

**Analysis of Performance Development in the Handball at  
Central Java Province**  
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**Abstract**

The enthusiasm of the community in developing sports is very high. Each sport branch has its own strategies and policies in developing the sports branch being pursued, including ABTI Central Java, which has proven to have a performance development program aimed at advancing the development of handball sports in Central Java. The research method used in this study is a qualitative type. The data collection techniques used in this study were observation, interviews, and documentation. The data analysis techniques used in this study are data reduction, data presentation, SWOT analysis, and drawing conclusions. The results of the study indicate that 1) The management of the organization in the development of the handball sports branch by ABTI Central Java can strengthen leadership, expand cooperation networks, develop more stable funding strategies, and increase active involvement of members, athletes, and coaches. 2) The implementation of training programs in the development of the handball sports branch by Pengprov ABTI Central Java has an effective athlete identification and development system and is supported by good coordination with district/city branches. However, limited resources and challenges in maintaining the consistency of training and competition are obstacles that need to be addressed. 3) The management of facilities and infrastructure in the development of the handball sports branch by ABTI Central Java shows that close cooperation with Semarang State University (UNNES) and sponsors, as well as budget support from KONI, provides a strong foundation to overcome existing shortcomings. 4) Financial management in the handball sports branch has significant strengths and opportunities but also faces some weaknesses and threats. Dependence on the regional budget (APBD) and KONI and delays in fund disbursement are weaknesses that need to be addressed.

**Kata Kunci:** Performance Development, Handball, ABTI Central Java

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## INTRODUCTION

The enthusiasm of the community in developing sports is very high, as evidenced by the emergence of new sports branches, each with its own organizational structures and management systems. Each sports branch management team has its own strategies and policies for developing the sports branch they focus on, including ABTI Central Java, which has proven to have a performance development program aimed at advancing the development of handball in Central Java. ABTI (Indonesian Handball Association) is the parent organization responsible for the performance development system that plays a role in promoting the sport of handball. ABTI was established on August 16, 2007, which demonstrates that handball was not yet popular in Indonesia, as the Central Java province only joined in 2014, under the leadership of sports teacher Mr. Joko Pranawa Adi. ABTI Central Java is a newly established sports branch that requires more attention and support to achieve maximum performance.

Performance development is certainly applied in every sports organization, from the regional to the central level. It is an effort made to achieve the desired goals as optimally as possible. Good development certainly involves a sound policy system that is process-oriented, where the policies implemented require human resources, knowledge, and skills to align with the intended goals (Ameraldo et al., 2022). Currently, sports achievements are also considered a benchmark and an indicator of the success of a region's governance system, making it a key factor in the fierce competition that arises when interregional championships are held. Therefore, it can be concluded that sports can serve as a barometer of a region's progress.

Policies, support, and strategies are the main pillars that must be fulfilled in order for sports development in Indonesia to achieve the expected outcomes, as stipulated in Law No. 11 of 2022. According to Rahadian &

Ma'mun (2018), the pattern of relationships and coordination between the central government and regional governments, including rights, obligations, authority, and responsibilities, significantly influences the success of sports development in Indonesia. Discussions on sports policy are increasingly relevant at the regional, national, and international levels, marked by studies comparing sports policy factors that contribute to international sports success, involving 15 countries using SPLISS 2.0 analysis. SPLISS 2.0 is an evolution of SPLISS 1.0, a collaboration of 53 researchers involving over 3,000 athletes, 1,300 coaches, and 240 performance directors. SPLISS is a collaborative research initiative aimed at coordinating, developing, and sharing expertise on elite sports policies, working in partnership with policymakers, national Olympic committees, international sports organizations, and researchers in the field.

Sports organizations that achieve their targets are not only evaluated based on the sports policies they implement, but also on the role of coaches who have the skills to train effectively, possess high enthusiasm, good ethics and leadership, discipline, and a focus on performance development. A well-planned performance development concept should take into account the athletes' development, analyze suitable training methods using a scientific approach, and clearly and easily convey training materials to the athletes. Adequate facilities and infrastructure also contribute to success, which requires significant funding. Thus, it cannot be solely the responsibility of one party, but requires collaboration between the organization management, KONI, and the government to support sports performance development.

Handball was first officially contested in the PON (National Sports Week) multi-event championship. This attracted some athletes in Central Java to pursue and develop handball, leading to the emergence of many young athletes as representatives of Central

Java in the PON Aceh 2023 qualification championship. However, the results show a decline in performance compared to the 2019 PON Papua qualification round and the PON XXI Aceh 2023 qualification round. The obstacles and decline in performance can serve as the basis for this study to identify the causes, shortcomings, and weaknesses of the policies implemented for the development of the ABTI Central Java organization, thereby improving the performance of athletes and coaches. The dissatisfaction and disappointment of various parties also serve as reasons to conduct a comprehensive analysis of handball development in Central Java. Once the organization's shortcomings are clearly identified, the management must quickly find solutions to address the existing problems.

Based on the researcher's observations, there are still many shortcomings in the implementation of ABTI Central Java's organizational policies. The funding obtained by ABTI Central Java is still insufficient when compared to other competing regions such as DKI Jakarta, West Java, East Java, and East Kalimantan. Funding for handball is also minimal compared to older, more popular sports branches, especially in Central Java province. Handball is a team sport that requires substantial funding, unlike individual sports branches. The decision has been made that only one men's team will be sent to compete in PON XXI Aceh, a decision made after considerable deliberation and negotiation. To date, the government has not been able to provide maximum funding, as seen in the last championship where the government only covered part of the athletes' expenses. Funding for provincial championships, such as accommodation, athlete training costs, and the facilities and infrastructure used during training, have not been fully provided to the athletes and coaches. The government's attention to handball, still a relatively new sport, is minimal, requiring ABTI Central Java management to find the best solutions for

athletes and coaches to continue achieving in the face of limited resources.

Observations conducted by the researcher at the ABTI Central Java Secretariat Office show that ABTI Central Java has an organizational structure and has carried out development activities with set performance targets. A deeper examination of the field conditions revealed some strengths and weaknesses in the development and management systems that have been established. Through interviews with ABTI Central Java officials and sports personnel, several weaknesses in the policy system for managing the organization were identified, such as the lack of competent human resources, which affects the training programs provided that do not meet the athletes' needs, the government's lack of attention to new sports branches, inadequate training facilities and infrastructure, lack of socialization leading to low public interest in handball, and the management's limited knowledge of performance development strategies based on evolving science and technology, resulting in suboptimal performance by ABTI Central Java.

Given the various problems identified, it is necessary to conduct research on the analysis of performance development in the handball branch of ABTI Central Java. The research model uses SPLISS 2.0 (Sport Policy Factors Leading to International Sporting Success), which includes nine pillars aimed at successful sports development, to evaluate elite sports policies from input (system resources), throughput (process), to output (performance achievements), involving the management, athletes, and coaches within the organization. The research results can be used as an evaluation to prepare for the upcoming championship, PON Aceh XXI in 2024, to achieve the maximum performance according to the set targets.

The objective of this study is to analyze the organizational management in the development of handball in ABTI Central Java, to analyze the implementation of

training programs in the development of handball in ABTI Central Java, to analyze the management of facilities and infrastructure in the development of handball in ABTI Central Java, and to analyze the financial management in the development of handball in ABTI Central Java.

## **METHODS**

### **Location And Time Of Research**

The research was conducted at the ABTI Central Java Secretariat Office, located at Jalan Tampomas Dalam IV No. 24 RT 02 RW III Petompon Gajahmungkur, Semarang City.

### **Determination Of Respondents**

Respondents in this study played a crucial role in the data collection process, as they were deemed capable of providing reliable answers to all questions posed by the researchers. The targets of this study were administrators, athletes, coaches, and sports personnel involved in the development of handball performance in Central Java..

### **Types Of Research**

The research method employed in this study is qualitative research, wherein the researcher acts as the key instrument. The results obtained from qualitative research are descriptive data derived from the research conducted and observed by the researcher according to the conditions, situations, and problems present in the field.

### **Data collection techniques**

The data collection techniques used in this study include observation, interviews, and documentation. Each method has its advantages and disadvantages, thus all three methods were utilized to achieve the determined research objectives. Data collection techniques involve gathering information from various written sources such as books, articles, journals, magazines, and documents relevant to the research problem, thereby strengthening the arguments presented in the study (Ilpaj & Nurwati, 2020).

### **Data analysis techniques**

The analysis conducted in this study is qualitative analysis. Data and information obtained from the research subjects were described by the researcher. Data analysis involves systematically organizing all responses from interviews and data obtained from field observations into comprehensible information. The analysis methods used in this research include data reduction, data presentation, SWOT analysis, and drawing conclusions.

## **RESULTS AND DISCUSSION**

### **Management of the Handball Branch Organization ABTI Central Java**

Indonesia has established a legal framework supporting the implementation of sports through Law No. 11 of 2022. This law acts as the primary legal umbrella in the regulation and execution of various sports activities throughout the country. Besides this regulation, the success in fostering and developing sports is often influenced by other policies that depend on the current leadership and political dynamics. This results in sports becoming a subject of politics, where policies and support for sports are often determined by changes in government rather than the needs or potential of the sport itself.

In the context of performance sports management, governance, organization, and structure are complex aspects that are challenging to evaluate comprehensively. ABTI Central Java Province, through its chairman, Mr. Joko, has provided an explanation regarding the organizational structure, coordination, and communication within the management of Pengprov ABTI Central Java. According to his explanation, every activity, such as referee training, requires leadership from the relevant field, with support from all other members. This structure emphasizes the importance of teamwork, where each member performs according to their duties and cannot function independently.

Regarding budget support, Pengprov ABTI Central Java faces challenges in long-

term financial planning. The chairman of ABTI Central Java stated that although there is a desire to have more sustainable planning, in reality, the budget often changes every year and requires re-submission each time. This shows a lack of certainty in the long-term funding needed for the development of handball. This lack of funds is exacerbated by the inability to find sponsors who consistently support. Although there is concern for sports, the lack of financial support from sponsors shows that not all sports branches receive the same attention.

In an effort to increase financial support, Pengprov ABTI Central Java strives to establish cooperation with commercial parties, particularly entrepreneurs. However, to date, they have not succeeded in finding a commercial partner willing to become a permanent or sustainable sponsor. These efforts highlight an urgent need to seek solutions that can provide more stable financial support.

Additionally, Pengprov ABTI Central Java encourages active participation from athletes, coaches, and management in providing input regarding policies to be implemented. The chairman of ABTI Central Java emphasizes a commitment to opening wide communication channels, where members of the organization are allowed to submit their suggestions and aspirations. This reflects an inclusive approach, where feedback from various parties is considered important and taken into account in the decision-making process. The chairman also added that the provincial government has the

ABTI Central Java has a number of strengths and opportunities that can be utilized to overcome weaknesses and face threats. The conclusions of the strategies that can be implemented are as follows:

1. SO (Strengths-Opportunities) Strategy:
  - a. Using strong leadership and good communication to attract new entrepreneurs and sponsors will enhance stable financial support and expand the cooperation network.

responsibility to coordinate and respond to these inputs, as well as face obstacles that may arise with less active district/city governments in their support.

Based on the above discussion, here is a SWOT Analysis of the Management of the Organization Pengprov ABTI Central Java:

1. Strengths:
    - a. Clear leadership from the chairman of ABTI Central Java.
    - b. Organizational structure emphasizing teamwork and good communication.
    - c. Commitment to open communication channels with organization members.
  2. Weaknesses:
    - a. Lack of certainty in long-term funding.
    - b. Difficulty in finding consistent sponsors.
    - c. Dependence on unstable financial support.
  3. Opportunities:
    - a. Potential cooperation with commercial parties, especially entrepreneurs.
    - b. Active involvement of athletes, coaches, and management in policy-making.
    - c. Opportunities to expand sponsor networks and increase financial support.
  4. Threats:
    - a. Frequently changing budgets and uncertainty in funding.
    - b. Inactivity of district/city governments in providing support.
    - c. Competition with other sports branches that may receive more attention.
- b. Optimizing active member involvement in organizational policies to strengthen networks and open new collaboration opportunities, which will ultimately support organizational development.
  2. WO (Weaknesses-Opportunities) Strategy:
    - a. Developing long-term strategies for more stable funding by leveraging potential commercial partnerships will

- reduce reliance on uncertain financial support.
- b. Utilizing active involvement from athletes, coaches, and administrators to seek more consistent sponsors can help overcome difficulties in finding stable sponsors.
3. ST (Strengths-Threats) Strategy:
- a. Strengthening organizational structure and internal communication to face funding uncertainties and reduce reliance on unstable financial support will help maintain organizational sustainability.
  - b. Utilizing clear leadership to advocate for greater support from local governments can help address the inactivity of local government bodies in providing support.
4. WT (Weaknesses-Threats) Strategy:
- a. Developing contingency plans to address uncertain budget and funding changes will ensure the organization continues to function well despite financial uncertainties.
  - b. Establishing cooperation with other sports branches to mutually support and reduce competition can help strengthen ABTI Central Java's position amid tight competition.

By implementing these strategies, ABTI Central Java can leverage its strengths and opportunities to overcome internal weaknesses and face external threats, thereby enabling it to grow and achieve its organizational goals more effectively.

#### **Application of Training Programs in the Development of Handball by ABTI Central Java**

Identifying talent in handball requires continuous and in-depth training for a large number of players over an extended period. This process demands high-level coaching skills, where coaches must be able to assess various physical, physiological, psychological, and technical factors of the

players. The goal is to understand what an athlete needs to achieve an elite level in handball.

In the context of talent identification planning, the Central Java ABTI Provincial Management (Pengprov ABTI) has developed an effective system to identify potential athletes from a young age. The General Secretary of ABTI Central Java, Muhlisin, stated that they provide opportunities and encourage regions to prepare talents from an early age, starting from high school and junior high school levels. This talent management includes efforts to recruit young talents and facilitate competitions for them to hone their skills.

The Central Java ABTI Provincial Management also coordinates with district/city branches to develop an effective system for nurturing young athletes. They encourage the organization of the Regional Student Sports Week (POPDA) at the city level, which has begun to be implemented and many previously inactive districts/cities are now moving again thanks to the support from local stakeholders. This competition is expected to be a platform for students to compete and discover new talents.

Additionally, Muhlisin explained that multidimensional support is provided to develop young athletes up to the senior level. They have prepared adequate competitions and venues, as well as improved the quality and quantity of human resources through annual training for referees and coaches. Cities/districts are also encouraged to independently organize training and matches. Support from coaches, referees, and organizers is crucial to provide guidance to athletes so that they feel comfortable and cared for.

ABTI Central Java also pays attention to the academic aspects of young athletes, providing recognized certificates and assisting in the legalization process for school needs. They strive to keep athletes focused on handball with support from various parties. Additionally, outstanding young athletes

receive support in the form of scholarships to universities, either five-semester scholarships or full scholarships and stipends for certain universities. ABTI Central Java continues to work with related stakeholders to provide this support.

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the training and development program by the Central Java ABTI Provincial Management identifies the following factors:

1. Strengths:
  - a. An effective system for identifying potential athletes from a young age.
  - b. Good coordination between Pengprov ABTI and district/city branches.
  - c. Multidimensional support for the development of young athletes up to the senior level, as well as scholarships and support for higher education for outstanding young athletes.
2. Weaknesses:
  - a. There may still be resource limitations at the regional level.
  - b. Limited funds to continuously organize training and competitions.
  - c. Challenges in maintaining consistency in training and competitions across all districts/cities.
3. Opportunities:
  - a. Increased participation from previously inactive regions.
  - b. Opportunities to discover and develop more young talents through local competitions.
  - c. Improved quality and quantity of human resources through training for referees and coaches.
4. Threats:
  - a. Competition with other, possibly more popular sports.
  - b. Potential lack of support from schools for athletes focusing on sports.
  - c. Policy fluctuations from stakeholders that can affect the continuity of the program.

The Central Java ABTI Provincial Government possesses strengths in its system for identifying and developing potential athletes from a young age, as well as in its effective coordination with regional branches in districts and cities. Their advantages also include multidimensional support, academic recognition, and scholarships for high-achieving athletes. However, they face weaknesses such as limited resources and challenges in maintaining consistent training and competition schedules. Opportunities include increased participation from previously inactive regions and growing support from stakeholders, despite threats such as competition from other sports, financial constraints, and potential lack of support from schools. Recommended strategies involve leveraging the identification system and multidimensional support to boost regional participation, addressing resource limitations through collaboration with stakeholders, strengthening the identification system to handle competition, and developing alternative strategies to secure financial support and improve communication with schools. By implementing these measures, the Central Java ABTI Provincial Government can optimize the development of young athletic talent and overcome existing challenges.

### **Management of Facilities and Infrastructure in the Development of Handball Sports by ABTI Central Java**

In the context of handball sports development, mapping training facilities in each province is a crucial step for the Provincial Board (Pengprov) of ABTI to have a comprehensive database of training facilities across all districts and cities. This directly relates to the quality of the game, which will impact the quality of coaching and the development of handball sports itself.

In Central Java, the Chairman of ABTI explains the recording of handball sports facilities in each district/city sports branch. Although there is currently no specific report

on these facilities, there is an aspiration to have their own stadium. The initial plan to lease land for five years did not materialize, but other efforts have been made to organize facilities by renting and budgeting for these needs. Collaboration with several fields and sponsors has also been undertaken to support training facilities. Additionally, other training facilities receive support from KONI, with nearly complete equipment funding for team standards. KONI Central Java also supports with supplementary equipment for physical and technical training, although it is not entirely sufficient. Pengprov also has accommodation facilities as part of the support.

When asked about high-quality facilities that support handball athletes' training under ideal conditions, the Chairman of ABTI Central Java explained that they do not have specific facilities that meet these standards. However, they have easy access through collaboration with Semarang State University (UNNES), which provides the necessary training equipment. Strengthening cooperation with UNNES is a strategy to overcome existing facility limitations.

Based on the discussion, the following is a SWOT Analysis of the Management of Facilities and Infrastructure by ABTI Central Java:

1. Strengths:
  - a. Collaboration with several fields and sponsors to support training facilities.
  - b. Support from KONI Central Java with nearly complete equipment funding.
  - c. Accommodation facilities provided by Pengprov.
  - d. Easy access through collaboration with Semarang State University (UNNES), which provides the necessary training equipment.
2. Weaknesses:
  - a. Lack of specific reports on handball sports facilities.
  - b. No own stadium.

- c. Budget limitations hindering the realization of the five-year land lease plan.
    - d. Supplementary physical and technical training equipment is not entirely sufficient.
3. Opportunities:
  - a. Aspiration to have their own stadium.
  - b. Strengthening cooperation with UNNES to overcome facility limitations.
  - c. Potential to develop a database of training facilities across all districts and cities.
4. Threats:
  - a. Inadequate high-quality training facilities supporting athletes' training under ideal conditions.
  - b. Potential difficulties in obtaining additional budget support from KONI and sponsors.

The SWOT analysis and proposed strategies for the Central Java Handball Provincial Board (Pengprov ABTI) indicate that despite weaknesses and threats in the development of handball training facilities, there are significant strengths and opportunities to overcome these challenges. Collaboration with several fields and sponsors, along with support from the Indonesian National Sports Committee (KONI) with an almost complete equipment budget, provides a strong foundation for further development. The Provincial Board also has dormitory facilities that support athletes and easy access to training equipment at the State University of Semarang (UNNES).

To address weaknesses such as the lack of specific reports on facilities and the inability to realize plans for leasing land, the Provincial Board can optimize cooperation with UNNES and sponsors. Strengthening the database of training facilities throughout the regencies and cities is crucial for better planning. The aspiration to own a stadium is



also an opportunity that can be realized with the existing support.

Threats such as insufficient high-quality training facilities and difficulties in obtaining additional budget support must be addressed with appropriate strategies. Utilizing support from KONI and dormitory facilities to mitigate deficiencies, as well as enhancing collaboration with sponsors and UNNES to ensure sustained support, are necessary steps to be taken.

With these strategies, the Central Java Handball Provincial Board is expected to significantly improve the quality of coaching and development of handball sports. Enhanced reporting and recording of facilities, along with more structured training programs, will help achieve the long-term goal of advancing handball sports in Central Java. The success of these strategies will also open new opportunities for broader support and the development of more adequate infrastructure to support handball athletes in the future.

#### **Financial Management in the Development of the Handball Sport Branch of ABTI Central Java**

Each sports branch under the provincial KONI (National Sports Committee) receives funding from the APBD (Regional Revenue and Expenditure Budget), which is distributed by the regional KONI. This funding process involves several stages, including proposal submission and annual activity planning, which are discussed and approved beforehand.

The Treasurer of ABTI Central Java, Mrs. Ana Fitriani, emphasizes the importance of diversifying funding sources, including sponsorship support in the form of financial contributions, products, or assistance. This funding is utilized for various activities such as Junior and Senior Provincial Championships, sending athletes to National Championships, and hosting events as the National Championship host.

ABTI's funding operational standards also involve proactive mechanisms to address funding disbursement issues. In cases where disbursement from KONI is delayed, they submit requests for accelerated processing or seek temporary solutions such as pooling resources or borrowing funds from the chairman. This approach reflects flexibility and a strong commitment to ensuring the smooth running of sports activities despite financial challenges.

Based on research findings, the following is a SWOT analysis of the Budget Management of ABTI Central Java:

1. Strengths
  - a. Significant Budget Support: ABTI Central Java receives substantial budget support from the regional KONI, allowing it to organize various activities such as Junior and Senior Provincial Championships and sending teams to National Championships.
  - b. Funding from Sponsors: In addition to KONI, ABTI also secures support from sponsors through active efforts to seek sponsorship and proposal submissions. This strengthens the organization's financial resources.
  - c. Proactive Leadership: The Chairman of ABTI Central Java demonstrates proactive leadership in managing the budget and seeking additional funding sources.
2. Weaknesses
  - a. Dependence on APBD and KONI: Heavy reliance on funding from APBD and KONI can be a weakness if there are issues with fund disbursement or if the proposed budget is not approved.
  - b. Limited Alternative Funding: Despite receiving sponsorship support, ABTI does not rely on athlete contributions as an additional funding source, which could provide alternative financial support.
  - c. Delayed Fund Disbursement: Frequent issues with timely fund disbursement

can hinder the smooth execution of activities.

3. Opportunities

- a. Increased Sponsorship Opportunities: Through active sponsorship efforts, ABTI has the chance to attract more sponsors, both financially and in terms of products or assistance.
- b. Utilization of Technology: The use of technology in proposal submission and activity reporting could expedite administrative processes and fund disbursement.
- c. Expansion of Activities and Events: With adequate budget support, ABTI can expand the range of activities and events, thereby increasing the popularity and participation in handball.

4. Threats

- a. Uncertainty in KONI Budget Approval: Uncertainty regarding annual budget approval from KONI poses a threat to the continuity of planned programs and activities.
- b. Competition with Other Sports Branches: Competition with other sports branches for budgetary and sponsorship support from KONI could reduce the funds allocated to ABTI.
- c. Administrative Hurdles: Complex and bureaucratic administrative processes in fund disbursement can present serious obstacles, leading to delays in activity execution.

The budget management by the Central Java ABTI Provincial Board demonstrates strengths, weaknesses, opportunities, and threats that need to be effectively managed to ensure the sustainability and effectiveness of their programs.

The main strength of the Central Java ABTI Provincial Board lies in the significant budget support from the regional KONI and their ability to secure additional sponsorships. Proactive leadership also represents a strength

that aids in budget management and the search for additional funding sources.

Weaknesses that need to be addressed include a high dependency on funding from the regional government budget and KONI, limited alternative funding sources such as athlete contributions, and frequent delays in fund disbursement. This dependency can become a hindrance if there are obstacles in fund disbursement or budget approval.

Opportunities that ABTI can leverage include attracting additional sponsors, utilizing technology to enhance administrative efficiency and fund disbursement, and developing broader activities and events to attract more support.

Threats to be wary of include annual budget uncertainties from KONI, competition with other sports branches for support, and complex, bureaucratic administrative barriers in fund disbursement. These threats could disrupt operational smoothness and the sustainability of ABTI programs.

To optimize strengths and opportunities while addressing weaknesses and threats, the Central Java ABTI Provincial Board needs to continuously strengthen relationships with sponsors, enhance administrative efficiency through technology, and seek alternative funding sources to support the sustainability of their programs.

## CONCLUSION

Based on the research findings and discussion, the conclusions of this study are as follows: 1) The management of the organization in the development of the handball branch by ABTI Central Java has the potential to strengthen leadership, expand cooperation networks, develop more stable funding strategies, and enhance the active involvement of members, athletes, and coaches. 2) The implementation of training programs in the development of the handball branch by Pengprov ABTI Central Java features an effective athlete identification and development system, supported by good coordination with local branches in

districts/cities. However, resource limitations and challenges in maintaining consistency in training and competition are issues that need to be addressed. 3) The management of facilities and infrastructure in the development of the handball branch by ABTI Central Java shows that although there are some weaknesses and threats related to facilities and budget, there is significant potential for improvement and development. Close collaboration with Semarang State University (UNNES) and sponsors, as well as budget support from KONI, provide a strong foundation to overcome existing deficiencies. 4) Financial management in the handball branch has significant strengths and opportunities but also faces several weaknesses and threats. Dependence on the Regional Budget (APBD) and KONI, along with delays in fund disbursement, are weaknesses that need to be addressed. Efforts to overcome these weaknesses and threats will be crucial to the success of ABTI Central Java's financial management in the development of handball sports.

This study reveals that the management of the organization in the development of the handball branch by Pengprov ABTI Central Java has shown several successes. The main findings include strengthening leadership, expanding cooperation networks, developing more stable funding strategies, and increasing the active involvement of members, athletes, and coaches. Additionally, the implementation of training programs demonstrates effectiveness in athlete identification and development, supported by good coordination with local branches in districts/cities. Despite weaknesses in the management of facilities and infrastructure and resource limitations, collaboration with Semarang State University (UNNES) and support from sponsors and KONI provide a strong foundation for further improvement and development.

This study faced several limitations, including resource constraints that affect the consistency of training and competition.

Additionally, reliance on funds from the Regional Budget (APBD) and KONI, as well as delays in fund disbursement, present significant challenges in financial management. Other limitations include threats related to facilities and budgets that are not yet fully optimal to support the development of handball sports in Central Java.

For future research, it is recommended to explore more effective management strategies in addressing resource limitations and financial challenges. Subsequent studies could also focus on the development of more innovative and sustainable training models, as well as enhancing the effectiveness of collaboration between Pengprov ABTI, universities, sponsors, and other related institutions. Furthermore, in-depth analysis of the impact of facility and budget limitations on the performance of athletes and coaches could provide further insights for improving policies and management practices in the future.

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