability and agreement of the Fleiss kappa analysis had, in general, "good" agreement strength, while in the dimension of holistic components, suitability, and job profile elements showed very strong expert agreement. Regarding the acceptance rate of the VAR assessment, it was generally and very favorable in the dimension of holistic components. The assessment of internal consistency, using Cronbach's alpha, indicated an excellent level of reliability in general and in all dimensions. This validation process of open questions of the questionnaire on criteria of clarity, obtaining information, evaluation of the dimension, and variable measurement proved to be a very solid methodology. This finding was reflected in the research by presenting in the citation of open questions a balanced general Gr with stability in the responses that allowed obtaining, in the citation of open questions, a balanced general Gr with stability in the responses, which allowed for the obtaining of very punctual and uniform information that facilitated the coding process of the questionnaires.

Regarding the analysis related to the relative rooting of the study variable GrRV, the resulting codes reflect a greater belonging to the variable with which they stand out and hardly appear in the study due to their Gr compared to other variables. This situation occurs because their CO represents a high index of belonging to the variable they represent, approaching their general Gr above the other codes. Only the organization's profitability code, in the variable position objective, is the only one that appears in first place in both categories due to its high Gr=43, CO=28, and GrRV= 65.12%. However, the code is considered part of the role of a sports manager and a responsibility in the job profile.

In this order of conclusions, when referring to the dimension of management levels, the participation of managers in the type of sampling was not balanced individually; however, grouping the first three levels (N1, N2, and N3) that represent the management of the internal structure of an organization with the following three levels (N4, N5, N6), which represent the top administration management, a balance is found in participation that reveals in the results, the requirements regarding the study variables of sports management or physical activities. Among these, in N1, assertive communication stands out; in N2, human resource management; in N3, problem-solving; in N4, planning; in N5, planning; and in N6, leadership. In this dimension, in general, the codes that predominate in the study are marketing as knowledge, assertive communication in skills, respect in the values variable, leadership as an attribute, planning in the functions and responsibilities variable, the profitability of the organization in the objective of manager's position, leadership as a role of the sports manager, and problem-solving as a skill. These same results coincide with the analysis of each variable to determine the holistic components and the elements of the job profile that predominate in sports or physical activity management through coding (Figure 2).

Finally, to conclude the research in a general way, it was determined that 15 codes, due to their high Gr, could be the basis for the generation of competencies that a sports or physical activity manager must have and develop, preferably in the variable that has the greatest impact, among these: leadership, assertive communication, planning, empathy, problem-solving, human resource management, teamwork, resource management, organization, responsibility, respect, financial management, honesty, coordinating activities, and knowledge in sports management (Figure 5).

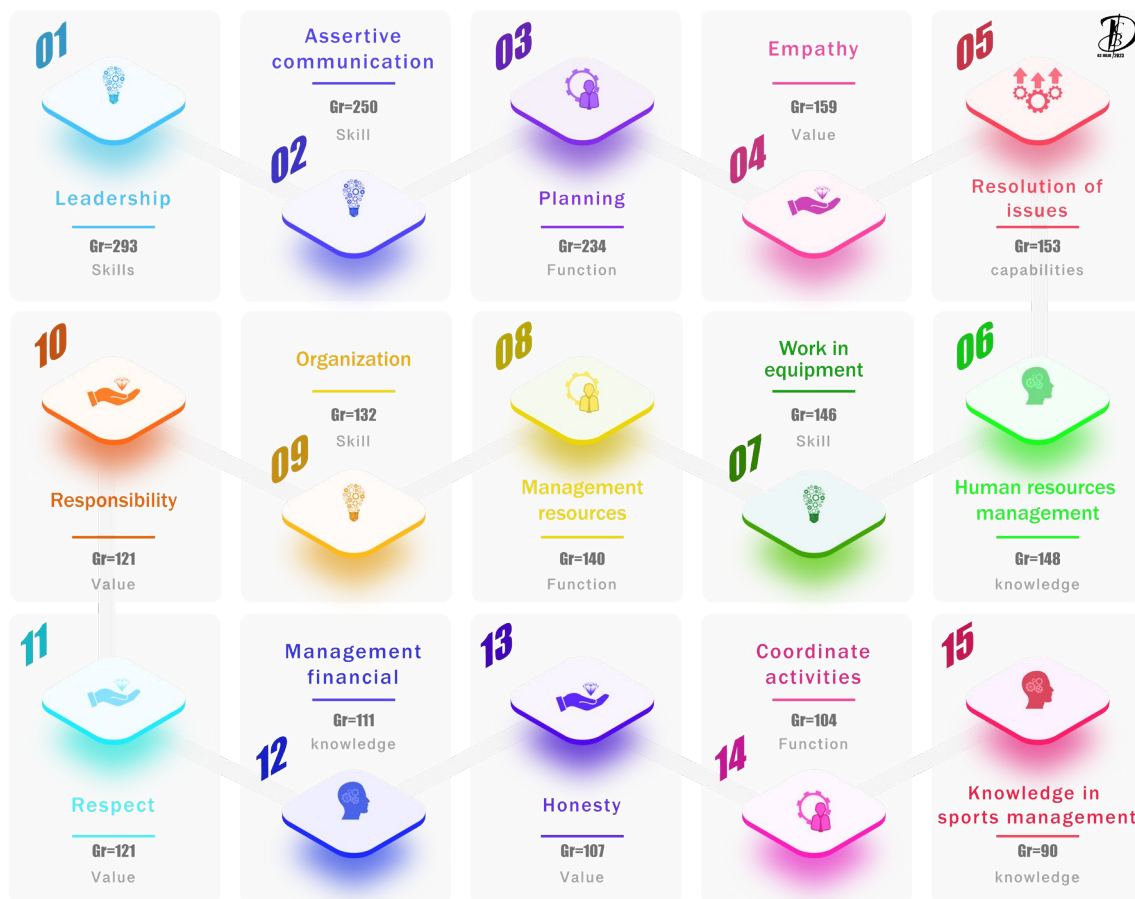


Figure 5. The 15 operational components or elements from a holistic and suitability approach that are required in the competent performance of a sports manager. *Source:* Own elaboration. Gr = root coding.

6.1. Limitations and future perspectives

The study's authors considered sports managers active in the management or performance of a position during data collection as a study population. For this reason, the sample consisted of managers with the willingness and the scope of relationships and a contact network of researchers in each country. This fact made the sample size difficult, and thus, the study may not have considered a sector that could provide relevant information. Furthermore, senior management positions in sports management are difficult to access and have little willingness, which limits participation in this type of research.

This work applied a qualitative analysis that lays the foundations for investigating the elements and components that can integrate or generate generic, specific, or concrete competencies in different sports management areas. Likewise, it provides relevant information to consider in foundation studies, designs, and redesigns of educational programs at higher learning levels to obtain a degree or postgraduate degree in the disciplinary area of sports management.

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