

## Management of Coaching Football Achievement at the Football Association of Indonesia of Alor Regency

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### Abstract

The issue addressed in this research is the PSSI organization's lack of concentration to the growth of football achievements in Alor Regency. The purpose of this study is to evaluate the management of planning, organizing, implementing, and controlling (POAC) in the Football Association of Indonesia Alor Regency's football achievement development. This study used a qualitative method and an ethnographic design to evaluate the POAC. The administrators, coaches, and athletes of PSSI Alor Regency were the subjects of this study. The data collection in this study were used observation, interviewing, and documentation. The data analysis refers to the process of collecting data, data reduction, presentation, and drawing conclusions. Result of this study: Planning was effective in this case because it has been adjusted to the management's needs and criteria. The organization is inadequate since the infrastructure, training programs, and money are still not appropriate. Implementation is difficult in this scenario due to a lack of infrastructure and financing that is still insufficient. Overall, oversight is adequate, but funding is inadequate due to the supervisory commission's failure to conduct routine supervision. Conclusions are as follows: it is adequate for planning, inadequate for organization, inadequate for implementation, and adequate for supervision. Benefits of research results for Alor Regency: PSSI Alor Regency Management to carry out science and technology planning, create data facilities and infrastructure, Trainers and Athletes to be more disciplined and continue to improve performance.

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## INTRODUCTION

Sport is a structured physical activity that promotes, nurtures, and develops an individual's physical, spiritual, and social potential. In general, sports serve to increase physical, mental, and spiritual fitness and are focused at developing attitudes, personality, discipline, and a high level of sportsmanship; nevertheless, other activities, dubbed achievement sports, are targeted at reaching optimal performance (Putra, 2016).

Not only are sports activities designed to improve physical health, but they also provide as tangible evidence of someone exercising. Effective and efficient exercise procedures can significantly impact the quality of performance (Perikles et al., 2016).

The sports development system cannot be done in an instant way, let alone "original" management, but requires totality and commitment to develop sports in a systemic and supportive manner (Fataha et al., 2013).

Efforts to improve sports achievement must continue to be made by coaching athletes as early as possible, by more effectively and efficiently searching for and monitoring talent, breeding, education, and training for sports achievements based on science and technology, and by improving the quality of regional and national sports organizations (Saputra, & Argatos, 2020).

Football is one of the most popular sports in the world with various attractions ranging from the beauty of the game, the atmosphere of a match, to the social impact of a football sport that is the pride of a nation (Juzzahri et al., 2017).

The sport of football is fostered in Indonesia through an organization called the All-Indonesian Football Association (PSSI). The PSSI organization is in charge of Indonesian football in terms of finance, facilities, and infrastructure, as well as coaching athletes in the nation. This is consistent with what was stated by Nugraha et al., (2019), stated that achievement sports coaching and development are conducted with the goal of accomplishing

sports achievements at the regional, national, and international levels.

In a sport, coaching plays a very important and very influential role in athlete achievement (Apriyanti & Wahyudi, 2021). With the use of sports science and technology, achievement sports coaching strives to develop athletes in a planned, tier-based, and sustainable manner through competitions to succeed (Kusuma & Bin, 2017).

Achievement is observable and quantifiable, which means that sports coaching is conducted scientifically from talent identification to the coaching process, with the knowledge that the quality of the results (output) is determined by the quality of the input and the quality of the training process that occurs (Didik Assalam, Sulaiman, 2015).

Sports achievement is intimately related to effective coaching. The success of achieving development is highly dependent on a variety of factors, one of which is the government's application of sound management. The sports development system, particularly management from the road, cannot be adopted instantly; it demands totality and dedication to develop sports in a systematic and supportive manner (Dian Estu Prasetyo, Damrah, 2018).

Management is an integral part of the activities of an organization. Hasibuan in Shandi, (2018) management is the science and art of managing the process of utilizing other resources effectively and efficiently to achieve certain goals.

(Fataha et al., 2013) Sports management is defined as a set of skills that includes planning, organizing, regulating, monitoring, funding, leadership, and evaluation in the context of an organization or department that produces products or services related to sports and or physical activity.

The relationship between management performance and coaching is that the success of accomplishment development is heavily dependent on effective management. In terms of managing sports achievement development, there are several resource management considerations that must be made in order to produce high-quality sports achievements,

including (1) human resources, (2) organization, (3) facilities and infrastructure, (4) training programs, and (5) funding. The management resources outlined above are related, since they mutually support and define one another (Harsuki, 2012).

Football is one of the most popular sports on the planet. Football has become a very popular game or sport in Alor Regency, enjoyed by all communities. As a result, the government, in this case PSSI Alor Regency, carries a significant responsibility, particularly in terms of producing achievements, making it necessary to have effective management for achievement development.

Researchers conducted preliminary observations and data collection in the sport promoted by PSSI Alor Regency, namely football. Football in Alor Regency receives insufficient attention and support from the government. Alor Regency also has a soccer team, namely the Alor Football Association (PERSAP ALOR) a team managed by the Alor Regency government, in this case the Alor Regency PSSI, the Alor Persap team always participates in PORPROV tournaments held by KONI NTT and Asprov PSSI East Nusa Tenggara such as the Eltari tournament Cup and Soeratin Cup. Additionally, Persap Alor won the Provincial Soeratin Cup league in Ende Regency, East Nusa Tenggara, in 2019. However, the Alor Regency government does not offer a bonus.

The performance of the Alor Regency PSSI organizational management has not been maximized and has not gone well for Alor Regency football. This is evident in human resources, such as administrators who hold concurrent positions in other fields, trainers who hold licenses with a maximum of three people, and athletes who receive less attention due to the absence of training programs or competitions, which prevent them from carrying out construction. This shows that the support from the PSSI organization in Alor Regency for the development of football achievements in Alor Regency is very inadequate.

The training facilities and infrastructure of PSSI Alor Regency are inadequate since they do

not satisfy existing regulatory standards, with facilities and infrastructure in need of procurement and repair. There are still several pieces of training equipment that are needed and are frequently borne by trainers themselves, such as balls, vests, and cones. The training program and the opening of the age league are rarely implemented in Alor Regency, and the training program is essentially non-existent. Worse, the training program is held just before the event, leaving many players or athletes unprepared and exhausted. Funding is still extremely limited. This also has an effect on the implementation of training programs that are unable to take place owing to a lack of funding. And there are still numerous concerns from athletes and coaches over welfare, as evidenced by the absence of government bonuses awarded to the Persap Alor squad that won the competition, in this case PSSI Alor Regency.

The purpose of this study was to examine how management plans, organizes, implements, and monitors indicators related to human resources (managers, coaches, and athletes), organization, facilities and infrastructure, training programs, and funding in order to foster achievement at PSSI Alor Regency, East Nusa Tenggara.

## **METHODS**

The study used a qualitative method and an ethnographic design based on George R. Terry's POAC model. The administrators, coaches, and athletes of PSSI Alor Regency were the subjects of this study. The study collected data by observing, interviewing, and documenting administrators, coaches, athletes, facilities, and infrastructure, as well as documents. Instruments or guidelines for data collecting in the form of observation, interviews, and documentation.

This study lasted three months, from July to October 2021, and was conducted in Alor Regency, NTT Province. The data analysis techniques employed in this study were data collection, data reduction, data presentation, and conclusion drafting.

### **Observation grid**

Indicator, Human Resources, Observed aspects : Availability of human resources, Human resource recruitment, Human resource performance., Indicator, Organization, Observed aspects : Availability of organizational management, Management coordination, Management performance., Indicator, Facilities and infrastructure, Observed aspects : Availability and feasibility of facilities and infrastructure, Use of facilities and infrastructure, Maintenance of facilities and infrastructure., Indicator, Exercise Program, Observed aspects : Training program planning, Implementation of the training program., Indicator, Funding, Observed aspects : Availability of funds, Use of funds, Utilization of funds.

### **Interview grid**

Indicator, Human Resources, Question : How is the recruitment plan for management, coaches and athletes at PSSI Alor Regency?, How to organize human resources in PSSI Alor Regency?, How are the duties of the administrators, coaches and athletes at PSSI Alor District?, How is the supervision of human resources carried out at PSSI Alor Regency?., Indicator, Organization, Question : What is the organizational plan at PSSI Alor District?, How is the organization of PSSI in Alor Regency?, How is the implementation of tasks in the organization at PSSI Alor Regency?, How the organization conducts supervision in PSSI Alor?., Indicator, Facilities and infrastructure, Question : How is the planning of facilities and infrastructure at PSSI Alor Regency?, How is the organization of facilities and infrastructure at PSSI Alor Regency?, How is the maintenance of facilities and infrastructure at PSSI Alor Regency?, How is the supervision of facilities and infrastructure at PSSI Alor?., Indicator, Exercise Program, Question : How is the training program planning at PSSI Alor Regency?, How is the organization of the training program at PSSI Alor Regency?, How is the implementation of the training program at PSSI in Alor Regency?, How is the supervision of the implementation of the training program at

PSSI Alor Regency?., Indicator, Funding, Question : How is the funding plan at PSSI Alor Regency?, How is the funding organization at PSSI Alor Regency?, How is the implementation of the use of funding in PSSI Alor Regency?, How is the supervision of funding at PSSI Alor Regency?.

### **Documentation grid**

Indicator, Human Resources, Aspects Seen and Assessed : Trainer documents (SK, Biodata, Certificate), Athlete Documents (Biodata)., Indicator, Organization, Aspects Seen and Assessed : Training schedule document, Exercise program document, Training delivery system document, Document evaluation of the results of the exercise program., Indicator, Facilities and infrastructure, Aspects Seen and Assessed : Exercise equipment document, Athlete boarding documents, Documents of building or training ground., Indicator, Exercise Program, Aspects Seen and Assessed : Management documents (biodata, SK), Work program document, Organizational structure, AD/ART Documents., Indicator, Funding, Aspects Seen and Assessed : Financial budget documents.

## **RESULTS AND DISCUSSION**

### **Planning**

The existing planning at PSSI Alor Regency is to get the best possible achievement at the regional level, and one of them can represent the NTT province in participating in the championship at the national level. This is inseparable from gathering people who are experts and qualified in the fields needed in a management both in the fields of organization, facilities and infrastructure, training programs to funding, so that the planning can run well. With the existence of quality human resources in their respective fields, so that we can find out what has not been fulfilled and has been fulfilled both in the training program, facilities and infrastructure as well as funding or budget at PSSI Alor Regency.

Based on the results of the study, the human resources owned by PSSI Alor Regency

are good. In relation to the planning for the recruitment of the management, the management is carried out every four years (one period). Planning is carried out based on the needs that exist in the management. Planning is made by taking into account the criteria that have been compiled, such as having good organizational management skills in the management and having high dedication and love for the progress of football in Alor Regency. Meanwhile, planning for the recruitment of coaches and athletes is carried out based on the needs in the field. This plan also pays attention to criteria such as, for the coach must have a coaching license and must have achievements at the regional level, then for the athlete must have the ability according to the needs of an athlete. Human resources are the most important position among other resources. Human resources are the basic capital for improving sports performance (Laksana et al., 2017).

Based on the results of the study, organizational planning was good because it was carried out through the results of the discussion of the PSSI Alor Regency management then the management discussed the targets to be achieved by PSSI Alor Regency in the future. So with this target, the management cooperates with the local government in terms of funding so that all the targets set can be achieved properly. Organization is a conscious structure and planning system where people work and interact in a cooperative, participatory and strong way to achieve the goals that have been set (Budio, 2018).

Based on the results of the study, planning for facilities and infrastructure at PSSI Alor Regency is good, because first the administrators saw the shortcomings in the field and the results of the needs submitted by the coach, and athletes about the shortcomings experienced, then this plan will be conveyed by the management to DISPORA and KONI of Alor Regency. Facilities and infrastructure are supporting factors in fostering sports achievement, without the completeness of both, it is certain that the training program will not run well Soepartono in (Rusdin, 2019).

Based on the results of the study, the planning of the training program was good, because the planning was based on the results of the PSSI management meeting of Alor Regency, with the targets to be achieved then the management and trainers would discuss together about the agreed targets, and the administrators would ask the coaches to translate these targets into the program. exercise. Meanwhile, athletes will provide input for planning the coaching program if needed by the management. Training program planning serves to determine targets in the training process and achieve optimal performance. The success of a coach lies not only in the ability to train, but also in the fact that the coach must have a unique training method so that athletes are motivated by the training provided by the coach (Rangeon et al., 2012).

Based on the results of the study, planning on finances and budgets at PSSI Alor Regency is good, because the management first calculates the needs and deficiencies that exist in the field and also the results of input from coaches and athletes about existing deficiencies, then financial planning and budgets are mutually agreed upon. to be submitted by the management to the Government, DISPORA, and KONI of Alor Regency for approval and disbursement for planning needs that have been determined by the management. In sports coaching, funding is a vital thing in an organization, because controlling the continuity of activities within the organization is largely determined by the support from funding (Ulum, Setyawati, & Yuwono, 2013).

### **Organizing**

Based on the results of the study, the organization of human resources at PSSI Alor Regency based on planning for the recruitment of administrators, coaches and athletes is good, because it is in accordance with the criteria agreed upon in the planning process which includes good organizational management skills, has a license as a benchmark. the ability of the coach and the quality of the players in football as well as the achievements that have been achieved are important things to determine

whether or not the administrators, coaches and athletes join PSSI in Alor Regency. So that in the field the organization of administrators, coaches and athletes is carried out based on predetermined criteria. All of them carry out their respective duties and responsibilities. People who have gathered at PSSI Alor Regency, work together to carry out the program of activities that have been decided together, according to (Tjutju, 2009) human resources are very vital organizational assets because their roles and functions cannot be replaced by other resources.

Based on the results of the study, the organization of the organization at PSSI Alor Regency is good, because it has been carried out based on the abilities, duties, and functions of each administrator, coach, and athlete during their tenure. In order to know the programs that have been implemented and which have not been implemented properly. According to Narayanan and Nath (in Harsuki, 2013) in (Mesnan & Antonius, 2019) meaning organization is an arena where humans work together to carry out complex tasks to achieve their goals.

Based on the results of the study, the organization of facilities and infrastructure at PSSI Alor Regency did not go well because there were shortages of facilities and infrastructure such as; there are no buildings owned by PSSI Alor Regency, football fields that are not maintained, balls, cones, costumes or vests are minimal. This is certainly very difficult for administrators, coaches and athletes to organize the facilities and infrastructure optimally. Excellent and complete facilities and infrastructure create comfortable training for coaches and players (Sayed & Seikano, 2016).

Based on the results of the study, the organization of the training program at PSSI Alor Regency has not been carried out properly by the management and trainers in accordance with their respective duties and functions. An exercise program is a statement containing conclusions from several expectations or goals that are interdependent and interrelated with each other to achieve the same goal (Mahaimin, 2009). The training program is a tiered and

continuous process that has clear, measurable and accountable goals (Ghozali et al., 2017).

Based on the results of the study, organizing funding at PSSI Alor Regency was carried out based on the results of a joint meeting between the management according to needs. However, the reality on the ground is that the disbursed funds are not in accordance with the proposal from the management. This can affect the management in organizing the budget to be used. Then at PSSI Alor Regency there is no organization for the welfare of coaches and athletes. Sports activities require a lot of funds, this is an absolute requirement that must be met, without funding sports coaching the program will not run well (Nugraheni et al., 2017).

### **Implementation**

Based on the results of the study, all human resources at PSSI Alor Regency are good, because they have carried out tasks in the context of implementing the achievement coaching program in accordance with their respective duties and functions, such as the implementation of the coaching function carried out, then coaches and athletes carry out the program according to according to the schedule determined by the management. Carrying out achievement coaching at PSSI Alor Regency is carried out by administrators, coaches, and athletes. Human resource management can also be interpreted as the use of human resources in the organization (Marwansyah, 2014).

Based on the results of the study, the Management at PSSI Alor Regency in carrying out the duties and functions of the organization have gone well according to the program, such as the implementation of organizational tasks and functions, but there are also some things that have not gone well, such as cooperation within the organization. Organizations always involve several people who interact intensively with each other (Fraliantina, 2016).

Based on the results of the study, the facilities and infrastructure owned by PSSI Alor Regency have been used by coaches and athletes in the implementation of soccer achievement coaching. However, according to administrators, coaches and athletes, the facilities and

infrastructure currently owned are still very incomplete, such as training fields, balls, kuns, vests, and other achievement development tools. The trainer also suggested that there should be development of science and technology in the field of facilities and infrastructure so that achievement can be further improved. Facilities and infrastructure are one of the supporting factors for the implementation of the soccer sports coaching program, with the aim of achieving the best performance. Excellent and complete facilities and infrastructure create comfortable training for coaches and players (Sayed & Seikano, 2016).

Based on the results of the study, the PSSI Alor Regency Management in the implementation of the training program was entrusted to the coaches and athletes as the main executor in the field. Before the implementation is given, first the management supervises the training process that takes place carefully. Training according to the direction of the coach and has carried out the coaching process in accordance with the training program and needs that have been made in the field. The implementation of the training program must be adjusted to the athlete's ability, paying attention to physical components, technical, tactical, or mental conditions that need to be improved based on training needs (Makadada, A, 2012).

Based on the results of the study, the use of funds at PSSI Alor Regency has been carried out based on the results of a meeting with the management, so that everything is carried out as expected, but due to the realization of funds and not in accordance with the application, there are shortcomings in the field. Because with this it can cause a decrease in the performance and enthusiasm of administrators, coaches and athletes. Good use of funds is one of the factors that support the results of coaching, because without proper use of funds, it will be difficult for coaching to advance towards maximum achievement (Triyasari et al., 2016).

### **Supervision**

Based on the results of the study, the supervision of human resources at PSSI Alor Regency is good, because it is carried out when

carrying out programs programmed by the management, such as training and matches. At the time of implementation of the training program is usually produced by the technical commission, as well as development, and marketing. In general, sports are produced by technical and match commissions or competitions, referees and judges commissions and health commissions. Supervision is one of the factors that affect the work discipline of members (Dawi et al., 2020).

Based on the results of the study, organizational supervision at PSSI Alor Regency is good, because it has been implemented when carrying out programs programmed by the management, such as teamwork in their respective fields. During the implementation of organizational supervision, there will be an evaluation of the management regarding the organization so that it can run well according to the program and future targets. In general, supervision is carried out by the daily management of PSSI. According to Cserhádi & Szabó, (2013) the application of different methods and organizational management tools is very important for the success of a program, especially for large and complex programs.

Based on the results of the study, the supervision of the facilities and infrastructure owned by PSSI in Alor Regency is good, because it has been carried out by the officer who is directly responsible for the technical and development committee, checked the condition of the existing facilities and infrastructure and then reported it to the General Chair. Facilities and infrastructure affect the motivation of athletes in improving training and improving the development of national sports (Hartono, 2011).

Based on the results of the study, the supervision of the training program at PSSI Alor Regency was carried out by a commission that had been assigned according to its ability by the general chairman, it was quite good, because there were obstacles in the field, namely the intensity of supervisors from the management which was still not implemented, and needed to be improved. The training program is a reference for determining achievement targets and

exercises at the time unit below (Pahalwaidi, 2007).

Based on the results of the study, the supervision of the use of finance and budget at PSSI Alor Regency was carried out properly by the management in accordance with the reporting carried out at the time of evaluation and management meetings once a year on a regular basis. However, the training program is considered not good enough because the supervisory commission does not control it. The existence of funding in all sports coaching allows clubs to achieve athlete achievement. Fund supervision is carried out by observing the use of funds in accordance with the budget plan (RAB) and is transparent and accountable. Therefore, funding for all sports coaching has a significant impact on club coaching or progress (Syahputra et al., 2021).

## CONCLUSION

Planning In terms of planning, human resources, organization, facilities and infrastructure, training programs, and overall funding are all beneficial because they adhere to established standards and criteria. Organizing includes human resources, the coaching organization is excellent, but the facilities and infrastructure, training programs, and funds are inadequate due to inefficient infrastructure arrangement, training program implementation, and funding. Implementation includes human resources, coaching organizations, and training programs is adequate, the facilities and infrastructure, as well as funding, are relatively adequate due to inadequate infrastructure and funding. Supervision Human resources, organization, facilities and infrastructure, and funding are all satisfactory, as a result of routine supervision by the supervisory commission. However, the training program is regarded as pretty good due to the fact that the supervisory commission does not conduct extensive supervision.

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