

An Exploration Study of Indonesian National Sports Committee Management in Tuban Regency

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ABSTRACT—This study aims to investigate the management of the National Sports Committee (KONI) Tuban Regency with a qualitative exploratory approach. KONI has seven stakeholders which consist of the general chief, secretary, treasurer, chairman of achievement field, and three representatives of the sports federation of KONI Tuban members were chosen deliberately as the interview participants. The data collection was carried out as follows: observations, documentation, and interviews. The instrument validation was carried out by "expert judgment" and the qualitative data analysis was carried out using the *Scientific Software qualitative data analysis ATLAS Ti. Version 8.4*. As a result, strategic planning, collaboration between members of the sports branch, and government support are all factors that support the development of sports achievements in Tuban Regency. Meanwhile, the coordination between external stakeholders needs to be improved so that the coaching process could run well.

Keywords: Exploration, Management, Organization, KONI.

I. INTRODUCTION

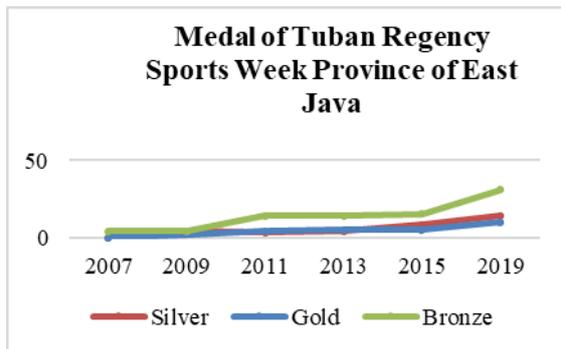
Good governance, management of National federations and sporting organizations are major issues of concern for the Olympic Movement around the world. The President of the International Olympic Committee, Jacques Rogge, (2005) emphasized the importance of good governance for sport and the Olympic Movement, also suggested that it should be based on democracy, transparency, and solidarity. For making this happen, a range of managerial competencies needs to be implemented starting with perception and understanding of the relevance of good governance (Camy & Palmer, 2007). In a study of national sports federations, management techniques that implement good governance can ultimately lead to success not only in the meeting room but also in the field (Kartakoullis et al., 2015). Another success that may be achieved is the identification and development of potential athletes.

One of the efforts made by the Indonesian government in improving sports

performance is by forming organizations and holding sports championships (Law No.3 of 2005 on the National Sports System Article 27 paragraph 4). With the appeal of international sports competition (Adams, 2003), encouraging the formation of an organization that played a direct role in sports achievement in Indonesia was the Indonesian National Sports Committee (KONI) in 1966. KONI is an organization with a hierarchical structure starting from the district / city, provincial / regional to national / central levels. At the district / city level, KONI participates in a multi-sport championship called the Provincial / Regional Sports Week (Porprov). KONI Tuban Regency is a Regional KONI that functions as a sports organization that develops and fosters sports achievements in Tuban Regency. One of the real forms of this function is the participation of Tuban Regency in Porprov which is held by KONI Provisisi East Java (East Java) every two years. With this competition, it requires organizational management that is responsible for carrying out its duties properly and has effective management. So that it becomes an independent organization in achieving the expected goals. Organizational effectiveness is not determined by the size of the organization and structure but what plays a more important role is adaptive bureaucratic transformation (Rahadian, 2019). The achievements of the KONI in Tuban Regency in East Java Province Province, starting in 2007, 2009, 2011, 2013, 2015, and 2019, there is a graph of achievement that has increased significantly from year to year (see Table 1).

The process of carrying out the preparation for the East Java Porprov championship, KONI Tuban Regency has a target put forward by the Chairperson of the Tuban Regency KONI after the implementation of the Regency Sports Week that Tuban Regency in East Java Province VI 2019 targets to be in the top 10 (KONI Tuban, 2019), considering that at this event the Regency Tuban is a venue with 3 other districts namely Gresik, Lamongan and Bojonegoro. However, in fact, the results obtained by KONI Tuban did not reach the expected target.

Table 1. Achievement Graph KONI Tuban



To face multi-event sports competitions, the KONI organization needs to prepare athletes, planning, monitoring, and evaluating with a good system (Subagio, 2016). This needs to be done because the conditions of organizational culture affect the success of sports (Gowthorp, Toohey, & Skinner, 2016; Manev & Jakimovski, 2017). Although it has been shown how important organizational conditions are in the success of the competition, from the research report, little is known about the preparation of district/city KONI in dealing with *Porprov*. Several aspects that have been known from research on KONI organizations in Indonesia include technical aspects such as the analysis result of physical conditions (Agung, 2012; Khotijah & Wirawan, 2019), reporting systems for performance accountability (Mikoshi, 2020), institutional potential in managing sports coaching (Rustiadi, 2015). Studies that raise the management and development system directly, namely (Rumini, 2015; Faris Pramono & Rumini, 2020). KONI organizational research which directly aims at the success and evaluation of sports is the result of reports from (Ghazali, 2015; Bahtra & Mukhtarsyaf, 2018; Rahmat, 2017; Latifa, 2017).

The uniqueness inherent in organizational culture and behavior encourages exploratory research on organizational management of KONI Tuban Regency in coaching achievement sports with the main research question: what are the conditions and factors that affect the preparation of KONI Tuban in facing *Porprov VI 2019*? How is the behavior of the KONI Tuban organization in preparation for *Porprov VI East Java 2019*? This research is considered to be able to add scientific information about the condition of sports organizations and the factors that influence the multievent sports championships.

II. METHODS

This study used a qualitative approach with an exploratory study design (Yin, 2014) in which this study attempted to investigate how the management conditions of KONI Tuban in facing the Sports Week of East Java Province. Participant selection refers to people who are administrators and members of the organization based on the results of research (Gowthorp et al., 2016), therefore 7 (seven) participants who were selected intentionally (purposive) include the general chairman, secretary, treasurer, the chairman of the field of achievement, and three representatives of the sports federation of KONI Tuban members were interview respondents.

Semi-structured interview guidelines were developed based on the criteria in the principles of governance of sports organizations by (ASC, 2012) which consisted of: (a) board composition, roles and powers, (b) management of board members, (c) governance systems, (d) board reporting and performance, (e) reporting and stakeholder relations and (f) responsibility and wise decision making. Then the interview guide gets an expert judgment. The process of collecting data uses observation, interview, and documentation techniques. When the interview process was agreed between the researcher and the participants that in reporting the results of the study the participant's identity was kept secret, this was done as research ethics (ethical clearance). Qualitative data analysis used ATLAS Ti Scientific Software. Version 7.5.16 for analysis of data from research results which include; interview transcripts, document analysis and field notes. The steps taken in using the software and the flow of methods use recommendations from (Afriansyah, 2018) which start from entering the main document; make some quotation and coding; create a network image; and the last one produces a new framework (output).

III. RESULTS AND DISCUSSION

The purpose of this study seeks to investigate how the organizational governance conditions of KONI Tuban in the face of *Porprov VI East Java 2019*. To describe the exploratory research results of the preparation of KONI Tuban in facing Provincial Province VI East Java 2019, the author uses a narrative approach. Where this approach is often used in exploratory sports research (Smith & Sparkes, 2009; Christensen, 2009; Pain et al., 2012; & Newton, 2019). Narrative analysis refers to a method for interpreting the way people perceive reality, understand their world, and carry out social

activities (Smith & Sparkes, 2009). The aim is to see how participants describe various situations, such as during the meeting process, coordination and interaction with fellow organizational members (eg planning, process and decision making).

Strategy and Goal Planning

Based on the data that has been obtained regarding the preparation of KONI Tuban in facing Porprov VI East Java 2019, the board targets that the achievements of KONI Tuban are to reach the top 10. Based on data obtained through the official website of KONI Tuban, this target has even been emphasized since the 2015 Provincial Government Regulation V in Banyuwangi Regency. For an organization, setting clear, measurable and time-bound goals must be emphasized (Winand et al., 2010). As said by Participants (01) "for the medium-term program, we are in the top 10 of the upcoming East Java Province Porprov" This will guide the board of directors to measure priorities and improve the quality of performance.

Setting achievement goals is not just setting without consideration. Some of the backgrounds of KONI Tuban targeting such achievements are the vision and mission of the organization in general, the track record at previous Porprov events, athletes' achievements in various championships and meeting agreements with KONI Tuban stakeholders. From interviews with participants (01):

"The vision of the Tuban KONI is healthy, professional, and achievers based on religious values and national characteristics. Meanwhile, the mission is to improve the sports achievements of Tuban Regency, through organizational development and increase in effective sports resources, the use of sports science and technology, as well as building the character of sportsmen to create high-achieving athletes at the regional level."

In an organization, a vision and mission statement is considered an important part of the strategic management process for the organization (Taiwo, Lawal, & Agwu, 2016) because of the existence of a clear vision and mission statement; useful to guide the planning of relevant programs. Vision is the starting point for forming an organization (Vrontis et al., 2014) that can foster commitment, compliance and also form a sense of commonality in related goals. This premise seems to be practiced by the members of the KONI Tuban organization because every goal setting is

always carried out in a board meeting. Meanwhile, with the mission, it shows the existence of a strategy to achieve these goals. Strategic intentions and strategic missions produce the insights needed to make strategies and arrangements (Frontiera, 2010). One of the visions that emphasizes the existence of a religious element in the development of KONI in Tuban seems to be based on the background of Tuban which is nicknamed "Tuban Bumi Wali". However, this vision and mission must be renewed with the passage of time and a better focus for the organization (Taiwo et al., 2016).

Determining goals or targets to be achieved related to "strategic planning". With a strategy it can form an organizational direction and a framework for how long and short term goals can be achieved (Kartakoullis et al., 2013). One form of the strategy of KONI Tuban is to form the *SATLAK PANTAS (Satuan Pelaksanaan Tambang Emas)* which is supported by a series of plans that aim to make competing athletes present medals to the Tuban KONI contingent. As stated by participants (04):

"SATLAK was formed to function as preparation for the Porprov championship and to monitor guidance in each sport SATLAK PANTAS gold mining implementation unit coordinating routine with sports"

Regarding the plans prepared. Participant (05) said:

"We carry out money in each sport for the coaching program in each sport knowing, after that we proceed to technical implementation in sports which later plans to bring in consultants from Instasi who are experts in the field of sports"

With this strategic planning, it functions to determine activities and targets with a sensible analysis and aligned with current conditions and anticipation for future activities, then formulated systematically and regularly so that they are easy to run (Subagio, 2016). Other literature says in planning there is gathering information, creating a vision and mission, defining goals and objectives, developing strategies, choosing the best course of action, designing and developing plans for carrying out activities (Omotayo, 2015). In addition, strategic planning can guide organizational procedures, achieve its vision, and also prepare for future possibilities with attention to the dynamics of the organizational environment and complexity (Stonehouse & Pemberton, 2002).

Collaboration between Sports Branch Members

The efforts made by the board of KONI Tuban in carrying out the SATLAK PANTAS strategy is to collaborate with members of the sport. First, this is planned through the agenda of daily board meetings which are held regularly once a month and meetings with members of the sports branch (all stakeholders) are held incidentally. As explained by participant (02) and participant (06):

"In our program, we hold a board meeting once a month because to monitor secretarial programs in a month its use is to find out any shortcomings that exist" (participant 02).

"Meetings with members of the sports branch are often held, especially on the agenda of disbursing coaching funds, especially when there is a district event" (participant 06).

These two different meeting agendas serve to follow up secretarial problems, evaluation, and supervision so that programs that have been mandated to members of the sport are implemented properly and follow-up efforts for further programs. Such patterns of interaction have an impact on organizational culture, power and politics on the way the organization can be regulated and then consider the principles that can be used to assist organizational governance (Robinson, 2020). We know that collaborative governance is a relevant theoretical framework for exploring the work of sports governance (Shilbury & Ferkins, 2015).

Second, the coordination meeting resulted in a division of labor in the process of coaching and training for athletes who will appear at Porprov VI East Java 2019, which are mandated to related sports accompanied by regular monitoring and evaluation by the SATLAK team.

"In the coaching program, namely by coordinating with sports shaded by KONI, and also having formed a SATLAK team whose task is to coordinate together in preparation for the upcoming PORPROV championship" Participants (06).

In this regard, it is evident that there are efforts made by stakeholders and individuals in sports organizations to play different roles in the creation and maintenance of performance management practices. Organizational patterns in such a way have an impact on efficiency and effectiveness in their organizational processes and on stakeholder satisfaction (Kasale, Morrow, & Winand, 2020). Cooperating (organizing)

between elements related to every decision making and practice in the planning and implementation process of training programs and in other cases confirms the theory put forward by (Omotayo, 2015) that organizing involves guaranteeing resources, including human resources, financial resources, and the physical resources, required to carry out the plan. Meanwhile, in "organizing" activities, there are 4 things that need to be done, namely; (a) dividing or grouping work, (b) determining the work to be done, (c) delegating authority, and (d) providing work facilities that support HR capabilities (Torang, 2016). The rationale for the current strategic planning process is in the collaborative governance conversation today. Thus, models of sport governance, although certainly not identical, often include the same goals in relation to high performance and participation goals. Hence, there is more potential for alignment between the strategic directions of each stakeholder.

Support from the Government

The KONI organization is a form of non-profit organization management formed by the government in a hierarchical form in an effort to improve sports performance. Therefore, in the process of development, procurement of resources and supervision there is the involvement of the state government.

The supporting factors are clear at this time the Tuban Regency KONI has the full support of the Tuban Regency government so that we can implement the program optimally even though these deficiencies must exist but with the support of the Tuban Regency local government can achieve achievement targets in provincial or national level championships. Regarding government support in the sports sector in the regions with government budget allocations for regional sports and the development of sports facilities in Tuban Regency, as stated by participants (1):

"The Tuban Regency Government fully supports sports achievements in Bumi Wali with a sufficient budget allocation to assist the operation of the Tuban KONI program"

Regarding the support of the local government for sports achievements in Tuban Regency, the participants (02) stated:

"Sports in Tuban Regency has received support from the local government with the construction of sports facilities for the community, such as the Tuban Sport Center and sports facilities in GOR which are starting to be repaired"

So it can be said that the support of the local government in Tuban Regency in the aspect of developing sports performance can be said to be good when viewed from the budget allocation for funds and sports facilities for the community. Funding for the development of regional sports is the responsibility of the government as policy maker and commitment to sports development programs (Laksana, Promono, & Mukarromah, 2017). Regarding government support, it is necessary to motivate and encourage the business world to provide funds through Corporate Social Responsibility (CSR) from the BUMN or BUMD industry in supporting sports development (Kemenpora, 2010). So that the lack of support from the Tuban Regency government in the development of regional sports needs to be improved. Based on Law Number 3 of 20015 concerning the National Sports System Article 39, KONI has the task of assisting local governments in making policies in the field of management of coaching and development of sports achievements. So the local government with the Tuban KONI needs to build a synergy of commitment and loyalty in the development of sports in Tuban Regency.

Stakeholder Influence

Stakeholders are a vital part of the sports development process through policies and building relationships with external stakeholders. Making regulations is for the welfare of sports organizations (Sumarno & Irianto, 2019). However, the lack of organizational effectiveness can affect stakeholders so that sports organizations need a commitment to run according to organizational goals (Thompson & Parent, 2020). Representatives of participating sports organizations in Tuban Regency (04) said:

"The obstacle factor in sports may also occur in other sports, namely in terms of ideal body posture and the most obstacle is getting dispensation from government agencies or from the school"

Obstacles in the training process are also felt by other sports, participants (05) said:

"The obstacle in this sport is the problem of training equipment, while the school factor is also an obstacle because the training schedule cannot be effective and for the supporters of this sport the parents because without parents athletes will be difficult to develop."

Therefore, the influence of stakeholders is very much determined to reduce the obstacles felt by the sport. Relationships with stakeholders

for sports development are very important because they can provide human and financial resources to support operational improvements in sports performance (Parent et al., 2018). In addition, based on the researcher's findings, the educational aspect is also an obstacle in the process of developing athlete achievement which has an impact on increasing the sports performance of the Tuban area. The system built in Europe is to facilitate sports and education, which is a structural model of cooperation between sports organizations and educational institutions that is focused on flexible solutions for time management (Caput Jogunica et al., 2012). This is because the educational process can potentially facilitate athletes to develop cognitive and affective domain skills that can help develop athletic sports achievement (Gayles, Joy G & Baker, 2012).

Meanwhile, for the continuity of the organizational system, financial resources from external parties are needed in the form of sponsors and federation grants (Thompson & Parent, 2020). In connection with obtaining financial resources from external parties, cooperation between internal and external stakeholders is required. Collaboration for the mechanism cooperation requires the skills from the internal stakeholders main role to facilitate the results of effective federation model governance (Parent et al., 2018). The development of achievement sports is inseparable from the amount of budget available because all aspects of support for achievement sports coaching require efficient financial support, an integrated approach in establishing a funding system policy with the principles of sustainability and sufficiency is important to support the success of sports development (Priyono, 2012). Through policies and cooperation between stakeholders who are responsible for sports development by fulfilling the supporting aspects, the sports achievement or sports ecosystem in the regions will increase.

IV. CONCLUSION

Several discourses that show the state of sports organizations in facing multi-event sports competitions were obtained through an evaluation study of training center programs (Subagio, 2016) which suggested that planning, development of monitoring and evaluation were needed. Moreover, 6 mandatory governance of sports organizations (ASC, 2012) describes high-level strategy and policy direction, transparency, and accountability and is not concerned with day-to-day operations, which are the responsibility of management. Responding to these two discourses,

an exploratory study at KONI Tuban in facing Porprov VI East Java 2019 found that strategy and planning goals were the basis for the preparation of KONI Tuban in facing the East Java Province VI Championship 2019. accomplish achievements. The Tuban Regency area, which has the status of being one of the venues for the implementation of Porprov VI East Java 2019, encourages the interest of the local government to support the process of fostering the achievements of KONI Tuban in contestation at the event. Even though there has been a process of collaboration between the board of directors and members of the sports branch, there are still several inhibiting factors in the process of fostering the achievements of KONI Tuban, namely influence. Our findings provide an overview of how the cultural patterns of sports organizations seek to improve achievement in multi-event sports championships. This research is limited to how the process of preparation for KONI Tuban in facing the 2019 East Java Porprov VI championship and how these efforts can support the success of the sport. For future research to investigate overall sports performance coaching.

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