

Organizational Management of The Indonesian National Sports Committee (KONI) Kebumen Regency

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Abstract. The purpose of this study was to determine sport good governance, the role of KONI management, and the impact of KONI in regional elite sports development. The approach taken in this study was a qualitative descriptive method. The informants are the general chairman, secretary and head of related fields, trainers, athletes and the community using organizational management interview instruments, and using the Action for Good Governance in International Sports Organization (AGGIS) Sports Governance Observer developed by the Danish Institute of Sports Studies, Copenhagen-Denmark. In this study, the researchers used sports good governance observations rubric and interviews with KONI management as the research data while Miles and Huberman theory was applied as technique in analyzing data.

The results of the study state that the indicators of sport good governance at KONI Kebumen Regency have mostly been implemented well, such as Democratic Process, Checks and Balances, and Solidarity, but there is one indicator that has not been implemented like Transparency because there is no official website for KONI Kebumen Regency. For the management of sports organization, KONI, Kebumen Regency, in general, has referred to the theory of sports organization management. KONI of Kebumen Regency seemed to have inadequate facilities and infrastructure as well as having a small budget in the case of sport development.

It is summed up that all indicators of sport good governance have one indicator that has not been implemented in the form of transparency which shows that KONI Kebumen Regency has not been fully maximized in providing information through social media, because there is no official website for KONI Kebumen Regency. This research is expected to be the beginning of the extent to which the sport good governance of KONI Kebumen Regency. The suggestion that can be given is that the KONI of Kebumen Regency should immediately have a website to provide information quickly and accurately and also increase organizational openness. In addition, a good management function can be seen from the existence of planning, organizing, mobilizing, monitoring, and evaluating, which is expected to be a spirit to continue to advance sports in Kebumen Regency.

Keywords: sport good governance, sports organization management, KONI

1 Introduction

According to De Sensi, Kelley, Blanton, and Beitel in Harsuki (2012), sports management is a process to organize all activities to achieve certain goals within a certain group with the

functions of planning, organizing, directing, leadership, and supervising related to sports or sports. physical activity[2].

The success rate of elite sports is highly dependent on the effectiveness of its management. The more effective the management, the better the quality of the athletes produced because of the clear, concise and structured management pattern of planning and qualified human resources. In this case good management is needed in an organization.

The 2nd President of the Republic of Indonesia, Suharto, at the opening ceremony of the 4th National Sports Conference in 1981 announced that Indonesia has a slogan to promote sports activities in the community and has the motto "Socializing Sports and Exercising the Society". Since then, sports activities for the people have been planned[3].

Law of the Republic of Indonesia Number 3 year 2005, Chapter VIII dealing with Sports Management, Article 38 Paragraph (1) concerning the National Sports System that sports management at the Regency/City level is carried out by the Regency/Municipal Government with the assistance of the Regency/City Sports Committee.

KONI is a sports organization that has been running for more than 20 years in Kebumen Regency. KONI Kebumen Regency is still less than optimal in its organizational management pattern, making year-to-year achievements unsatisfactory. The goal of this study was to determine KONI Kebumen Regency's level of good governance and organizational management. The Indonesian National Sports Committee of Kebumen Regency will not grow and develop if it adheres to traditional governance that is not oriented toward the needs and desires of athletes and the community. As a result, it must be directed to the principles of modern and communicative management in order to meet the challenges of an increasingly advanced era. In this case, a general concept that can aid in the implementation of good management by the KONI of Kebumen Regency is the application of good governance that has been applied in the agency as a reference for a field for achieving the vision and mission of the agency itself, because in good governance, the relationship between the organization and its members must be based on the principles of transparency, accountability, responsibility, independence, and fairness while The goal of good governance is to foster positive relationships between shareholders and stakeholders so that organizations can be properly managed and public accountability is established[6].

Some of the principles of good governance according to the UNDP (United Nation Development Program) in Safrijal et al., (2016) including: participation, rule of law, transparency, responsiveness, consensus orientation, equity, efficiency and effectiveness, accountability, strategic vision[11].

The researcher uses sports good governance indicators, such as Transparency, Democratic Process, Checks and Balances, and solidarity taken from his book Action for Good Governance in International Sports Organization (AGGIS) which was developed by the Danish Institute of Sports Studies, Copenhagen Denmark (Action for Good Governance in International Sports Organization, Danish Institute of Sports Studies: 2013).

The dynamics of sports development is one element that will not be forgotten and will become a parameter of skills in sports, namely competition. Sport competition is very important to encourage the development of sports achievements in various sports. The success of the

athletes in winning every match is part of the target of KONI Kebumen Regency as an organization that is responsible for improving regional sports.

All sports that are under the auspices of KONI Kebumen Regency are prioritized as sports that can produce achievements. These sports include Athletics, Silat, Taekwondo, Volleyball, Futsal, Football, and others. In this case the researcher was interested and chose several sports such as Athletics, Silat and Volleyball as the object of research. For this reason, these sports has become a reference for researchers in digging up information because these sports belong to sports that KONI hopes to produce competitive athletes. In managing regional sports, KONI Kebumen Regency also involves the surrounding community. The process of community involvement in regional sports development is realized by providing information on sports activities even though the information submitted has not been fully conveyed to the general public.

The results of initial observations show that KONI Kebumen Regency does not yet have good governance, work programs are not structured, human resources are not as needed, some sports do not have achievements and lack of information and public knowledge about KONI activities in Kebumen Regency. Therefore, there is a need for improvement considering the importance of KONI for the people of Kebumen Regency to develop performance sports in the area in accordance with the mandate of Law No. 3 of 2005.

Based on the results of observations and the background of the problem, the problems formulated in this paper are how to implement sport good governance in the KONI of Kebumen Regency, how is the organizational management pattern of KONI in Kebumen Regency, and the impact of fostering the achievements of the Indonesian National Sports Committee (KONI) in Kebumen Regency.

2 Method

The method used in this research is descriptive qualitative. Qualitative descriptive is a term used in qualitative research for a descriptive study. Qualitative descriptive has been identified as important and appropriate for research questions that focus on finding the who, what, and where of events or experiences and to gain insights from informants about phenomena that need to be understood[5]. The research was carried out during the period from August 10 to August 25, 2021. The research location is at the office of the Indonesian National Sports Committee (KONI) in Kebumen Regency. The secretariat itself is still occupying a room at GOR Chandradimuka Kebumen which is located on Jalan Gedung GOR Gembira, Jl. Youth, Panjer, Kec. Kebumen, Kebumen Regency, Central Java 54312.

In this study the researcher used an instrument, namely interviews and the respondents were the chairman, secretary, KONI Kebumen members, coaches, athletes and the community. The sampling method in this study uses non-probability sampling because this technique allows it to not provide equal opportunities or opportunities for each element or member of the population to be selected as samples[12]. Then after the data is collected, the validity of the data in this study is tested, namely the credibility (credibility) by using the triangulation technique. Triangulation is in testing credibility, in this case it is defined as checking data from various sources in various ways, and at various times[12].

Then the data collection techniques used in this study were observation, interviews, and documentation. In this study, there are four independent indicators, namely: transparency, democratic process, checks and balances, and solidarity. As for the dependent variable, namely the sport good governance of KONI Kebumen Regency, where the level of sport good governance is highly dependent on the level of the independent variable.

This study uses the Action of Good Governance in International Sports Organization (AGGIS) Sport Governance Observer instrument developed by the Danish Institute of Sport Studies, Copenhagen Denmark. And analyzed using the theory of Miles and Huberman[12].

3 Results and Discussion

Results and discussion of research on the application of the pattern of sport good governance, management organization, and the impact of developing KONI's achievements in Kebumen Regency. Researchers have conducted research and get the following results.

From the results of research through observations, interviews, and documentation conducted at KONI In August 2021, Kebumen Regency received data from sports good governance , namely 1) Transparency 2) Democratic Process 3) Checks and Balances 4) Solidarity.

Transparency is information that allows the public or the public to monitor openly an organization. Transparency is the foundation for an organization to gain the trust of the wider community. If there is a lack transparency, it can have an impact on the lack of trust from the public. This shows that the public does not know about KONI, one of which is due to the lack of openness of KONI. The Kebumen Regency KONI organization does not publish laws on its website and the organization does not publish sports regulations on its website.

Until now, KONI Kebumen Regency does not yet have a website, but KONI Kebumen Regency already has social media accounts such as Facebook, Instagram, Youtube. So far, social media, especially Facebook and Instagram, are still active, only providing information related to daily activities or big day celebrations. The absence of media access in the form of a website makes it difficult for the general public to easily, quickly and accurately find relevant information about the vision and mission, organizational structure, sporting regulations, organizational strategic plans, and annual budget of the organization. Elin Marlina, S. Pd. as the head of planning and budgeting said that there are no internal human resources capable of making websites and if buying requires a large budget, it requires a large budget.

In an organization the system used is an open system where the organization gets a very large influence from the community. We can see that transparency is the main value to make an organization democratic and accountable. shows that the information provided by the organization to the wider community through online media is still less open, to the people of Kebumen Regency because there is no media access, especially websites to accommodate all information that should exist in an organization in general.

According to Elin Marlina as the Head of Program and Budget Planning, said that this is the beginning of management after the reorganization, there is no KONI management who has the expertise to create a website, while making a website with assistance outside of KONI requires a lot of money.

Then the second is that the democratic process is one of the elements of sport good governance. KONI Kebumen Regency in the application of the democratic process for the election of the chairman in an open and transparent manner, making work programs, and making decisions are always carried out by deliberation. The general chairman election for 2020-2024 is carried out in accordance with clear and detailed procedures. Every decision taken by the KONI of Kebumen Regency always comes from deliberation and mutual agreement with various fields, not from a group or part of people. KONI Kebumen Regency limits the transfer of athletes, because it emphasizes regional athletes and reduces the amount of the budget.

Furthermore, the third checks and balances in a good organization has rules that need to be obeyed, has a code of ethics and integrity for all its members. Which is where the Kebumen Regency KONI organization recognizes and complies with the World Anti-Doping Code (WADA).

Finally, a good sports organization solidarity must have a great responsibility for the welfare of all members and community involvement. Moral support is very important in the running of an organization so that the management can carry out their duties with love. Because the organization provides training and education to its members in terms of organization and management through workshops. During the 2021 management, there will be no discrimination against each other to make the organization good.

All of the above indicators of sport good governance have been implemented, except for the principle of transparency which has not been implemented at KONI Kebumen Regency so that there is no openness to sports regulations, organizational structures, strategic plans, process openness, and regulatory frameworks that guarantee transparency. Transparency is not only important in the implementation of the Kebumen Regency KONI work system, but also in the implementation of public services and also a situation where all aspects related to the Kebumen Regency KONI must be open and can be known easily by the public (public).

According to Tjokroamidjojo (in Syafalevi, 2011) planning is a way to achieve an organizational goal that requires good coordination. The results of interviews related to the planning function at KONI Kebumen Regency were compiled by all members, with the approval of the general chairman. Planning at KONI Kebumen Regency consists of long-term and short-term programs. All members of the Kebumen Regency KONI always hold regular meetings at least once every 3 months, but when approaching big events such as Porwil Dulongmas, PON, PORPROV, KONI Kebumen Regency will hold meetings every day.

Terry stated in Paturasi, (2012) that organizing is an act of seeking effective behavioral relationships between humans so that they can work together effectively and gain benefits in certain tasks under certain environmental conditions [7]. In organizing, including in the KONI of Kebumen Regency, the existence of an organizational structure is very much needed. Organizing is a group of people who come together and have the same spirit, dreams and goals, which need to be regulated in the division of tasks and authorities so that there are no disputes and overlaps in carrying out tasks. Preparation of organizational structure at KONI Kebumen Regency in accordance with expertise in their respective fields.

Mobilization is the provision of motivation to move all personnel or resources who are given the task and authority in order to carry out their duties as well as possible to achieve the goals

that have been set [1]. Kebumen to agencies such as the district government of Kebumen, youth sports and tourism (Disporapar) Kebumen district is carried out at least once a year.

It is unfortunate because of the pandemic of activities at the Kebumen Regency KONI, one of which is that the training must be postponed first, in fact there are many training activities but in conditions like this, the Kebumen Regency KONI has not been able to carry out training seminars on sports on the grounds of avoiding activities that cause crowds.

According to Siagian, (2015) that "supervision is the process of observing the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan". For supervision of every task given by the general chairman of KONI Kebumen Regency is always followed up with maximum results then submitted to the general chairman such as when from the field of organization holding a meeting with the sports branch from the results of the meeting there are several inputs from the sports branch then the secretary gives a report to the general chairman KONI Kebumen Regency.

In Rawe's opinion, (2018) evaluation is an activity to collect information about the progress of something, which is then used to determine the right alternative in making decisions[10]. Evaluation is a process to implement what work has been carried out and correct it with the intention that the implementation of the work is in accordance with the original plan.

According to what happened to the Kebumen Regency KONI, for example, the Kebumen Regency KONI also always held evaluation meetings related to achievements, for example, after a sports championship, they usually received medals or those who represented Kebumen Regency then did not match what was expected, it had to be evaluated.

The impact of the coaching carried out by the KONI of Kebumen Regency according to sports until now the sports branch is inadequate in terms of facilities and infrastructure as well as a small budget. Researchers also found that in the field there are sports that are still constrained by facilities and infrastructure as well as budget, where facilities and infrastructure are part of achievement development. Then physically, KONI also controls the field of achievement development for all sports branch managers under the auspices of KONI, Kebumen Regency.

Recruitment in sports in each district of Kebumen is different. The leading branches, namely athletics, silat and volleyball, have the same recruitment. In athletics, namely by attracting athletes who excel from activities such as O2SN, POPNAS (national student sports week) does not start from trouble. Then in the silat and volleyball sports the same, namely: looking for athletes to excel through the achievements achieved by athletes or it can mean not starting from mass production. Sports experts agree on the need for stages of coaching to produce good sports achievements high, namely through the stages of massing, breeding and achievement [8]. All these sports are highly accepted by the general public, especially parents who want their children to get achievements in the field of sports.

Media promotions carried out by KONI Kebumen Regency to look for potential athlete seeds, currently do not use websites or social networks but by collaborating with schools through various sports to be able to reach a wider reach to find seeds of athletes who excel.

Coach for athletics, silat and volleyball. For athletics, silat and volleyball coaches, some already have a coach license. KONI itself has a role to provide coaching education so that coaches also have a broader insight about the training system in each sport they are engaged

in. In addition to KONI which provides a coaching education system, they free all trainers to take part in trainer training at the regional or provincial level. For coaches who have never attended coach education, they are required to participate because until now at least the coaches can know how to train their athletes in a method that doesn't burden the athletes and also they can know about effective training without wasting a lot of time. -drain. For this reason, there is a need for coaching education because education in coaching has a very important impact when training.

According to the KONI of Kebumen Regency, at least each sport has a licensed trainer, but it is sufficient because it can be maximized for training. It's just a matter of how athletes can make good use of it.

A good training program can consider these aspects, including: athlete potential, age, gender, level of ability of athletes, funding infrastructure, time available, coaching staff and environmental factors [6]. Before compiling a training program, a coach must first carefully define the goals to be achieved for his athletes so that in the competition they can display their abilities. The exercises carried out are not far from training skills or abilities, physically and mentally. These three basic exercises are always present in the method the trainer gives. The training program given certainly aims to improve the quality of athletes. If the quality of the athletes is good, the coach can optimistically expect victory from them. Although the athletic exercise program in Kebumen Regency is an unwritten program, the training program is adjusted based on the strengths and weaknesses of the athletes, in other words, the training program adapts to the athlete's needs. Although the training program was not written, the training activities continued to run well.

To support the achievement of course required the support of adequate facilities and infrastructure. Facilities and infrastructure are very important in influencing the quality of athletes in competing. Complete existing facilities will increase the sense of enthusiasm in athletes.

Sports facilities are everything that can be used and utilized in the implementation of sports activities. Meanwhile, infrastructure is something that facilitates or facilitates tasks and has a permanent nature. Facilities and infrastructure help improve physical abilities and make it easier for athletes to exercise. Facilities and infrastructure also play an important role in the development process. The condition of good and complete facilities and infrastructure can certainly make the process of coaching run optimally. Facilities are all the facilities needed in a good learning process, movable or immovable so that the achievement of goals in sports runs smoothly, regularly, effectively and efficiently [4].

Funding is obtained from funds that have been budgeted by DISPORA (Kebumen Regency Youth, Sports and Tourism Office) then the budget is submitted to KONI Kebumen Regency after which it is distributed to all sports.

An organization or sports management requires large funds to develop the coaching process in order to produce athletes who are superior in their fields. The funds are used to meet the needs during training, both in the realm of facilities and infrastructure. The funds that have been plotted to each athletic branch manager will be used to meet needs during training or anything else that has to do with the coaching process for athletes. Regarding the budget, it has been

determined using grant funds for a full year and each sport receives a different amount, which is influenced by achievements and the number of athletes.

Budget is a fundamental problem for developing sports in the district of Kebumen. for the 2019 budget is IDR 888,295,000 in 2020, IDR 900,000,000 in 2021, IDR 1,000,000,000. These funds are very small compared to KONI agencies in other areas, then the funds are entered through the Kebumen Regency KONI account. With a total of 34 sports, shaded by KONI Kebumen Regency. Finally, the entire budget source comes from grant funds Kebumen district budget.

KONI Kebumen Regency does not have access to relationships with companies that support sports activities. KONI Kebumen Regency also does not have a relationship to get support for coaching funds for athletes who excel and have not been able to mobilize companies and donors to fund the development of outstanding athletes.

The impact of the coaching carried out by the KONI of Kebumen Regency according to sports until now the sports branch is inadequate in terms of facilities and infrastructure as well as a small budget. Athletes in sports are taken through championships, not from mass. Motivation is also obtained from the coaches who always support him during training, according to the KONI of Kebumen Regency, at least other sports have license trainers but that is enough because it can be maximized for training, the training program is made by the coach himself and the athletes have implemented it well, Facilities and infrastructure owned by the sports branch is inadequate, the budget has been determined using grant funds in a full year and each sport gets a different amount influenced by the achievements and the number of athletes.

4 Conclusion

The results and discussion of the research contained in chapter IV can be obtained several conclusions, which can be described as follows:

The results of this study indicate that the KONI of Kebumen Regency is related to sport good governance from four dimensions, namely: 1) Transparency 2) Democratic Process 3) Checks and Balances 4) Solidarity. Of all the sports good governance indicators, there is one indicator that has not been implemented, namely transparency which shows that the KONI of Kebumen Regency has not been fully maximized in providing information through social media, because there is no official website of the KONI of Kebumen Regency. So there is a need for a more oriented policy push in the policy.

The pattern and role of the Kebumen Regency KONI organization in terms of organizational management functions, in general, has referred to the theory of sports organization management which has five stages, namely planning, organizing, mobilizing, monitoring, and evaluating.

The impact of the management of KONI in Kebumen Regency in fostering sports achievements according to sports until now the sports branch is inadequate in terms of facilities and infrastructure as well as a small budget. And physically provide control over the shaded sports.

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