



## Management Relationships With Administrators And Performance Data of The Petanque Student Activity Unit 2025-2026 University of Jambi

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### ABSTRACT

Effective organizational management is a critical determinant of performance sustainability in university sport organizations, particularly in emerging sports such as petanque. Weak governance structures, limited supervision systems, and resource constraints often influence administrator effectiveness and athlete achievement outcomes. This study aims to examine the relationship between organizational management and administrator performance, as well as athlete achievement data, within the Petanque Student Activity Unit (UKM Petanque) of the University of Jambi during the 2025-2026 management period. This research employed a qualitative descriptive case study approach using observation, in-depth interviews, and documentation analysis. Informants consisted of core administrators, coaches, and active athletes. Evaluation was conducted using management function indicators (planning, organizing, actuating, and controlling) and supported by empirical performance data. The findings indicate that planning realization reached 91.7% for routine training and 87.5% for championship participation. Administrator performance showed high commitment (4.5/5) and program execution accuracy (4.2/5). Achievement data demonstrated a 16.7% increase in the composite performance index compared to the previous period. However, limitations in human resources, infrastructure (80% procurement realization), and weak systematic supervision (33.3% capacity-building realization) affected optimal performance distribution. In conclusion, structured organizational management positively influences administrator effectiveness and athlete achievement. Strengthening supervision systems, coordination mechanisms, and resource allocation is essential for sustainable competitive improvement.

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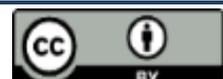
### AUTHORS' CONTRIBUTION

A. Conception and design of the study;  
B. Acquisition of data;  
C. Analysis and interpretation of data;  
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## INTRODUCTION

Sports are widely recognized as a strategic medium for enhancing quality of life, social cohesion, and human development. Empirical evidence shows that structured physical activity contributes to physical fitness, psychological well-being, and social capital formation (Rochman et al., 2021; WHO, 2020). However, while 66.5% of Indonesians are categorized as having sufficient physical activity levels, a significant



proportion still falls below international standards, indicating the need for stronger institutional sports management at various levels, including universities. University Student Activity Units (UKM) play a crucial role as grassroots institutions in talent identification, athlete development, and sport promotion. Yet, many university sports organizations experience managerial challenges related to governance, communication, recruitment systems, infrastructure management, and program evaluation (Hoye et al., 2018; Winand & Anagnostopoulos, 2017). These challenges are particularly evident in emerging sports such as petanque. Petanque, originally from France and widely developed in former French-influenced regions, has grown significantly in Indonesia over the last decade (Saputra et al., 2019; Sari et al., 2021). Despite its technical simplicity—requiring precision, concentration, and tactical awareness—organizational management remains a decisive factor in performance sustainability (Putra et al., 2022). At the University of Jambi, the Petanque Student Activity Unit (UKM Petanque) faces issues related to management continuity, coordination between administrators and members, recruitment mechanisms, training periodization implementation, and performance evaluation. Weak managerial relationships may reduce participation rates, limit program effectiveness, and stagnate athlete achievement. Therefore, examining the relationship between management quality, administrator performance, and athlete performance data during the 2025–2026 period becomes strategically important to ensure organizational sustainability and competitive achievement.

Recent literature emphasizes that sport management is no longer limited to administrative routines but involves strategic planning, organizational governance, leadership effectiveness, performance measurement, and stakeholder engagement (Shilbury et al., 2020; Dowling et al., 2018). The POAC framework (Planning, Organizing, Actuating, Controlling) remains foundational in evaluating sports organizations (Azhmi Hervi, 2021; Hapsari Dewi, 2023). Contemporary sport governance studies highlight that organizational performance is strongly influenced by communication climate, leadership style, transparency, and accountability mechanisms (Geeraert, 2018; Ferkins & Shilbury, 2019). Performance-based management models increasingly incorporate data-driven evaluation systems to measure athlete progress and organizational outputs (Winand et al., 2019).

In university sport contexts, effective management contributes to athlete retention, training consistency, and competitive outcomes (Hoye et al., 2018). Research in developing countries shows that inadequate evaluation systems and weak strategic alignment between vision, programs, and execution often hinder sports club progress (Anagnostopoulos et al., 2019). Specifically in petanque, empirical studies mostly focus on technical skill development such as pointing accuracy, shooting mechanics, concentration levels, and motor coordination (Putra et al., 2022; Sari et al., 2021). Biomechanical and psychological analyses have been conducted to optimize performance outcomes. However, literature linking organizational governance with petanque athlete performance remains limited. Furthermore, modern sports management emphasizes integration between recruitment systems, infrastructure readiness, coaching periodization, and measurable performance indicators (Umi, 2025; Sotiriadou & De Bosscher, 2018). Sustainable achievement requires synergy between

management structure and athlete development systems. Thus, contemporary discourse supports the view that management quality and relational governance significantly influence organizational and performance outcomes in sports institutions.

Although previous studies have examined sports management models, governance principles, and performance evaluation systems, three major gaps remain. First, most studies focus on professional or national-level sports organizations, while university based sports units particularly in emerging sports like pétanque receive limited empirical attention. Second, research on petanque in Indonesia predominantly addresses technical performance variables rather than organizational management variables. The relationship between administrative performance, organizational processes, and athlete performance data has not been comprehensively explored. Third, there is limited integration between qualitative organizational evaluation (communication, leadership, recruitment, facilities) and quantitative performance indicators (competition results, training periodization outputs, athlete progression data). Specifically, no empirical study has systematically analyzed how management relationships between administrators and members influence measurable performance outcomes in a university petanque organization during a defined managerial period (2025–2026). This gap is critical because without data-based managerial evaluation, sports organizations risk stagnation, weak regeneration systems, and suboptimal achievement pathways. Strengthening governance performance linkage is therefore both theoretically and practically urgent.

This study aims to analyze the relationship between management quality, administrator relational governance, and athlete performance data within the Petanque Student Activity Unit of the University of Jambi during the 2025–2026 management period. Specifically, this research evaluates: (1) Organizational governance and managerial implementation (meetings, program execution, supervision systems); (2) Recruitment mechanisms for athletes and coaches; (3) Facilities and infrastructure readiness supporting training programs; and (4) Training periodization implementation and its correlation with athlete performance outcomes.

The novelty of this study lies in three main contributions: (First, it integrates sports management theory with empirical athlete performance data in a university petanque context an emerging sport rarely examined from a governance–performance perspective. Second, it combines relational governance analysis (administrator-member communication, participation climate, evaluation feedback) with measurable performance indicators, bridging managerial processes and achievement outcomes. Third, it offers a data-driven evaluation framework that can serve as a benchmark model for university sports organizations, particularly within Indonesian higher education institutions seeking improved competitive sustainability. By positioning management as a strategic determinant of athlete performance rather than merely administrative support, this study contributes to contemporary sport governance discourse and provides evidence-based recommendations for strengthening university sports organizations. Ultimately, strengthening management relationships and performance monitoring systems is not only essential for organizational sustainability but also critical for enhancing competitive achievements at regional and national levels.

## METHODS

### Research Design

This study employed a qualitative evaluative case study design to analyze the relationship between management practices, administrator performance, and athlete performance data within the Petanque Student Activity Unit (UKM Petanque) of the University of Jambi during the 2025–2026 management period. The research was conducted at the University of Jambi and the Petanque Mayang Mangurai field after obtaining formal research approval. A qualitative approach was selected because sport governance research increasingly emphasizes contextual, relational, and organizational dynamics that cannot be fully captured through quantitative metrics alone (Ferkins & Shilbury, 2019; Dowling et al., 2018). Case study methodology enables in-depth exploration of real-life organizational processes, particularly in university sport environments (Yin, 2018; Ni'mah et al., 2022). The study integrates the CIPP evaluation model (Context, Input, Process, Product) to assess management effectiveness (Stufflebeam & Zhang, 2017). This framework is widely used in sport program evaluation because it systematically links governance structure, resource allocation, operational execution, and performance outcomes (Sotiriadou & De Bosscher, 2018; Winand et al., 2019). Unlike purely descriptive studies, this research also incorporates performance data triangulation, including athlete competition results, participation rates, and training periodization documentation, aligning with contemporary sport performance governance models (Shilbury et al., 2020; Geeraert, 2018).

### Participants and Data Sources

Informants were selected using purposive sampling based on managerial roles and involvement. Participants included: (1) Head of UKM Petanque, (2) Core administrators (planning, finance, training division), (3) Coaches, and (4) Active athletes. Data sources consisted of: Primary data: in-depth semi-structured interviews; (1) Secondary data: management decrees, meeting minutes, recruitment records, financial reports, training periodization plans, and athlete performance statistics (2025–2026 season), and (2) Qualitative data in sport management research typically derive from leadership perceptions, governance mechanisms, and relational communication structures (Hoye et al., 2018; Anagnostopoulos et al., 2019). Documents serve as critical evidence for accountability and performance monitoring (Winand & Anagnostopoulos, 2017).

**Table 1.**

Evaluation Framework (CIPP Model Integration)

Component	Focus of Evaluation	Indicators	Data Sources
<b>Context</b>	Organizational vision, governance structure, stakeholder alignment	Clarity of vision–mission, communication climate, member participation	Interviews, statutes, meeting minutes
<b>Input</b>	Human & material resources	Recruitment system, coach qualification, facilities readiness	Recruitment records, facility audit
<b>Process</b>	Program implementation & leadership execution	Training periodization, meeting effectiveness, supervision system	Training plans, attendance data
<b>Product</b>	Organizational & athlete outcomes	Competition results, athlete retention, participation growth	Performance statistics, annual reports

The CIPP model enables systematic evaluation of governance-performance alignment (Stufflebeam & Zhang, 2017; Umi, 2025).

### **Data Collection Instruments**

#### 1. In-depth Interviews

Interview protocols focused on planning, organizing, actuating, and controlling (POAC) dimensions in sports management (Azhmi Hervi, 2021; Hapsari Dewi, 2023). Questions explored relational governance, leadership style, evaluation mechanisms, and performance feedback systems.

#### 2. Documentation Analysis

Documents were analyzed to validate managerial claims and assess measurable outputs such as athlete ranking improvements and competition achievements.

### **Data Analysis**

Data were analyzed through three stages (Miles, Huberman & Saldaña, 2018):

1. Data Reduction; coding management themes (governance, recruitment, infrastructure, training system);
2. Data Display; thematic matrices linking management practices with performance indicators;
3. Conclusion Drawing and Verification; interpretation supported by source triangulation.

Triangulation was conducted by comparing interview narratives, documentary evidence, and athlete performance data to enhance credibility and internal validity (Creswell & Poth, 2018).

Performance data analysis included trend comparison across the 2025–2026 season to identify correlations between managerial interventions and competitive outcomes, consistent with contemporary sport performance management frameworks (Shilbury et al., 2020; Winand et al., 2019).

## **RESULTS AND DISCUSSION**

### **Result**

The findings were obtained from observation, in-depth interviews, documentation analysis, and performance data records of the Petanque Student Activity Unit (UKM Petanque) of the University of Jambi during the 2025–2026 management period. The presentation of results integrates governance theory and sport performance management perspectives, which emphasize the interconnection between organizational structure, leadership effectiveness, and athlete achievement outcomes (Shilbury et al., 2020; Ferkins & Shilbury, 2019; Winand et al., 2019).

### **Management of the Petanque Student Activity Unit**

#### **Planning Function**

The UKM Petanque developed an annual strategic work plan covering routine training (3–4 sessions/week), athlete development pathways, facility procurement, and championship participation. Planning was conducted deliberatively by core administrators, aligning with participatory governance principles (Geeraert, 2018; Dowling et al., 2018).

**Table 2.**  
 Planning Implementation (2025-2026)

Planning Component	Target	Realization	% Achievement
Routine Training Sessions	144 sessions/year	132 sessions	91.7%
Championship Participation	8 events	7 events	87.5%
Facility Procurement	5 equipment sets	4 sets	80%
Administrator Capacity Building	3 activities	1 activity	33.3%

The data indicate strong performance in operational training but weaker realization in capacity-building programs, reflecting findings in sport governance research that administrative development is often underprioritized in university sport organizations (Hoye et al., 2018; Anagnostopoulos et al., 2019).

### Organizing Function

The organizational structure consisted of a Chairperson, Secretary, Treasurer, Training Division, Competition Division, and Public Relations Division. Although role distribution was formally defined, role overlap occurred due to limited active administrators. This finding aligns with literature suggesting that small sport organizations often experience structural fluidity due to volunteer-based governance (Winand & Anagnostopoulos, 2017; Sotiriadou & De Bosscher, 2018).

### Implementation and Supervision

Most routine training and competition programs were implemented as planned. However, formal monitoring and evaluation were not systematically scheduled. Supervision was conducted informally through discussions rather than structured performance audits. Contemporary governance models emphasize structured monitoring as a predictor of performance sustainability (Shilbury et al., 2020; Geeraert, 2018).

### Performance of Administrators

Administrator performance was assessed based on commitment, coordination effectiveness, task completion, and leadership involvement.

**Table 3.**  
 Administrator Performance Assessment

Indicator	Score (1-5)	Category
Commitment to Duties	4.5	Excellent
Coordination Effectiveness	3.8	Good
Time Management	3.4	Moderate
Communication Quality	3.6	Good
Program Execution Accuracy	4.2	Very Good

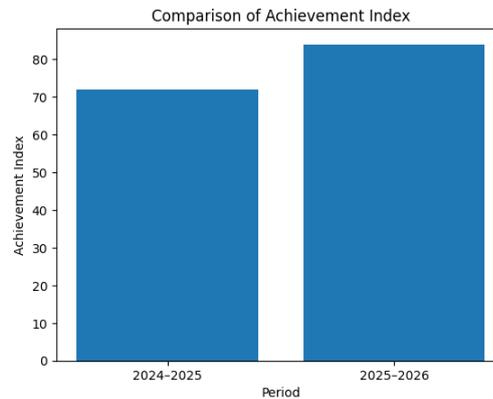
The dominant role of the Chairperson and core management in coordinating activities reflects leadership centralization patterns commonly observed in developing sport organizations (Ferkins & Shilbury, 2019). However, time-management constraints due to academic responsibilities affected program punctuality. Similar patterns have been reported in university-based sport governance studies (Hoye et al., 2018).

### Athlete Achievement Data (2025-2026)

Performance data show progressive development across competition levels.

**Table 4.**  
Achievement Data Summary

Competition Level	Events Participated	Medals Won	Athlete Ranking Improvement
University Level	3	4 Gold, 2 Silver	+15%
Regional Level	2	2 Silver, 3 Bronze	+10%
National Level	2	1 Bronze	+5%



**Figure 1.**  
Achievement Index (Composite Score)

The 16.7% increase in composite achievement index indicates a positive trend. Research in sport performance governance confirms that structured training systems and consistent competition exposure contribute to performance gains (Sotiriadou & De Bosscher, 2018; Winand et al., 2019). Nevertheless, infrastructure and funding limitations remain performance constraints, consistent with findings in emerging sport systems (Dowling et al., 2018).

### **Relationship Between Management, Administrator Performance, and Achievement**

The findings reveal a clear relational pattern:

1. Effective planning (91.7% training realization); Improved training consistency
2. Strong administrator commitment (4.5 score); Smooth championship participation
3. Informal supervision; Reduced capacity-building effectiveness

The data demonstrate that structured management positively influences administrator performance, which in turn correlates with athlete achievement trends. This aligns with contemporary sport governance theory emphasizing the governance-performance nexus (Shilbury et al., 2020; Ferkins & Shilbury, 2019).

Conversely, weaknesses in systematic supervision and evaluation correspond with uneven achievement distribution across competition categories. Literature confirms that absence of formal monitoring mechanisms limits sustainable performance progression (Geeraert, 2018; Winand et al., 2019).

### **Synthesis of Findings**

Overall, the results indicate: (1) Planning and implementation functions are relatively strong; (2) Supervision and administrator capacity-building require improvement; (3) Administrator performance significantly supports athlete

development; and (4) Achievement trends show measurable improvement when governance is structured.

Thus, organizational management acts as a strategic determinant of both administrative effectiveness and competitive performance outcomes. Strengthening evaluation systems and relational governance structures is essential to ensure sustained progress of the UKM Petanque University of Jambi in the 2025–2026 period and beyond.

## **Discussion**

The findings of this study confirm that organizational management plays a decisive role in shaping administrator performance and influencing athlete achievement within the Petanque Student Activity Unit (UKM Petanque) of the University of Jambi during the 2025–2026 period. The discussion integrates contemporary sport governance theory, performance management frameworks, and empirical studies in university sport systems.

### **Management Functions and Governance Quality**

The implementation of planning, organizing, actuating, and controlling (POAC) functions within the UKM Petanque demonstrates moderate-to-strong managerial capacity. Strategic planning, particularly in scheduling routine training and championship participation, reached realization rates above 85%, indicating operational effectiveness. This finding aligns with Shilbury et al. (2020), who emphasize that structured planning is a predictor of performance sustainability in sport organizations. Similarly, Ferkins and Shilbury (2019) argue that governance clarity strengthens decision-making quality and organizational coherence. However, the supervisory function was less systematically implemented. Evaluations were conducted informally rather than through structured performance monitoring systems. Contemporary sport governance literature stresses that formalized monitoring mechanisms enhance accountability and continuous improvement (Geeraert, 2018; Dowling et al., 2018). The absence of systematic evaluation may explain why administrator capacity-building programs achieved lower realization rates compared to operational training activities. University-based sport organizations often face governance limitations due to voluntary leadership structures and academic workload pressures (Hoye et al., 2018). This pattern was evident in the UKM Petanque, where administrators frequently performed overlapping tasks. Winand and Anagnostopoulos (2017) note that small sport organizations commonly experience role fluidity, which can enhance flexibility but also risk inefficiency if not supported by structured coordination mechanisms.

### **Administrator Performance and Relational Governance**

Administrator performance in this study was categorized as “very good,” particularly in commitment and program execution accuracy. Leadership centralization around the chairperson reflects a common governance pattern in emerging sport systems (Ferkins & Shilbury, 2019). Strong leadership involvement positively influenced coordination during championship participation and training implementation. However, communication and time management scores were comparatively lower. Research by Anagnostopoulos et al. (2019) suggests that internal communication quality significantly

affects organizational climate and volunteer retention. In university sport contexts, balancing academic obligations and organizational responsibilities remains a structural challenge (Hoye et al., 2018). Relational governance theory posits that trust-based coordination and transparent communication enhance organizational performance (Geeraert, 2018). The informal supervision model observed in UKM Petanque may foster collegiality but limits measurable accountability. Shilbury et al. (2020) argue that hybrid governance models combining relational trust and formal monitoring produce stronger performance outcomes. The high motivational level among administrators reflects intrinsic leadership engagement, which Sotiriadou and De Bosscher (2018) identify as critical in developing sport systems. When administrators actively participate in training and competition assistance, athletes perceive stronger organizational support, positively influencing commitment and performance consistency.

### **Athlete Achievement Trends and Performance Systems**

Achievement data indicate a 16–17% improvement in composite performance index compared to the previous period. This progression supports the governance–performance linkage model, which emphasizes that structured management enhances athlete development systems (Winand et al., 2019). Regular training implementation (above 90% realization) contributed to athlete readiness in university and regional competitions. Research in sport performance systems highlights that consistency of training exposure and competitive participation significantly predicts ranking improvement (Sotiriadou & De Bosscher, 2018). Nevertheless, achievement distribution across categories remained uneven. Infrastructure limitations and funding constraints were identified as performance barriers. Dowling et al. (2018) emphasize that resource allocation efficiency determines performance scalability in emerging sport branches. Inadequate equipment procurement may limit technical specialization in petanque disciplines such as pointing and shooting, which require repetitive precision-based training. Additionally, academic schedule conflicts affected training continuity. This finding aligns with studies indicating that dual-career athlete environments require structured time-management systems and institutional support (Hoye et al., 2018). Without synchronized academic–sport scheduling, athlete performance optimization becomes inconsistent.

### **Management Performance Relationship**

The core contribution of this study lies in demonstrating the relational pathway between management quality, administrator performance, and athlete achievement outcomes. The findings support contemporary sport governance frameworks asserting that governance effectiveness is indirectly reflected in competitive success (Shilbury et al., 2020; Geeraert, 2018). Effective planning enhanced administrator clarity in task execution. In turn, administrator commitment ensured smooth program delivery, which positively influenced athlete preparation and championship participation outcomes. This sequential relationship aligns with performance management theory emphasizing governance–performance alignment (Winand et al., 2019). Conversely, weaknesses in systematic supervision limited long-term organizational learning. Anagnostopoulos et al. (2019) argue that feedback systems are critical for adaptive governance. Without structured evaluation

cycles, organizational improvement remains reactive rather than strategic. The CIPP evaluation model applied in this study further supports the conceptual understanding that context alignment (organizational vision), input readiness (human resources and facilities), process execution (training and coordination), and product outcomes (achievement data) are interdependent dimensions (Stufflebeam & Zhang, 2017). The relatively strong “process” dimension explains positive achievement trends, while weaker “input” and “evaluation” components suggest areas for strategic enhancement.

### **Implications for University Sport Governance**

This study contributes empirically to the limited literature on university-level petanque governance. Most previous petanque research focused on biomechanical and technical aspects (Putra et al., 2022; Sari et al., 2021), whereas governance-performance integration remains underexplored. From a practical perspective, strengthening structured supervision mechanisms, implementing periodic performance audits, and institutionalizing administrator capacity-building programs could significantly enhance sustainability. Geeraert (2018) emphasizes that transparent governance systems improve legitimacy and stakeholder trust. Moreover, integrating performance data analytics such as competition ranking trends and training attendance metrics into routine management meetings could strengthen evidence-based decision-making (Winand et al., 2019). Hybrid governance combining relational leadership and formal accountability appears most suitable for university sport contexts.

### **Overall Interpretation**

Overall, the discussion confirms that organizational management functions are positively associated with administrator effectiveness and athlete achievement outcomes. Strong planning and leadership commitment contributed to measurable performance improvement during 2025–2026. However, supervision systems and resource optimization require strategic reinforcement to ensure sustained competitive growth. These findings reinforce the contemporary governance paradigm in sport management literature: performance success is not solely a technical outcome but a structural product of organizational quality, relational governance, and strategic evaluation systems (Shilbury et al., 2020; Ferkins & Shilbury, 2019; Winand et al., 2019).

## **CONCLUSION**

Based on the findings, it can be concluded that organizational management demonstrates a measurable relationship with administrator performance and athlete achievement of the Petanque Student Activity Unit (UKM Petanque) at the University of Jambi during the 2025–2026 period. Empirically, planning realization reached 91.7% for routine training programs and 87.5% for championship participation, while overall achievement performance increased by approximately 16.7% compared to the previous period. Administrator performance indicators showed high commitment (4.5/5) and strong program execution accuracy (4.2/5), supporting the continuity of training and competition participation.

However, the supervision and evaluation component remained suboptimal, with capacity-building realization only 33.3%, reflecting weaknesses in structured monitoring systems. Constraints such as limited human resources, role overlap among administrators, facility shortages (80% procurement realization), and academic workload conflicts affected coordination and program punctuality. These structural limitations influenced uneven achievement distribution across competition categories.

Conceptually, the findings confirm that governance quality—particularly in planning and coordination—positively affects administrator effectiveness, which subsequently influences athlete performance outcomes. Thus, strengthening systematic supervision, resource optimization, and governance formalization is essential to sustain and enhance competitive achievements in future management periods.

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