

# Management of the Rookie Basketball Academy Development in Klaten City 2025

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## Abstract

This study aims to determine and describe the coaching management implemented at the Rookie Basketball Academy in Klaten City in 2025. This study is motivated by the importance of structured coaching management in non-formal basketball academies such as the Rookie Academy in Klaten, in order to overcome the challenges of coaching young athletes and support the improvement of sports achievements professionally. This study uses a qualitative method with a descriptive approach. Data collection techniques through observation, in-depth interviews, and documentation. The main instruments used in this study were interview guidelines, observation sheets and documentation sheets. The subjects in this study were administrators consisting of 1 coach, 1 assistant coach and 15 athletes who are members of the Rookie Basketball Academy. The selection of subjects was done purposively. The results of the study show that coaching management at the Rookie Basketball Academy has implemented the functions of planning, organizing, implementing, and supervising with a fairly good commitment. The implementation of training is carried out routinely and has received positive responses from athletes, although the level of attendance is still fluctuating and the training methods are considered less varied. This finding emphasizes the need to strengthen the documentation aspect, data-based evaluation system, and organizational structuring in order to improve the effectiveness of coaching as a whole. Suggestions that can be given to the Rookie Basketball Academy are that it needs to develop a more structured documentation system related to training planning, attendance, and periodic evaluation of athlete development.

**Keywords:** sports management; rookie basketball; basketball academy development

## 1. Introduction

Sports play a vital role in human life as they provide numerous physical, mental, and social benefits. Regular physical activity enhances physical fitness, strengthens endurance, and fosters discipline and teamwork. Physical fitness is one of the key indicators for assessing a person's physical health quality. Individuals with good physical fitness generally possess higher physical strength compared to those who are less fit (Rumini et al., 2024). Physical activity is a life activity that must be developed in the hope of providing added value in the form of improving human quality, welfare, and dignity (Winara et al., 2021). This indicates that sports activities are not merely recreational but also an integral part of human resource development.

One of the sports that has experienced rapid growth in Indonesia is basketball. Initially known only among limited groups, basketball has now become one of the most popular sports across different segments of society, particularly among students and youth. The presence of both national and regional competitions has further boosted its popularity, leading to the emergence of

numerous basketball clubs and academies throughout the country. This development cannot be separated from the government's and sports organizations' efforts to facilitate structured youth athlete development aimed at producing high-quality players capable of competing at regional and international levels. This activity is also supported by Bompa & Buzzichelli (as cited in Akhiruyanto et al., 2022), who stated that the synergy of all aspects such as infrastructure, motivation, and supporting sciences beyond sports science is essential for improving athlete performance.

At present, basketball has spread across all regions, provinces, and cities in Indonesia (Kartika & Wicaksono, 2023). Technological advancements and mass media have also contributed to expanding the reach of basketball information and education in Indonesia. The broadcasting of matches, online training sessions, and the growth of fan communities have further stimulated interest in the sport. However, grassroots athlete development still faces numerous challenges, such as limited facilities, human resources, and suboptimal management. Therefore, the systematic and professional development of basketball coaching is crucial to ensure sustainability and the continuous improvement of Indonesian athletes' achievements in the future. This growing interest provides a great opportunity to build a solid foundation for athlete development from an early age, which is essential for producing high-quality and high-achieving athletes. However, to maximize this potential, a structured, professional, and sustainable coaching system is required to support athlete growth amid increasingly competitive national and international standards.

Hence, the development of basketball coaching at the grassroots level requires the implementation of comprehensive and integrated management, covering aspects of planning, organizing, implementing, and monitoring. Each of these managerial stages must operate synergistically so that the coaching program runs effectively and achieves its objectives producing athletes who excel not only technically and physically but also demonstrate discipline and sportsmanship.

Sports academies, including basketball academies, play a strategic role in developing future athletic achievements (Setyawati, 2023). This highlights the importance of sports coaching management, which involves systematic planning, organizing, implementation, and evaluation. The Rookie Basketball Academy in Klaten City is one such academy actively engaged in nurturing young athletes with the goal of developing their technical, tactical, and mental abilities in an integrated manner. However, the effectiveness of athlete development depends heavily on the management applied in each stage of the coaching process.

The Rookie Basketball Academy in Klaten has implemented an athlete development management system since 2020, focusing on athletes from elementary to high school levels. The academy is committed to establishing a management framework that includes training program planning, the organization of coaching and athlete resources, routine training implementation, and continuous performance evaluation. The academy aims not only to enhance athletes' technical skills but also to foster strong character and a champion's mentality, enabling them to compete at both regional and national levels.

Previous studies on basketball coaching management generally focused on schools or large clubs that already possess more established systems. For example, studies have examined girls' basketball coaching in high schools (Naja & Priyanto, 2025), while others have explored management in the MBBC Club of Pontianak, which has a relatively complex organizational structure (Yunida et al., 2017). Another study focused on the regional sports governing body, PERBASI of Tanggamus Regency (Siswoyo et al., 2020). These studies provide insights into coaching management at

different institutional levels, yet they have not addressed the context of non-formal basketball academies that function as alternative youth development institutions at the local level.

This research offers a novel contribution by focusing on the Rookie Basketball Academy in Klaten a privately managed, independent academy actively developing young athletes from elementary school age. The uniqueness of this study lies in its examination of a non-formal institution that, despite limited prior academic exploration, plays a significant role in local sports development. By holistically analyzing managerial functions including planning, organizing, implementation, and supervision this study provides new perspectives on athlete development dynamics outside the formal education system or large sports organizations. Furthermore, it offers an evaluative and developmental framework for similar academies in other regions. Therefore, the objective of this study is to identify, describe, and analyze the management of athlete development implemented at the Rookie Basketball Academy in 2025.

## 2. Method

This study employed a qualitative descriptive research design. The qualitative approach was chosen because it enables an in-depth understanding of the phenomena under study based on information, comments, opinions, and statements from the research subjects (Mundir, 2013). Meanwhile, the descriptive approach aims to provide a systematic, factual, and accurate description of the facts and characteristics of the object being investigated (Sugiyono, 2017).

The subjects of this research consisted of the management and 15 athletes of the Rookie Basketball Academy. A total of 17 participants comprising one coach, one assistant coach, and fifteen athletes were selected through a purposive sampling technique, considering that they play a direct role in the athlete development management process. This sampling method ensured that the information obtained was relevant and comprehensive.

The data collection techniques used in this study included triangulation, which combines interviews, observations, and documentation to ensure data validity. The research instruments consisted of interview guidelines and documentation notes on the academy's activities.

The data analysis process followed the interactive qualitative analysis model proposed by Miles and Huberman, which involves three main stages:

1. Data reduction, the process of simplifying and selecting essential data from interviews and observations;
2. Data display, the systematic organization of data into descriptive narratives or tables; and
3. Conclusion drawing and verification, the process of formulating research findings based on the analyzed and verified data (Darmanah, 2019).

These three components were carried out interactively and continuously throughout the research process.

## 3. Result and Discussion

The Rookie Basketball Academy was established on November 25, 2020, and has been officially registered under the Klaten Regency Basketball Association (Pengkab). The academy was founded

by a local basketball referee in Klaten with the objective of developing basketball athletes and advancing achievements in the basketball sector within Klaten Regency. The training programs implemented include physical, technical, tactical, and mental components.

Athlete development at the Rookie Basketball Academy targets players aged 8 to 15 years, with a total of 54 athletes, although not all of them attend training sessions regularly on average, around 15 athletes participate in each session. Training is held twice a week: for female athletes on Tuesdays at SMK Kristen 1 Klaten Court and on Sundays at SMK 3 Muhi Klaten Court, from 16:00 to 18:00 WIB. Male athletes train on Wednesdays and Fridays at the same hours and locations.

Based on interviews, observations, and documentation, it can be analyzed that the management of athlete development implemented at the Rookie Basketball Academy includes planning, organizing, actuating, and controlling (Sulistianta et al., 2022).

At the planning stage, the academy has developed training and recruitment programs tailored to age groups and athletes' basic abilities, although these have not been supported by adequate formal documentation. Organizing is carried out through the formation of a functional organizational structure, though task distribution still overlaps due to the absence of written job descriptions. Implementation proceeds regularly and receives positive responses from athletes, although attendance rates remain inconsistent and training methods are perceived as lacking variation. In terms of supervision, athlete evaluation has not been conducted systematically or properly documented, which requires greater attention to enhance the effectiveness of management practices in the academy.

### **Planning of Athlete Development at the Rookie Basketball Academy**

Planning is the initial stage in management functions that determines the direction and success of sports development. Based on the findings from interviews and observations, planning at the Rookie Basketball Academy has been implemented fairly well, as indicated by the recruitment of athletes by age category and the adjustment of training programs according to athletes' basic abilities. The academy has also established a regular training schedule and grouped athletes according to age levels, ranging from 8 to 15 years. This aligns with the theory stating that effective planning must address organizational needs and align with available resources (Robbins & Coulter, 2016).

In addition to recruitment, the academy's technical development planning includes fundamental aspects such as basic basketball skills, physical fitness improvement, and character and discipline building. Field observations show that each training session includes warm-ups, skill drills, and game simulations, indicating structural organization within the program. However, planning remains informal, as written training modules or official syllabi are not yet available. This reliance on the coach's experience and initiative poses a risk to program continuity if coaching or management changes occur.

### **Organizing in Athlete Development at the Rookie Basketball Academy**

Organizing is a crucial managerial function that ensures resources are effectively managed to realize established plans. Good organization determines how effectively activities are executed in line with objectives (Siregar & Abady, 2023). No matter how well a plan is formulated, it cannot succeed

without proper organization; therefore, organizing is widely recognized as the second essential management function (Kaban et al., 2020).

At the Rookie Basketball Academy, organizing is implemented through a functional organizational structure comprising a head, treasurer, coach coordinator, and male and female coaches. This structure demonstrates managerial awareness of role division according to function. However, interviews and observations indicate that task distribution has not yet been carried out systematically.

The absence of standardized role division has led to overlapping duties, especially for coaches who handle multiple responsibilities, both technical and administrative. In practice, coaches not only conduct training sessions but also record attendance, arrange schedules, and communicate with parents. Some surveys of elite young athletes found that parents are the strongest influence on sport initiation, while coaches are the strongest influence on their decision to engage in intensive training (Kusuma & Akhiruyanto, 2019). This suggests that the academy lacks an efficient delegation system, as emphasized in Fayol's classical management principles that organizational effectiveness depends on clear and structured task distribution. The imbalance of workload also affects the quality of training and staff productivity.

The absence of formal documentation such as job descriptions and coordination procedures poses a major challenge in the organizing aspect. Formal documentation is crucial to ensure all members understand their roles and responsibilities. Effective organization is characterized by coordinated mechanisms, flexible structures, and clear communication (Robbins & Coulter, 2016). Therefore, although the academy's organizational system functions adequately, improvements in written documentation and task restructuring are necessary to create efficiency, prevent role conflicts, and support optimal athlete development.

### **Implementation (Actuating) of Athlete Development at the Rookie Basketball Academy**

Implementation or actuating refers to the managerial phase where plans and structures are operationalized into real activities. Effective implementation depends on the coach or manager's ability to direct, motivate, and guide team members to achieve organizational goals (Hasibuan, 2016). At the Rookie Basketball Academy, implementation has been carried out through consistent, twice-weekly training sessions with separate schedules for male and female athletes demonstrating commitment from both coaches and management.

However, interviews with athletes revealed that, although training sessions are enjoyable and not overly demanding, many athletes expressed a desire for more varied training methods. This is significant because training variety enhances athlete motivation and positively impacts technical and mental skill development. Herzberg's motivation theory emphasizes the importance of intrinsic factors such as task variety and self-development in improving individual performance (Chalid & Junaidi, 2025). Thus, coaches need to innovate in training methods to make sessions more engaging and challenging.

Fluctuating athlete attendance is another important observation. Because basically, the principle of exercise is that the more frequently training is conducted, the faster one's motor skills are developed (Irawan et al., 2021). Based on observation and documentation, only about 35-40% of the total 54 athletes attend training consistently. This inconsistency suggests issues related to commitment, discipline, or external factors such as family support and school workload.

According to organizational communication theory, two-way communication between management and stakeholders is vital to foster understanding and program support (Luthans, 2018). Therefore, more intensive communication with parents and reinforcement of discipline among athletes are needed to improve participation and consistency.

### **Supervision (Controlling) in Athlete Development at the Rookie Basketball Academy**

Supervision in sports management is essential to ensure that programs are implemented according to objectives and standards. It involves monitoring activities, comparing them with standards, and taking corrective measures when necessary. In the context of the Rookie Basketball Academy, interviews revealed that the supervision function has not been optimal. Athlete assessments are mainly informal and subjective, lacking systematic documentation or standardized evaluation tools indicating weak evaluation management.

Field observations support this finding: coaches rely primarily on visual observation rather than using evaluative instruments such as physical tests, technical observation sheets, or individual training journals. Structured and objective evaluation is essential to identify athletes' progress or challenges and to design more targeted follow-up programs. The absence of written evaluation and individual performance data hinders data-driven decision-making by coaches and management alike.

This weakness in the supervision system poses a serious obstacle to achieving sustainable, performance-based development. Without documented feedback, the academy loses opportunities to improve training quality strategically. Therefore, reform in the controlling aspect is necessary by implementing periodic evaluations, developing performance assessment tools, and creating an accessible athlete development database for coaches and management.

Overall, the management of athlete development at the Rookie Basketball Academy demonstrates strong commitment to training implementation but still exhibits weaknesses in written planning, task organization, consistency, and evaluation systems. Interviews, observations, and documentation suggest that managerial improvements are crucial, particularly in program documentation and ongoing athlete evaluation.

In the context of athlete development management at the Rookie Basketball Academy, the interaction between coaches, assistant coaches, athletes, parents, and other professionals plays a crucial role in ensuring smooth training processes. Coaches are not only responsible for teaching techniques and strategies but must also manage the dynamics of young athletes, which can be challenging (Dania & Harvey, 2020). One key strategy used in this regard is behavior management, a set of techniques aimed at motivating and maintaining athletes' focus during training and competition. Effective behavior management enables coaches to create a conducive training environment by maintaining discipline, managing conflicts, and encouraging motivation and commitment (Adibpour et al., 2021). At the Rookie Basketball Academy, implementing behavior management is essential given the diversity of athlete ages and personalities, making effective interaction and behavioral control fundamental to achieving developmental goals.

Throughout their training at the Rookie Basketball Academy, athletes undergo significant physical and biological transformations that affect their responses to various training stimuli. This requires coaches to apply adaptive and responsive management practices that align with athletes' physical conditions and individual needs. In practice, coaches must adjust training intensity, methods, and

approaches to match athletes' developmental stages especially considering the wide age range at the academy (Branquinho et al., 2022). Therefore, management at the Rookie Basketball Academy focuses not only on techniques and strategies but also on a deep understanding of athletes' biological development, which is key to designing effective, safe, and sustainable training programs.

By improving these aspects, the academy can enhance the professionalism and quality of its coaching system and make a significant contribution to basketball development in Klaten. This aligns with previous findings that management functions in sports coaching positively influence basketball performance. The implementation of management functions further supports athlete development; however, the most critical factor in achieving success remains consistent and well-structured coaching (Chalid & Junaidi, 2025).

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