

Management of Sepaktakraw at Muara Enim Regency of South Sumatera

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Abstract

The background of this research is management of the Muara Enim Regency Sepaktakraw Team, whose achievements have not improved in several years. The purpose of this study is to find out the planning, organizing, actuating, and controlling of the management team for the coaching of sepaktakraw achievement in Muara Enim Regency. This research used a qualitative approach untuk menganalisis planning, organizing, actuating, and controlling. The research instrument used observation, interviews, and documentation. The research subjects are administrators, coaches, athletes, and documentation of the Muara Enim Regency Sepaktakraw Team. The data analysis technique consist of data collection, data reduction, data display, and conclusion. The results of this study are that the planning system for management, human resources, training programs, funding, and infrastructure has been structured and appropriated. The organizational system in management, training programs, funding, facilities, and infrastructure has been effective, but in human resources, there are still problems in recruiting athletes. The implementation system, management, training program, funding, and infrastructure have been implemented as they should, but in human resources, the achievement has not improved significantly. The supervisory system of management, human resources, training programs, funding, facilities, and infrastructure has been monitored regularly by the management and KONI of Muara Enim Regency. The conclusions of this study that aspects of planning and supervision are in the good category, while aspects of organizing and implementation are in the poor category, so the management has to improve the aspects that are not good to achieve great performance.

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INTRODUCTION

Sport is a fundamental human need that plays a significant role in the development of a strong soul (spiritual) and physical (body/body). As per the ancient Greek motto, *Orandum est ut sit mens sana in corpore sano*, which translates as "may a healthy soul live in a strong body." (Putra, Siswandari, & Purnama, 2018).

Every human being who participates in sports activities on a regular basis would have better mental and physical health than those who participate in sports activities rarely or never, and the government has also stated a commitment to promoting sports and physical activity in the community. This is to ensure that people appreciate sports and that they acquire strength with exercise (Dartija, 2014 :2). Sports development in Indonesia is getting increasing attention for a variety of reasons, one of which is that anyone can participate (Wahyudi, 2018).

Sepak takraw is a game that uses a ball made of rattan (Padli, Madri, Zumroni, & Yulifri, 2019). All limbs, particularly the feet, are used in this game, but the hands are not permitted. The purpose of the game is to return the ball in such a way that it falls on the opposing team's court or causes the opposing team to commit a foul or play incorrectly (Panuntun & Raharjo, 2015). The Sepaktakraw game is played without the use of hands, and the ball may never even touch your arm. Only the feet, chest, shoulders, and head may contact or play the ball. The game of sepak takraw begins with the tekong's kick as a service. The kick is initiated by tekong on the bounce of the ball by a boulder aimed at the tekong; the tekong must be within the circle (Sulaiman, 2014).

Achievements in the form of championships at major events, in its management, and in good management are required for this Sepaktakraw sport (Hidayat, Febriani, Budi, & Listiandi, 2019). As is well known, the sport of Sepaktakraw is currently administered by a national sports organization charged with the responsibility of coordinating and promoting all achievement sporting events.

The organization is the Indonesian National Sports Committee (KONI), which is dedicated to achieving proud sporting achievements, developing national character, and elevating the dignity of the nation's honor to contribute to strengthening, fostering national unity and integrity, and strengthening national resilience (Rozi, Setyawati, & Soekardi, 2017).

Many factors must be addressed while coaching sports achievements, including defined coaching goals, systematic training programs, and proper training materials and methods. Additionally, the features of the athletes being nurtured physically/psychologically, the coach's abilities, the facilities and infrastructure/facilities, as well as the conditions of the coaching environment, must be considered (Yunida, Sugiharto, & Soenyoto, 2017).

In 2018, the Sepaktakraw team in Muara Enim Regency changed its chairman, resulting in a change in the club's management structure. This substitution certainly had a significant impact on the Muara Enim Regency Sepaktakraw team's success. That's because the team's coach changed, resulting in a split in which each coach built his own flag by training his athletes to compete against one another in the selection process for the championship. This complicates the achievement of Sepak Takraw in Muara Enim Regency.

The results of the Muara Enim district's takraw team in 2016 included a second place finish at the South Sumatra Popda championship and a first place finish at the Lahat Regional Championship. The Semarang Popnas championship did not produce a champion in 2017. In 2017, the Province Sports Week XI championship finished third, and the Province Sports Week XII championship finished third in 2019.

According to initial observation data and interviews with management, it is known that the Muara Enim Regency Sepaktakraw team's progress in provincial championships from 2016 to 2019 has been stagnant. The Muara Enim Regency sepak takraw team's problems are likewise very complex. In this situation, it is intrinsically tied to the management of management operations carried out by KONI

Sepaktakraw, Muara Enim Regency. Because management has a significant impact on the development of sports, particularly sepak takraw. According to the problem description above, the researcher is interested in thoroughly understanding and examining the issues and phenomena surrounding the performance management of KONI sepak takraw athletes in Muara Enim Regency. As a result, the researcher carried out a study named "Management of Sepaktakraw Sports Development, Muara Enim Regency, South Sumatra."

METHODS

This research used a qualitative approach and the POAC (Planning, Organizing, Actuating, and Controlling) evaluation model. The data collection by observation, interviews, and documentation (Armanjaya, Rustiadi, & Rumini, 2021). The subject of this study is the coach of the Muara Enim Regency Sepaktakraw team with a National license in 2018-present, researchers get answers such as human resources, training programs, funding, as well as complete and accurate complete and accurate facilities and infrastructure from the results of interviews with the trainer.

The management of the Muara Enim Regency Sepaktakraw team is the Chairman of the Muara Enim Regency Sepaktakraw team, Muara Enim Regency Sepaktakraw team secretary, Muara Enim Regency Sepaktakraw team treasurer, facilities and infrastructure equipment manager, and Public Relations Manager, so that researchers can find out what kind of management is in the management of the Muara Enim Regency Sepaktakraw Team such as management, human resources, training programs, funding, and infrastructure. Sepaktakraw athletes in Muara Enim Regency, Dimas Pratama Putra Haryadi, Tommy Putra, Aldy Pratama, so that researchers can find out how the training program is implemented and the completeness of facilities and infrastructure.

Table 1. Research Data Collection

| Research Variable | Indicator | Data Source |
|-------------------|---------------------------|-------------|
| Planning | Management | Management |
| Organizing | Human Resources | Coach |
| Actuating | Exercise Program | Athlete |
| Controlling | Funding Infrastructure | Document |

The data validity techniques in this study was triangulation of source data and techniques (Amnas, Hartanto, & Kusuma, 2021). The data obtained from the Management, Coach, and Athlete of Sepak Takraw, Muara Enim Regency was then developed that were still related to the development of information through observation, interviews and documentation.

Interview planning, for questions that represent management indicators, namely (1) how is the determination of the management of the Sepak takraw team in Muara Enim Regency, South Sumatra?. Human resources indicators, with the questions (1) Who are the human resources in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. The training program indicators are represented by questions in the form of (1) How is the planning in the training program for the Sepaktakraw team, Muara Enim Regency, South Sumatra?. As for the funding indicators, (1) How is the planning for the use of funds in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. Next, the facilities and infrastructure indicator with the questions, (1) How is the planning in fulfilling the completeness of the facilities and infrastructure of the Sepaktakraw team, Muara Enim Regency, South Sumatra?. Interview organizing, for questions that represent management indicators, namely (1) how is the proper and appropriate management organization in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. Human resources indicators, with the questions (1) How are the human resources in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. The training program indicators are represented by questions in the form of (1) How is the training program organized for the Sepaktakraw team, Muara

Enim Regency, South Sumatra?. As for funding indicators, (1) How is the organization of funds in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. Furthermore, the indicators of facilities and infrastructure with the questions, (1) How is the organization of facilities and infrastructure in the Sepaktakraw team, Muara Enim Regency, South Sumatra?.

Interview actuating, for questions that represent management indicators, namely (1) how is the performance of the management of the Sepaktakraw team, Muara Enim Regency, South Sumatra?. Human resources indicators, with the questions (1) How is the success of human resources in the Sepaktakraw team of Muara Enim Regency, South Sumatra in achieving the expected achievements over the past few years?. The training program indicators are represented by questions in the form of (1) How is the implementation of the training program in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. As for funding indicators, (1) How is the operation of the fund in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. Furthermore, the indicators of facilities and infrastructure with the questions, (1) How is the procurement of facilities and infrastructure in the Sepaktakraw team of Muara Enim Regency, South Sumatra?. Interview controlling, for questions that represent management indicators, namely (1) how is the supervision in the management of the Sepaktakraw team, Muara Enim Regency, South Sumatra?. Human resources indicators, with questions (1) How is the supervision system related to human resources in the Sepaktakraw team, Muara Enim Regency, South Sumatra?. The training program indicators are represented by questions in the form of (1) How is the supervision of the training program in the Sepaktakraw team, Muara Enim Regency, South Sumatra? As for funding indicators, (1) How is the supervision system related to funding in the Sepaktakraw team of Muara Enim Regency, South Sumatra?. Furthermore, the indicators of facilities and infrastructure with questions, (1) How is the supervision system related to the facilities and infrastructure owned

by the Sepaktakraw team, Muara Enim Regency, South Sumatra?.

Table 2. Criteria for Conclusions in the Rubik's Category for Good Sports Organizations

| Indicator | Categorization |
|-------------|--|
| Planning | It is clear who is doing |
| | It is clear what to do |
| | It is clear when to do |
| | It is clear where to do it |
| | It's clear how it's done |
| Organizing | Complete management |
| | There is an activity mechanism |
| | Clear job description |
| | Here are routine activities (activities, championships, friendships) |
| Actuating | Program Implementation |
| | There are achievements achieved |
| | Carry out the planned activities |
| | Completing the 5 M (<i>Man, Money, Methode, Material, dan Mechine</i>) |
| Controlling | There is supervision |
| | There is a report |
| | There is an evaluation |
| | There is monitoring |

The data analysis technique used in this study was based on an interactive analysis model developed by (Miles, M. B., humberman, A.M., & Sldana, 2014). Data analysis comprised 4 interdependent components: data collection, data reduction, data display, and conclusion. The four components constitute a continuous cycle.

RESULT AND DISCUSSION

Planning Management

Planning in the management of the Sepaktakraw Team of Muara Enim Regency has been running according to the program planning that has been previously determined, because it involves all administrators who work with responsibilities according to their respective duties and refer to the schedule that has been programmed. The management holds regular

deliberations or meetings in designing activities to be carried out in the future, which are then carried out by each field in accordance with its competence. The people who are members of the management are selected and determined according to their competence through open elections and are given the authority to arrange the existing management.

Human Resources

The human resources in the Sepaktakraw team of Muara Enim Regency come from individuals who have interests or abilities and hobbies in the sport of sepaktakraw who then join and are formed in the management and development of the sport's achievements. Human resources in the Sepaktakraw team of Muara Enim Regency are administrators and athletes. Their recruitment begins with a meeting between administrators to determine the conditions that must be met by prospective coaches and athletes. For example, a prospective trainer must have a license, have a clear training goal and program. As for prospective athletes, the requirements that must be met include having good performance, and being able to comply with existing regulations.

Training Program

The training program has been carried out according to what the coach has planned. The training program is made as a guide or reference during carrying out exercises in the field so that all processes carried out run in a directed and systematic manner. The process of making the activity program is based on the things needed by the Muara Enim Regency Sepaktakraw team. The initial step began with program deliberation, the management programmed the Sepaktakraw team of Muara Enim Regency, South Sumatra to take part in the match, then prepared a budget to support the success of the Sepaktakraw team of Muara Enim Regency, South Sumatra in achieving the expected performance.

Funding

Planning for funding is carried out so that the Muara Enim Regency Sepaktakraw team is

able to achieve maximum performance. The funding of the Muara Enim Regency Sepaktakraw team comes from the APBD, sponsors, and personal funds from the management. Planning for the allocation of funds is adjusted to operational needs and the importance of needs.

Infrastructure

The facilities and infrastructure owned by the Sepaktakraw team, Muara Enim Regency, South Sumatra are complete. The Sepaktakraw Team of Muara Enim Regency, South Sumatra, already has a field and field and complete training equipment. Maintenance for these facilities has also been carried out properly, where there are permanent administrators to maintain the condition of the Gor and the field, and training tools are also always stored in a storage room that can only be accessed by the administrator to maintain the safety and condition of the equipment.

Table 3. Planning (n = 5)

| Indicator | Category | | | |
|------------------|-----------|------|------|-----------|
| | Very Good | Good | Poor | Very Poor |
| Management | | √ | | |
| HR | | √ | | |
| Training Program | | √ | | |
| Funding | | √ | | |
| Infrastructure | | √ | | |

Organizing Management

The management system within the Muara Enim Regency Sepaktakraw team is well structured, all administrators are listed in the management of the Muara Enim Regency Sepaktakraw team. The management cooperates with the supervisory board and between the daily management in each activity, then cooperates well with the fields according to their respective duties. After making a statement of commitment from the elected management, they must follow the signs according to their

competence. The management of the Sepaktakraw team, Muara Enim Regency, South Sumatra is complete and structured according to a clear assignment decree (SK) according to their respective fields.

Human Resources

Athletes who are members of the Sepaktakraw team of Muara Enim Regency have been categorized according to their coaching age, and in the training process it is adjusted to the athlete's needs. However, it is known that there are problems when recruiting athletes in the Muara Enim Regency Sepaktakraw team. Problems arise because of differences between the policies of the old and new coaches. When the coach changes, there will also be a change of athletes in accordance with the policies of the new coach. In the end, the old coaches and athletes did exercises independently outside the auspices of the KONI sepak takraw team, Muara Enim Regency, South Sumatra to continue preparing for the match, because these athletes were still allowed to take part in the selection to represent the KONI sepak takraw team, Muara Enim Regency, South Sumatra in matches.

Problems also arise when participating in the match, where athletes will be re-selected to represent the Sepaktakraw team, Muara Enim Regency, South Sumatra. This is where there are 2 camps between athletes recruited by new coaches and old athletes recruited by previous coaches. The coach has full power to determine the athletes selected in the selection process.

Most athletes who passed the selection to take part in the competition were athletes who had just been recruited by a new coach so that they had not been maximal in the training process which resulted in the Muara Enim Regency Sepaktakraw team not getting the expected performance. As it is known that the Muara Enim Regency Sepaktakraw team has not seen an increase in achievement in the last few years.

Training Program

In the training program, the trainer collaborates with the management in the field of coaching and achievement to carry out an afternoon training program after returning home from school. The training schedule and matches do not interfere with the athlete's activities. Because the training schedule is carried out in the afternoon after the children come home from school or on weekends. The match schedule has been notified in advance, so work permits and so on can be prepared long before the D day of the match. The coach always monitors the players during practice so that the ongoing training runs according to the established training program. During the exercise there were no obstacles or problems, everything went well and under control.

The exercise program that has been made has also been adapted to the needs of the exercise. The training schedule is from 15.00 to 18.00, and Sunday from 06.30 to 08.00. The training program is usually given extra when going to a championship or match.

Funding

The submission of funds by the Sepaktakraw team of Muara Enim Regency is in the form of submitting a proposal to the donor or sponsor who is then accounted for with an accountability report (LPJ). All incoming and outgoing funds are fully accounted for. Income and expenses are recorded systematically starting from the source of funds, the date of receipt and expenditure. The allocation of funds owned by the Muara Enim Regency Sepaktakraw team must be selective in the use of finances or budgets according to operational needs.

Infrastructure

The existing facilities and infrastructure in the Sepaktakraw team of Muara Enim Regency, South Sumatra are very good and complete. The facilities and infrastructure are also well maintained so that they are maintained and maintained, so that their use is maximized in

supporting the smooth running of the Muara Enim Regency Sepaktakraw team.

Table 4. Organizing (n = 4)

| Indicator | Category | | | |
|------------------|-----------|------|------|-----------|
| | Very Good | Good | Poor | Very Poor |
| Management | | √ | | |
| HR | | | √ | |
| Training Program | | √ | | |
| Funding | | | √ | |
| Infrastructure | | √ | | |

Actuating Management

The coaching activities carried out in the Sepaktakraw team of Muara Enim Regency were based on AD-ART and adapted to the PSTI of Muara Enim Regency. The implementation of the duties of each board is based on the decisions and results of a joint work meeting with the coaching board and the chairman of the Muara Enim Regency Sepaktakraw team. Each administrator works in their field and cooperates with other members in completing tasks, both athletes and coaches. The implementation of the coaching itself is in the form of training and has been carried out well.

Human Resources

Human resources in the Muara Enim district Sepak takraw team already have competent coaches and athletes. The Muara Enim district sepak takraw team has participated in several competitions held over the past few years which have gone well and smoothly. However, it still has not been able to achieve the expected performance due to policies that change along with the change of each coach. Every new coach, must replace the old athletes with athletes under his guidance. As a result, the rehearsal process starts from the beginning and is usually sufficient with match time.

Therefore, less than optimal preparation has been one of the factors in the decline in the performance of the Sepaktakraw team, Muara Enim Regency, South Sumatra in recent years.

The implementation of human resources in the Sepaktakraw team, Muara Enim Regency, South Sumatra has not shown good results so that it has not been able to provide increased performance over the past few years.

Training Program

The training program has been made by the coach as the person in charge in the field when providing training to athletes. The training program is carried out in a systematic and balanced manner according to needs. The training schedule starts at 16.00 WIB which will be held on Tuesday, Thursday, Saturday, for Sunday training starts at 08.00. The equipment manager prepares the facilities and infrastructure that will be used for training. The implementation system carried out by the management is in accordance with the program of activities that have been determined and works according to their respective duties with full responsibility and cooperation for the smooth running of the Sepaktakraw team, Muara Enim Regency, South Sumatra.

Funding

The finances of the Muara Enim Regency Sepaktakraw team are managed by the treasurer. All incoming and outgoing funds have systematic bookkeeping and are known by all team members, both incoming and used funds. In the deliberation or meeting discussed about the funds used, owned, and for what. The funding for the Muara Enim Regency Sepaktakraw team comes from the APBD, member fees, and sponsors or donors (PTBA). The allocation of funds made by the Muara Enim Regency Sepaktakraw team is adjusted to operational needs.

Infrastructure

All equipment used for training is maintained, such as the field, ball, net, and so on. When the exercise is finished, the amount is collected and re-checked, as well as with other equipment. The management of the Sepaktakraw team of Muara Enim Regency, South Sumatra, has carried out their duties and

responsibilities to maintain all the equipment that is the responsibility of the Sepaktakraw team of Muara Enim Regency, South Sumatra. So the facilities and infrastructure of the Muara Enim Regency Sepaktakraw team have been maximally pursued to support the training activities properly.

Table 5. Actuating (n = 4)

| Indicator | Category | | | |
|------------------|-----------|------|------|-----------|
| | Very Good | Good | Poor | Very Poor |
| Management | | √ | | |
| HR | | √ | | |
| Training Program | √ | | | |
| Funding | | | √ | |
| Infrastructure | | √ | | |

Controlling Management

The supervision and evaluation carried out in the management of the Muara Enim Regency Sepaktakraw team is comprehensive in all aspects. In the supervision and evaluation of team members and management always uphold the existing vision and mission. Evaluation is reported at the end of each work. The supervisory process and evaluation process have been carried out by the Board of Trustees and the Chair of the Muara Enim Regency Sepaktakraw team. Evaluation is carried out at the end of the year and every month.

Human Resources

The highest supervision in human resources still goes back to the Chairman of the Sepaktakraw team, Muara Enim Regency, South Sumatra. Therefore, the problem of recruiting new coaches and athletes cannot be optimally resolved because they are fully under the authority of the superior, namely the Chairman of the Management. Human resources in the Sepaktakraw team of Muara Enim Regency, South Sumatra have not been implemented properly so that they have not been able to achieve the expected achievements.

Training Program

Supervision of coaching activities is carried out by the head of the Sepaktakraw team of Muara Enim Regency who is always directly involved in every coaching activity carried out. Always evaluate both in coaching activities and the results of the ongoing championships for better results.

The coach also carries out supervision in each exercise and training program and provides an evaluation at the end of the exercise to re-correct the deficiencies and developments of each athlete during training in the field.

Funding

Supervision in funding, accountability reports for the use of funds are submitted in deliberation forums. For members and administrators there is an evaluation and accountability report related to the funds that have been issued and used for operational purposes related to the needs during the championship as well as the procurement of facilities and the Muara Enim Regency Sepaktakraw team management regarding the funds used for joint activities.

Funding for the Muara Enim Regency Sepaktakraw team has been stable, both from the source of funds and the management carried out by the management, so there are no problems in facilitating the fulfillment of the needs of the Muara Enim Regency Sepaktakraw team, South Sumatra.

Infrastructure

The facilities and infrastructure owned by the Sepaktakraw team of Muara Enim Regency are in the form of equipment for training such as balls, nets, and fields as already available are quite complete. The tools are always returned to their place after being used for training and the storage warehouse is also well locked, each trainer holds a key to make it easy to return the tools after training. This is done to prevent the loss and scatter of these tools, and also to train the responsibility for maintaining the training equipment not only on the management of the

field of equipment supply, but also on the coaches and athletes in this sepaktakraw team.

Table 6. Controlling (n = 5)

| Indicator | Category | | | |
|------------------|-----------|------|------|-----------|
| | Very Good | Good | Poor | Very Poor |
| Management | √ | | | |
| HR | | √ | | |
| Training Program | | √ | | |
| Funding | | √ | | |
| Infrastructure | | √ | | |

Planning for the management of the Sepaktakraw Team, Muara Enim Regency, South Sumatra, has proceeded according to the assignment letter. In accordance with its objectives, the Sepaktakraw Team of Muara Enim Regency, South Sumatra, Aims to coordinate all administrators in Muara Enim Regency to excel. Coordination was an internal information system that was a must in the running of an organization that aims to ensure the availability of clear and effective information and to ensure the smooth running of a program to avoid miscommunication problems (Candra & Rumini, 2014).

The organization of the Sepaktakraw team in Muara Enim Regency was actually quite good This sepaktakraw team already has administrators, coaches, athletes, and other staff who were good at their jobs. They didn't need to hire more people. All people in this department already have jobs that are regulated by the current work decree. They have had a significant impact on the Sepaktakraw Team in Muara Enim Regency, South Sumatra in the last few years. Many things can make a club less effective in their performance. As soon as possible, everything that needs to be done should be done. This way, the club can get better quickly and be able to do positive qualities all over again (Wijayati, Soegiyanto, & Rahayu, 2015).

Actuating of a sepaktakraw team in Muara Enim Regency, South Sumatra, has good organization and showed that each person is in charge of their own area of work. The

Sepaktakraw Team has a lot of different roles, there were people who help with coaching and technical, people who help with competitions and referencing and people who help with public relations and general assistant. All of these sections have their duty and were accountable to the Chairman of the Sepaktakraw Team in Muara Enim, South Sumatra. The Sepaktakraw Team has been running well with good and adequate funds. In order to live by the rules of spirit and responsibility. A good coaching process includes everything from a well-managed team to certified and competent coaches, as well as material moral support from athletes' parents and the right facilities and infrastructure (Ghozali, Sulaiman, & Pramono, 2017).

Controlling the sepaktakraw team, Muara Enim Regency, South Sumatra, whenever training programs or match schedules are created, supervision and evacuation to club administration are always carried out, resulting in activities that do not clash with the schedule outside the match. The actions are those that are directly programmed by the match manager and were carried out in accordance with the match schedule. To obtain optimal athlete performance, it is necessary to supervise athletes throughout training and to train according to an organized exercise program plan that serves as a guide for the direction of activities in order to accomplish goals effectively and efficiently (Nurcahyo, Soegiyanto, & Rahayu, 2014).

CONCLUSION

The research concluded that Management of Sepaktakraw at Muara Enim Regency of South Sumatera overall: the planning of the Muara Enim Regency Sepaktakraw Team is categorized as good because of the organizational structure, task clarity (Letter of Assignments), Human Resources are adequate. The organization of the Muara Enim Regency Sepaktakraw team has been well organized.. The implementation (Actuating) of the Muara Enim Regency Sepaktakraw team has been carried out well, the training program is running according to the specified schedule. The supervision of the

Muara Enim Regency Sepaktakraw team is good due to routine evaluations carried out by the government and team management on the sepak takraw team.

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