

## Athletes Development Management At State High School Sports (Smanor)

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#### Abstract.

*SMANOR Tadulako is a new sports-gifted school in Central Sulawesi Province. Within three years, almost all sports have started to show results, both at the regional and national levels. Of course, there is good cooperation between administrators, coaches, athletes, and other parties. Researchers took descriptive qualitative research to see the management of athlete development at SMANOR Tadulako, Central Sulawesi Province. The purpose of this study was to analyze the management functions of Planning, Organizing, Movement, Supervision, and Evaluation at Tadulako Senior High School, Central Sulawesi Province. The results of the study: stewardship seen from the management function 1) Planning is Very Good, 2) Organizing is Very Good, 3) Movement is Good, 4) Supervision is Very Good and 5) Evaluation is Very Good. Activity Program 1) Good Planning, 2) Very Good Organizing, 3) Good Movement, 4) Very Good Supervision, and 5) Very Good Evaluation. Facilities and Infrastructure 1) Good Planning, 2) Fairly Good Organizing, 3) Good Movement, 4) Good Supervision, and 5) Fairly Good Evaluation. Funding is categorized as Fairly Good. The conclusions of this study are 1) management is categorized as Good, 2) Program activities are Good, 3) Facilities and infrastructure are quite good and 4) Funding is quite good. Based on the results of the research, it can be concluded that to achieve management of facilities and infrastructure, it is necessary to carry out planning, organization, movement, monitoring, and evaluation in the management of athlete development.*



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### A. INTRODUCTION

Sports achievement is one of the benchmarks for the progress of a nation, (Rohmadoni, 2016). Aiming for accomplishments at the regional, national, and worldwide levels, achievement sports are coached and developed. At both the central and regional levels, the parent organization of

the sports branches provides coaching. According to Law Number 3 of 2005, coaching is also done by strengthening sports associations, creating national and regional sports development centers, and planning tournaments in stages and continually.

With top-notch human resources, systematic sports development can be focused

on enhancing self-control, disciplinary responsibility, and sportsmanship, leading to sporting successes that can inspire pride in the country. As a result, systematic coaching, administration, planning, and implementation in national development are all necessary to provide sports development with more proportional attention (Priagung, 2016).

So it can be concluded that sports achievement can be achieved with the existence of a tiered and continuous sports coaching and this coaching is not done arbitrarily, it is necessary to have management planning, organizing, directing, and controlling to achieve the goals that have been determined.

Development of national sports in Indonesia is carried out through several channels, namely: 1) Schools (from elementary school to tertiary institutions), 2) Main sports organizations, 3) National sports organizations, and 4) Organizations in society.

SMANOR Tadulako Central Sulawesi Province is a Central Sulawesi sports gifted school that was inaugurated in 2013, while the task of organizing SMANOR Tadulako Central Sulawesi Province is to organize a process of formal education and special training for sports talents.

SMANOR Tadulako, Central Sulawesi Province, opened several departments with nine sports, athletics, silat, karate, taekwondo, sepak takraw, badminton, rowing, boxing, and chess. (Interview with vice principal of student affairs, Mr. Mursalin).

The coaching process in each sport has a coach, namely Athletics with (3) trainers, Chess (1), Badminton (1), Rowing (1), Sepak takraw (2), Boxing (1), Karate (2), Silat ( 2) and Taekwondo (1). In the span of 4 years, from 2013 to 2017 after the inauguration of SMANOR, almost all sports began to show results. both at the regional and national level. The achievement results obtained by SMANOR Tadulako are a collaboration of course there is cooperation between administrators, coaches, athletes, and parties who are responsible for SMANOR.

Romadoni (2016) Management is an inseparable part of the activities of an organization, as well as in a sports coaching organization. The function of management in explaining organizational behavior with motivation, productivity, and satisfaction is important. The following are some broad characteristics of management theory: (1) Makes reference to empirical experience, (2) Establishes a connection between theories, and (3) Recognizes the Prospect of Rejection (Fattah et al., 2009).

SMANOR Tadulako, Central Sulawesi Province, is a gifted school that is new and there are no researchers who have conducted management research. Therefore, based on the study above, researchers want to use qualitative methods to examine in depth the management functions carried out from the planning, organizing, movement system, monitoring, and evaluation system in SMANOR Tadulako with the title "Athlete

Development Management at Tadulako State High School Sports (SMANOR).

## **B. RESEARCH METHOD**

This research was conducted at SMANOR Tadulako management, Central Sulawesi Province to find out 1) the planning system of management, activity programs, funding, infrastructure, 2) organizational systems of management, activity programs, funding, infrastructure, 3) movement systems of management, programs activities, funding, infrastructure, 4) management control system, activity program, funding, infrastructure, 5) management evaluation system, activity program, funding, infrastructure.

The research design used is naturalistic interactive qualitative research. This design is employed because the data is gathered in the form of words and images rather than numbers (Hamid, 2016); this research is also known as being conducted under natural conditions (Sugiyono, 2008). This qualitative research methodology requires significant efforts, including asking participants for specific information, gathering that information, evaluating that information, and interpreting that information (Cresswell, 2013).

Data collection is the process of gathering all the information that will help the researcher, including events, objects, descriptions, and qualities. Utilizing specific strategies based on well-known methods of gathering data, such as observation, interviews, and documentation Sugiyono,

(2008). Documentation is a tool or documentary material consisting of personal letters, books, or diaries that can provide an overview of a particular incident.

The researcher used only two techniques to ensure the accuracy of the data in this study: careful observation to better understand phenomena and events; triangulation using sources and methods; checks; and asking informants to reexamine the data to ensure there is a common understanding and peer discussions.

Triangulation, namely activities carried out to guarantee the trust of the data obtained in this study is carried out by:

1. Triangulation, (1) Data from the same source are checked using many ways to perform a triangulation of methodologies to assess the veracity of the data. (2) Source triangulation is the investigation of a certain piece of information's veracity using a range of data collection techniques and sources. Researcher participant observation, written documents, archives, historical documents, official records, personal notes or writings, and images or photographs, for instance, can be used in interviews and observations.
2. Techniques to improve observation persistence are employed in this method to collect accurate and reliable data more fully and long term. Accordingly, when recording and gathering data, researchers need to be disciplined, meticulous, and diligent. To focus on something in-depth, observation persistence aims to identify

the situation's traits and components that are particularly pertinent to the difficulties or issues being searched after. Researchers use this strategy to double-check if the data they have discovered is accurate or not.

The categorization rubric according to sports management experts, namely, Soekardi:

Table 1 Criteria for taking conclusions Rubric category of good sports organization management

<i>Indicator</i>	<i>Categorization</i>
<i>Planning</i>	<ol style="list-style-type: none"> <li>1. It is clear who is doing the work</li> <li>2. It is clear what to do</li> <li>3. It is clear when it is done</li> <li>4. It is clear where to do it</li> <li>5. It is clear how to do it</li> </ol>
<i>Organizing</i>	<ol style="list-style-type: none"> <li>1. Complete management</li> <li>2. There is an activity mechanism</li> <li>3. Clear job descriptions</li> <li>4. There are routine activities (competition activities, themes)</li> </ol>
<i>Actuating</i>	<ol style="list-style-type: none"> <li>1. Implementation of the program</li> <li>2. There have been achievements</li> <li>3. Carry out planned activities</li> <li>4. equip 5 M (Man, money, Methode, Material, and machine)</li> </ol>
<i>Controlling</i>	<ol style="list-style-type: none"> <li>1. There is supervision</li> <li>2. There is reporting</li> <li>3. There is Monitoring</li> </ol>
<i>Evaluation</i>	<ol style="list-style-type: none"> <li>1. Execution</li> <li>2. Activity program</li> <li>3. Facilities and infrastructure</li> <li>4. Funding</li> </ol>

Information :

1. Very good, if it meets all the categories
2. Fine, if only 3 in the categorization
3. Fairly good, If only 1 or 2 in the categorization
4. Not good, if not at all in the categorization.

## C. RESULTS AND DISCUSSION

### Planning

Based on their analysis of the data gathered from interviews, observations, and documentation about the planning system at Tadulako High School in Central Sulawesi Province, the researchers concluded that the system there was very good because it met all of the criteria listed by sports management expert Mr. Soekardi as being necessary for good planning, which includes:

1. It is obvious who is working in this situation; for example, the Governor, Deputy Governor as Trustee, Regional Secretary, Head of Education and Culture Office, Head of Youth and Sports Service, and KONI as a director are all administrators in their respective fields. SMANOR Tadulako is located in the Central Sulawesi Province. The principal, head of the administrative staff, deputy head of school for curriculum, deputy head of school for student affairs, and deputy head of school for infrastructure are all examples of school components. Public relations vice principals, teachers, faculty, trainers, non-educational professionals, and students.
2. It is obvious what is being done in this instance; it is the organization of a formal educational process and the development of unique athletic skills.
3. It is obvious what is being done in this instance, and the school element is tasked with putting together Tadulako High School policies as a guide for carrying out

administrative duties, the teaching and learning process, as well as sports gifted training. Educators are in charge of creating program plans and learning tool activities, implementing and evaluating the results of teaching and learning activities, education staff is in charge of handling personnel administration issues, and trainers are in charge of planning sports training preparations as well as monitoring, supervising, and evaluating. The Wakasek is responsible for planning, monitoring, supervising, evaluating, and reporting SMANOR Tadulako in their respective fields.

4. It is clear where to do it, in this case, SMANOR Tadulako Central Sulawesi Province held at SMANOR Tadulako Jalan Soekarno Hatta Palu City Central Sulawesi Province.

The planning process to increase optimal performance requires competent human resource management. Apart from that, other supporting factors such as funding and adequate infrastructure support to achieve achievements through good coaching management (Rumini, 2015).

### **Organizing**

Based on their analysis of the data collected from the research on the organizing system at Tadulako High School in Central Sulawesi Province through interviews, observations, and documentation, the researchers came to the conclusion that the system there was very good because it met all of the criteria for good organizing as stated by

sports management expert Mr. Soekardi, including:

1. Complete management, in this case, SMANOR Tadulako Central Sulawesi Province has a management organizational structure that is complete with school elements including Principal (Mr. Muh. Jufri S.Pd, M.Pd), deputy head of curriculum (Mr. I Nyoman Suparta, S. Pd), deputy head of student affairs (Mr. Mursalin, S.Pd), deputy head of public relations (Mr., Rohyana, S.Pd). Educators, trainers, security personnel, health workers, consumption workers, and dormitory staff.
2. There is a system in place; in this instance, SMANOR Tadulako's mechanism includes having a work schedule that runs from Monday through Saturday. Administrators work at the school from 7:00 to 17:00 to complete responsibilities related to their areas of responsibility. Trainers train in the morning from 5:00 to 6:00 and again in the afternoon from 15.30 to 17.30.
3. Clear job descriptions, in this case, the administrators of SMANOR Tadulako Central Sulawesi province have their respective duties and responsibilities according to the regulations of the Governor of Central Sulawesi.
4. In this case, the management of SMANOR Tadulako Central Sulawesi Province carries out routine activities like holding competitions, carrying out training activities every Monday through Saturday, and carrying out the training program that

the trainers have created. There are routine activities (activities, championships, and themes).

The organizational system at SMANOR Tadulako is also following the criteria for a good organization (Kurniadin & Marchali, 2016), namely the existence of a clear division of tasks between the principal, teaching staff, administrative staff, and school committees and their students.

### **Actuating**

The organizational system in Tadulako High School, Central Sulawesi Province was categorized as good because it met the three requirements for good supervision as stated by the expert, according to the researchers' analysis of the research findings from interviews, observations, and documentation data on the movement system. Mr. Soekardi, sports management, including:

1. In this situation, SMANOR Tadulako's management has carried out the created programs, which include performing training programs, teaching and learning processes, and taking part in regional and national competitions.
2. In this instance, the administrators of SMANOR Tadulako, Central Sulawesi Province, have made strides in some areas, including the rowing sport, where they were able to place third in the West Java Youth PON.
3. Administrators carry out scheduled activities in their particular domains, such as taking part in local and national events and running training programs.

Moving the organization is not enough just to order subordinates to work together and reprimand them when they are unable to carry out organizational tasks. But more to leadership in carrying out tasks, because when the information capabilities of subordinates or members are large, understanding of the implementation of their tasks is achieved effectively and efficiently (Kautsar et al, 2018).

### **Controlling**

Based on their analysis of the data collected from interviews, observations, and documentation about the surveillance system at Tadulako High School in Central Sulawesi Province, the researchers concluded that the system is categorized as good because it satisfies the three requirements for good supervision as stated by the expert. management of sports In addition, Mr. Soekardi:

1. There is supervision, in this case, from the Central Sulawesi Provincial Office of Culture and Education in the PKPLK field, always monitoring and controlling once every 3 months, either coming directly to the field to ensure activities are going well.
2. In this instance, reporting includes submitting a written report to the Office of Education and Culture regarding the acquisition of infrastructure, trainers reporting to the deputy chief of staff in their respective fields on the progress of the athletes they train, and also reporting work programs to the school principal.

3. In this instance, the Principal of SMANOR Tadulako Central Sulawesi Province continuously keeps an eye on the activities undertaken, including the management's effectiveness and the competition's execution.

The management function of supervision (controlling) according to (Mansoer, 1988) is the process of maintaining and monitoring the process of implementing coaching activities to achieve the planned goals.

### **Evaluation**

The organizational system in Tadulako High School, Central Sulawesi Province, was categorized as good because it met 4 good evaluation criteria as stated by sports management experts, according to the researchers' analysis of the research results from interviews, observation, and documentation data on the evaluation system in SMANOR Tadulako, Central Sulawesi Province. One of them is Mr. Soekardi:

1. Evaluation is always carried out by the management in charge of every SMANOR athlete participating in an event, the recruitment of coaches is carried out once a year by coaches, evaluating athletes once every three months if the 3 athlete evaluations do not show good results then they will be returned to public schools.
2. Management always holds meetings for evaluation to discuss what deficiencies existed during the activities, both from the implementation system, program activities, infrastructure, and funding. The

evaluation was also carried out by outside parties, namely the Education and Culture Office in the PKPLK field of Central Sulawesi Province.

The management of sports organizations is carried out by comparing the results of achievements that have been obtained before the assessment/evaluation which should be carried out once a year so that fraud or irregularities cannot be dealt with effectively and quickly (Kautsar et al, 2018).

### **D. CONCLUSION**

The findings of this study lead to the following conclusions: 1) Tadulako High School's planning system is rated as very good because it satisfies the four criteria for good planning as determined by sports management experts; and 2) Tadulako High School's organizing system is rated as very good because all systems comply with the four criteria for good organizing, including. 3) The SMANOR Tadulako movement system is rated as good because it satisfies three requirements for good monitoring, according to sports management specialists; 4) The researchers concluded that the SMANOR Tadulako Central Sulawesi Province monitoring system is rated as good because it satisfies the three requirements for good supervision as indicated by management professionals. 5) The researchers concluded that the organizational system in Tadulako High School, Central Sulawesi Province was categorized as good because it satisfied 4

good evaluation criteria as stated by the expert sports management based on their analysis of the research results from interviews, observation, and documentation data on the evaluation system in Tadulako High School, Central Sulawesi Province.

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