

**THE MANAGEMENT OF FOOTBALL EDUCATION AND TRAINING CENTER IN SALATIGA CENTRAL JAVA****Imam Marsudi^{1✉}, Soegiyanto K.S.²**¹Surabaya State University, Indonesia²Postgraduate Program, Semarang State University, Indonesia**Article Info***Article History:*

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This study aimed at describing and explaining the management of the Football Education and Training in Salatiga Central Java, including the human resource management, financial management, and facility management. The descriptive qualitative method applied in this study includes observation, survey, and interview. The population and respondents of this study were the manager, the coaches, the players, and ex-coaches as well as alumni of the Education and Training Center. There were 22 athletes considered as the respondents for this research. They stayed in the dormitory of the Center. The results of this study show that the human resource management to organize the Center was determined by the National Education of the Republic of Indonesia through recruitment of government officers, while the recruitment of coaches was determined by the National Education Office of Central Java Province through the sports management officers in charge of the financial commitment. Among the criteria for recruiting players are 170 cm tall, obtaining average score of minimal 6.0, possessing good quality of physiological posture and football technique, based on tests and assessment. This Education and Training Center which was funded by the State Budget has been managed on the basis of the procedures of managing the state budget. The fund from the central government has been properly spent for salary of the coaches, students' allowance, accommodation, and the like. Dealing with the facility management, it could be stated that the facilities owned by the Football Education and Training Center in Salatiga Central Java, for instance the football field, have fulfilled the national as well as international standard. The Center also has such other facilities as weight training equipment, classrooms, training equipments like training boots, school boots, training costumes, school uniforms, bags, textbooks and stationery, and dormitory. The Center also has three buildings for the committee members, the coaches, and a mosque, a sports hall and an office as the headquarters of the Training Center. The conclusion is that the human resource, financial, and accommodation of the Football Education and Training Center in Salatiga Central Java has been managed properly. The recommendation is that in order for young football players to improve their quality in playing football in the future, all football associations or Training Centers in Indonesia apply human resource, financial, and facility management the way the Football Education and Trading Center in Salatiga Central Java has done.

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INTRODUCTION

Football game has gained popularity for centuries throughout the world including Indonesia. Among the evidence of this popularity of football is that up to this moment the government still pays attention to it by establishing education and training centers for this particular game in a number of provinces throughout Indonesia; one of them is the Football Training Center in Central Java (Persebaya, 2003).

Football Training Centers have provided a lot of benefits for prospective football players in Indonesia so that they are capable of gaining achievement at the national as well as international levels. Based on observations on the realization of football supervision for junior players, it is inferred that it is still necessary to improve all aspects of the training in a program which is systematic, directional, and continual, so that the players' skill and achievement can be improved in a relatively short period of time without their loss of opportunity to obtain formal education.

In order to for young football players to gain opportunities to obtain formal education and training simultaneously so that they can get good formal education and at the same time gain optimal achievement without any significant disturbance, they need institutions which are capable of realizing such ideals.

In Indonesia among forum/institutions which are capable of generally realizing such ideals are training centers. There have been a number of football national training centers spread out in several provinces, among others is the Football Training Center of Salatiga Central Java. This center realizes the organization system, management system, and operation system in order to result in prospective football players who are capable of achievement without having to lose their opportunities to obtain formal education.

Considered from the perspective of its graduates, Football Training Center of Salatiga Central Java has been able to produce football players with national as well as international

reputation. Among such players are Kurniawan Dwi Yulianto, Bambang Pamungkas, Johan Prasetyo, and Modetus Setiawan. Nevertheless, considered from the perspective of management, evaluation, and the like, it is questionable: How is actually the management of the Football Training Center of Salatiga Central Java so that it is successful in resulting in players with national as well as international reputation? There are a lot of factors influencing the capability to produce football players who are capable of obtaining national as well as international achievement. According to Suharno (1973), among the factors are the quality of the players, the coaches, the organization, the nature, the government participation, the setting, the facilities, and the financing. Soekarno (1986) emphasizes that without adequate facilities achievement will never be obtained. Based on the above description, it can be pointed out that the problem of this study is 'how is the management of the Football Training Center of Salatiga Central Java.

The term 'management' in English is derived from the base 'manage' meaning 'to be responsible for controlling or organizing someone or something especially a business'. Due to the existence of the term 'control or organize' in such definition, a lot of Indonesian people understand the term 'management' as controlling or organizing, i.e. an activity which is closely related to controlling, guiding, and organizing people subordinated by the organization in order to achieve certain objectives, that have been decided.

The above explanation shows that within management there are two important issues, i.e. (1) Position, that is 'a rank or level in a company, competition or society' provided for certain officers who fulfill the requirements for it. (1) Job that is various activities available within an organization, starting from planning, arranging, supervising, administering, and controlling the activities of the organization to achieve certain goals.

The notion of management has been developed extensively. There have been a lot

number of insights, opinions, definitions, concepts, and theories concerning the notion of management pointed out by experts. For example, GR. Terry's opinion, as it was quoted by Sudirman (1996). According to this expert, management is a typical process consisting of planning, organizing, acetylating, and controlling activities which are carried out in order to decide and achieve goals that have been determined by means of utilizing human resources as well as other potentialities.

According to Millet as it was quoted by Sarwoto (1988), management is a process of guiding and smoothening job operation of people who are organized in formal manner as a group to achieve certain goals. Similarly, Koonts and Donnel quoted in Soekarno (1986) claim that management is an effort of obtaining particular results (objective) by employing other people.

Based on the definitions presented above, it can be pointed out that management is a science and art of human effort to utilize all resources, including natural resources, human resources, to achieve certain goals effectively and efficiently. In order to clarify the notion of management, observe the following figure.

Furthermore, due its relation with the area or specialization of job within the organization, for instance the job specialization concerning finance, labor, facilities, the terms like financial management, labor or human resources management, facility management, and the like come into being. In this particular study on management, the subject was human resources management.

As a typical process triggering the operation of an organization, management plays an important role because without effective management business will never last for long. The achievement of the goals of an organization be it economic, social, or political is mostly dependent on the competence of the managers coping with the respective organization. Management provides effectiveness the human efforts (Sarwoto, 1988).

Implementing proper management, the Football Training Center in Salatiga Central

Java has been able to realized the programs that have been determined. As stated by Tead, quoted by Sarwono (1988), management is a process and a set of instruments leading and guiding activities of the organization in order to achieve goals that have been determined.

The Football Training Center of Salatiga Central Java is an institution or training and education organization (Badudu-Zain, 2001) situated in Salatiga Central Java.

METHODS

This study employed qualitative approach using descriptive method, in the form of survey i.e. drawing as many data as possible about factors facilitating data on human resource, financial, and facility management (Arikunto, 1989).

The research data were obtained through comprehensive interviews and documentary observation in the form of field notes, audio recording of the interviews, photographs, and other documents.

RESULTS AND DISCUSSION

The results of this study show that the aspects of human resources management for the committee of the organization were determined by the central government through the center of National Education. Meanwhile, the task of recruiting is in the hand of the sports section of the National Education of the Central Java Province. The criteria of the recruitment include possession of quality as coach/instructor, health, commitment to advance sports and education simultaneously. Meanwhile, the requirements for the candidates are as follows: A junior high school student or the first grader of senior high/vocational school, obtaining average score of minimal 6.0, and 170 cm tall. The recruitment itself starts from monitoring football events in various regions followed by physical tests including anthropometry, push up, back up, high jump, and so on. The results of the tests were processed in the Football Training Center in Salatiga for the average score of each

candidate. These tests were then followed by such other tests as passing, shooting, juggling, and all types of football playing techniques. The potential skill in playing football was monitored by four talent scouts, whose results were then processed resulting in 22 highest average scores for prospective player as students in the Center.

All officers in the Football Training Center of Salatiga Central Java are government officers except those in charge of cleaning and catering services who are under the supervision of the Education and Culture Office of Central Java Province. The organization of the Football Training Center in Salatiga Central Java is as follows. The officer in charge of financial commitment for the field of sports within the Education and Culture Office of Central Java Province, Drs Martikno, M.Pd; Treasurer: Dra. Christina Shajati; executive officer: the Government of Central Java Province; the chief officer of the Football Training Center in Salatiga Central Java: Drs. Sudjioto, M.Pd.; the head of group of learning activities: Drs. Bambang Siswoyo; three coaches: Sutopo, A., Ma.Pd. (chief coach), Drs. Budi Prasetyo (training assistance), and Drs. Hadi Sudarwan.

In order for the management of the Football Training Center in Salatiga Central Java to run properly, the committee had prepared themselves with elaboration of tasks and functions as follows. The steering committee member functions to provide guidance and advice for the smoothness and success of the education and training management. The organizing committee member is responsible to the whole processes of training and management at the Education and Training Center. The tasks of administrative and financial affairs includes: a) scheduling, budgeting, home keeping, and financial accounting; b) arranging and preparing cost for management and supervision activities; c) gathering students data and the whole management administration of the Football Training Center; d) being responsible to the Education and Training of the Football Training Center.

The tasks of the talent scouting and health officers include: a) coordinating with the Indonesia National Sports Committee (KONI) and the regional committees in recruiting the prospective trainees; b) making report on the ups and downs of the students' achievement; c) together with the coaches conducting periodical health tests; d) providing input to the coaches concerning the students' condition for their promotion or degradation; e) being responsible to the chief officer of the Football Training Center in undertaking their task.

The tasks of the tools or facilities officer include: a) gathering data on the number of training tools and other facilities; b) preparing tools and facilities required during training; c) maintaining tools and other facilities; d) being responsible to the chief officer of the Football Training Center in undertaking their task.

The tasks of the dormitory officer include: a) preparing boarding facilities; b) administering or handling students accommodation and catering at dormitory; preparing dormitory regulations; being responsible to the chief officer of the Football Training Center in undertaking their task.

Given that one of the factors determining success or failure of the prospective players in achieving their ideals is the coaches, in playing their roles, functions, and responsibilities as the Football Training Center coaches, they are also required to be responsible to carry out the detailed training programs, arranging training schedule, carrying out training programs that have been established, writing daily notes on the enhancement of the training achievement, evaluating program and training results, planning and administering try-outs. In carrying out their tasks they are responsible to the chief officer of the Football Training Center in undertaking their task.

In order for the programs for the players and students of the Football Training Center in Salatiga Central Java to run smoothly, the students of the Training Center have such rights as: a) accommodation and food during their period of study; b) facilities and training equipment available at the Center; c) school fees

and other facilities than can be afforded by the Training Center; d) pocket money for each student; e) local transport for the students according to the Training Center's capability; f) medication for mild ailment; g) required books and other references.

In order for the students to observe all regulations issued by the Center, sanctions are imposed on students who break the regulations. The sanctions may be in the form of reminder, warning, of dismissal from the Football Training Center in Salatiga Central Java if necessary. For example a student who is unable to take his responsibilities as students in the Center (such as absence from classes, obtaining bad scores, failing in final examinations, considering teacher's reports) can be dismissed from the school. Students who fail in taking their responsibilities as students of the Football Training Center can be dismissed from the school (for example, those who are unable to attend training to enhance their skill, according to the coaches' assessment).

Dealing with the financial management, the financial source of the Football Training Center in Salatiga Central Java is in accordance with the Statute and Household Budget from the State Budget under the umbrella of sports socialization and supervision projects. The budget is utilized for food stuff, equipments, school operation, try-outs, health, training costumes, and costumes for competitions.

The total amount of annual budget for each student is IDR20,000,000 (twenty million rupiah). It includes the budget for monthly allowance of IDR100,000 for each student. The daily consumption cost for each student is IDR17,000 in the form of menus catered by Football Training Center in Salatiga Central Java.

Dealing with the management aspect of facilities in the Football Training Center in Salatiga Central Java, it can be pointed out that facilities possessed by the Center include buildings on an area of approximately 19,744m² and additional facilities in the form of secretariat office and coaches' office, classrooms, training halls, physical supervision, sports hall, football

field, Kridiango Stadium Salatiga, and in collaboration with Lapangan 511 Kostrad Salatiga, three units of dormitories furnished with studies and recreation rooms, a fitness room furnished with ten units of fitness equipments, three main buildings for the committee members and coaches, two buildings for circuit training and a dining room as well as kitchen and Musholah. The other additional facilities include 96 desks, 235 chairs, 62 cupboards, 92 beds, 2 telephone units, electricity connection of 8,000 watts, four units of water access, one unit of artesian well, a tennis court, and a volleyball court.

In providing motivation to players and students, with the hope that the Football Training Center in Salatiga Central Java runs properly and in line with the expectation, the Center offers supporting facilities in the form of the trainees' studying at public schools such as SMP Negeri (Public Junior High school) 2 and SMP Negeri 6, as well as SMA Negeri (Public Senior High School) 2 and SMA Negeri 3 Salatiga, Central Java. Besides that, all students/trainees are also provided with training/football boots, three sets of school uniforms annually, school facilities (including bag, books, and stationery), training facilities (ball, vest, cone), transport facility, and pocket money. Generally, the facilities provided by the Football Training Center in salatiga Central Java are considered being good and fulfilling the standard of the Indonesia Football Association (PSSI). However, a number of facilities are old enough and need maintenance.

The human resource management of the Football Training Center in Salatiga Central Java is implemented by using three phases of development. The first phase is the recruitment of prospective students conducted at Regencies and Municipalities. The second phase is the recruitment of student athlete through Training Center. The third phase is the recruitment of students' athlete achievement to be enhanced at sports schools (such as SMP/SMA Negeri Ragunan Jakarta).

The recruitment of new students was carried out by means of the Football Training

Center in Salatiga Central Java in collaboration with SKBs under the umbrella of the regional governments. The students were then managed by the Center. There were two management models applied in the Center, i.e. sports management and academic management. The sports management model for the students includes physical fitness, achievement, and health pre-test at the beginning of the training sessions, morning and evening exercises, try-out, and competition. The academic program management includes studying beyond the training and competition agendas, academic activities within the dormitory and working out chores and additional activities as well as academic assessment.

The organization of the Football Training Center in Salatiga Central Java was managed by applying Line and Staff organization, i.e. the manager is assisted by his/her staff and there is a kind of hierarchical command from the top rank to the bottom one or from the center office to the regional one.

The staff has functional authority of providing assistance or instructions in the form of concept of thought, labor, finance, material as well as facilities which are capable of supporting the basic operation of the organization, i.e. the Football Training Center in Salatiga Central Java.

In order for the Football Training Center in Salatiga Central Java to run properly and is capable of achieving its goals, it is necessary for the staff to collaborate with various institutions related to their task and responsibility. Among the collaboration is that with the Directorate General of Sports of the National Education Department in formulating policies on the establishment of the Training Center, formulating policies on the management of the Training Center, advocating the realization, evaluation, and responsibility in carrying out their activities, funding the students living allowance, sanitary, health, equipment and transport according to the predetermined allocation, providing wages, transportation, and training equipments according the predetermined allocation, providing salary for

the Training Center's management in accordance with the pre-determined indices, controlling in order to enhance the quality and students' achievement of the Training Center, and controlling the management of the Training Center so that its quality is accountable.

The Center was in collaboration with the Directorate General of Primary and Secondary Education of the National Department of Education in formulating policies concerning the realization of learning activities, formulating policies in providing additional income for teachers who were involved in the management of the Training Center, advocating the administration of tests including those of local and national, funding the cost of the teaching-learning processes or school fees and the tests, in collaboration with the Directorate General of Sports in enhancing the quality of the sports teachers.

The Center was also in collaboration with the regional government or the authorities of the Education/Youth and Sports institution in providing or facilitating accommodation and dormitory for the students, providing fund through the fund allocated for general purposes, and so on, providing fund for the maintenance of facilities possessed by the Center, issuing policies through Regional Regulations concerning the management of the Center, providing facilities for the students to develop their career after graduating from the Center.

The Collaboration with the Indonesia National Sports Committee (KONI) of the provincial level was focused on providing recommendation for the coaches in the Center, providing support in organizing student sports competitions, providing services in improving the quality of the coaches in Indonesia, and providing fund for supervision.

The collaboration with the Indonesia Football Association (PSSI) was focused on providing sports equipment and facilities, finding out quality coaches to train the students in the Center on the basis of the recommendation of the Provincial KONI, providing guidebooks or games and competition guides, assisting the techniques of organizing

training and competition. It includes collaboration with the Education, Youth, and Sports Office in recruiting prospective players to study in the Center.

One of the functional management of the Center is the success of the Football Training Center in Salatiga Central Java controlling the students achievement that could be dedicated to the Indonesia Football Association (PSSI), football clubs joining the Indonesia Football League. They are among others a) Kurniawan Dwi Yulianto (Primavera – PSSI Asia); b) Kurnia Sandy (Primavera – PSSI Asia); c) Supriyono (national team member of PSSI – Persita); d) Bambang Pamungkas (national team member of PSSI – Klub Malaysia); e) Johan Prasetyo (national team member of U 23 player - Persik Kediri); f) Modetus Setiawan (national team member of U 23 player - Semen Padang); g) Jimmy Suparno (national team member of U 23 player); h) Nova Ariyanto (Persebaya Surabaya).

The other successes include the Center's ability to produce talented young players who were accepted to continue their study at SMP/SMA Negeri Ragunan Jakarta, as the center of the Football Training Centers throughout Indonesia. (The number of students recruited at the particular school signified the success of the Center in producing quality players.) Such achievement includes (first – fourth) winner of each inter Center championship which is conducted biannually that is every even year, (first – fourth) winner of each national inter-school championship which is also conducted biannually that is every odd year. During Haryadi's office period from 1987 – 2002, the Center won the four championships in the Regional inter-student sports week (POPWIL), three championships in the National inter-student sports week (POPNAS), six continual championships in the inter-Center championships throughout Indonesia. During the period of 2003 – 2005, i.e. during Sri Widadi's office, the was decline of achievement; the Center did not win any championship in every competition. It was only in 2006 did the Center, when the office was taken over by

Sutopo become the first winner of the inter-Center championship throughout Indonesia.

Based on the results of this study, it can be inferred that the human resource, financial, facility management of the Football Training Center in Salatiga Central Java has been managed properly, because good management may result in young football players with good quality. It can also be inferred that the Football Training Center in Salatiga Central Java has been dedicated to the Indonesia National Football Association as well as football clubs taking part in the Indonesia Football League, and so on. In other words, if the management of the Training Center or football clubs is not good, the results or quality of the players will not good.

CONCLUSION

The human resource, financial, and facility management of the Football Training Center in Salatiga Central Java has been functioning and operating properly.

Good management is capable of resulting in football players who possess good quality and achievement. On the other hand, if the Football Training Centers and football clubs/associations are not properly managed, the results will be declining.

It is preferable that Training Centers and football clubs lean and take as an example the management of the Football Training Center in Salatiga Central Java.

On order for the training centers/football clubs/associations throughout Indonesia to maximize their results, it is necessary for the Football Training Center in Salatiga Central Java to be improved.

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