

# The Analysis of Management Function of Sport Hall (GOR) Yogyakarta State University

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**Abstract:** Management of sport facility or in this case is sport hall needs to HAVE good management function, so that it can run optimally. Management functions include planning, organizing, staffing, directing, and controlling. This research was descriptive qualitative research. Data collection technique was done by observation, interviews, and documentation. Research showed that all management functions of planning, organizing, placement, transferring, and controlling of Sport Hall (GOR) Yogyakarta State University could be done effectively and efficiently. However, the management of GOR UNY still needs a little improvement; for the sake of improving the function of staffing, especially in terms of giving rewards to excellent employees in order to afford motivation to work so that it can have positive impact on improving the performance of each employee.

## 1 INTRODUCTION

Sport is defined as all systematic activities to encourage, foster, and develop physical, spiritual and mental potentials (Law No. 3 of 2005). Sport basically has very strategic role to establish and improve quality of human resources. However, sport activities done by using appropriate and available sport facilities will result in better conditions. In performing sport activities, one requires adequate facilities and infrastructure to be comfortable. Indonesian Dictionary defines facilities as "everything used as tools in achieving meaning and purpose" and infrastructures as "everything that are main supports for the implementation of a process." It can also be said that facility is physical tool for delivering learning.

Sport hall is one of facilities and infrastructures to do sport activities. In order to function properly, it must also be managed well. Management is done in the form of organizational management, leadership, financial management, and management of facilities and infrastructures. Good sport hall management is part of national development process in developing human resources, especially to facilitate athletes to achieve national and international achievements. Thus, sports goals can be effectively achieved if a standardized sports infrastructure is met.

In Special Region of Yogyakarta (DIY), there are several sports halls which are managed to support sport activities both for academic and achievement purposes. Sport halls in the DIY area are Amongrogo Sport Hall, Klebengan Sport Halls, Sihono Sports Hall, Pangukan Sport Halls, Wates Sport Halls, and Yogyakarta State University Sport Hall. The sport halls DIY area is managed professionally by every institution with different management systems.

Yogyakarta State University Sport Hall (GOR UNY) is a sport infrastructure designed for national and international sport competitions, and therefore it requires professional management in order to be able to benefit optimally. The sports hall management always tries to make all sport hall operational costs can be fulfilled by sport hall management business itself by optimizing all the potential of the sports hall in generating revenues. Maintenance of sport hall is the most important factor in maintaining facilities and infrastructures, with good care so that the condition of the sport hall will always be well maintained.

According to Mulyasa (2004: 49), maintenance of facilities and infrastructure is a process of maintenance activities that are continuous and gradual to continue to maintain each type of facility to remain in good condition and ready to use. The maintenance goal is so that the facility can last long,

to maintain the safety of facilities to be safe, and these facilities can be used to their age limit. In addition, there is also a process of repairing and procuring goods to provide added value to the functions of sport halls.

Management of a sports facility or in this case sport hall needs to pay attention to good management functions in order to run optimally. The management functions include planning, organizing, placing, directing, and controlling. At this time it is not yet known how far the implementation of the management functions in sport hall (GOR) management of Yogyakarta State University. Therefore, researchers are interested in conducting research on "The Analysis of Management Functions of Sport Hall Management (GOR) of Yogyakarta State University".

## 2 RESEARCH METHOD

Research design used qualitative approach. Qualitative research is research that intends to understand a phenomenon of what is experienced by research subjects holistically by describing it in words and language according to the actual situation in the field (Moleong, 2004). The research method used in this research was descriptive qualitative research method. Descriptive research is a form of research aimed at describing existing phenomena, both natural phenomena and man-made phenomena. The research instruments were observation guides, interview guides, and documentation. Data validity was done with criteria and triangulation of data through existing sources. Data analysis techniques were performed by data reduction, data presentation, verification or conclusion.

## 3 RESEARCH RESULT

Organization of a management is an initial process to achieve success of an organization. Similarly, sport hall facility also requires management in order to function optimally. In order for making Sport Hall management run well, it must be able to implement management functions properly. (Wawan, 2002) states that management function is process of planning, organizing, directing, and controlling the business of members, organization, usage, and control of human resources owned by the organization. Meanwhile, a good management organization process must meet management

function standards including (1) planning, which consists of global planning, strategic planning, and operational planning; (2) organizing, which consists of determining resources & activities needed, organizing a management or group work, assignment of authority and responsibility and delegation; (3) placement of employees, which consists of human resource planning, employee withdrawal, selection, employee orientation, training, assessment, giving rewards; (4) direction, which consists of leading, motivating, and communicating; and (5) control, which consists of personal controls, action controls, and result controls.

Based on the data analysis that had been done, the management function implemented at Yogyakarta State University Sport Hall (GOR) can be described in five functions as follows.

### 3.1 Planning

Planning is to set works that must be done by the group to achieve targeted goals. Planning includes decision-making activities, because it includes choices of alternative decisions (Terry, 2003). According to (Heri, 2016), planning includes selection or determination of organizational goals and determination of strategies, policies, projects, programs, procedures, methods, systems, budgets, and standards needed to achieve goals. All other functions are very dependent on planning function, while other functions will not be succeeded without accurate planning and making careful and sustainable decisions.

Planning principles are related to description of vision and mission, the procedure to achieve the vision and mission, actors, locations of the activity, time periods, and resources needed. (Siswanto, 2005) defines "planning as an integrative activity that seeks to maximize overall effectiveness of organization as a system, in accordance with the objectives to be achieved". Another opinion is expressed by (Harsono, 2010) mentioning that planning can be interpreted as a process of setting goals through appropriate and systematic ways or methods to achieve goals.

Planning can give direction to where the organization goals in every work unit, and to individuals in the work unit. Planning supports all organizational functions. Organization management plans how many existing positions, how many levels, and how many personals in one work unit are, and supports other management functions, so

that it can be said that planning is the foundation of management itself.

(Allen, 2005), says that planning consists of activities operated by a manager to think ahead and make decisions currently, which allows to overtake and face challenges in the future. The planning activities referred to are as follows.

- a. Forecasting is a systematic effort to predict or expect future time by drawing conclusions on known facts.
- b. Establishing objective is an activity to establish something you want to achieve through work implementation.
- c. Programming is an activity done with the intention to determine: the main steps needed to achieve objectives, unit and members responsible for each step and the sequence and timing of each step.
- d. Scheduling is the determination or appointment of time according to a particular chronology to perform various types of work.
- e. Budgeting is an activity to make statements about financial resources provided for certain activities and times.
- f. Developing procedures is an activity normalizing ways, techniques, and methods of doing a job.
- g. Establishing and interpreting policies is an activity done in setting conditions based on situations in which the manager and the subordinates will work. A policy is a decision that always applies to problems that arise repeatedly for an organization.

UNY sport hall (GOR UNY) is one of Sports Halls in Sleman Regency. The function of planning generally strives to optimize service system to support academic and non-academic activities as well as public services to improve the progress of the institution. The function of planning is contained in vision and mission. Background for GOR global planning is to facilitate the institution in implementing Higher Education Tri Dharma (Three Basic Pillars of Higher Education) in the form of Education, Teaching, Research, and Community Service and services for community. The purpose of planning globally is to provide direction in the process of managing GOR facilities, so that it can provide optimal benefits to academicians and people in general. Strategic planning at GOR UNY is to improve the quality of Human Resources and facility services synergistically and continuously by training HR and improving or adding facilities according to national and international standards. Its purpose is to improve the quality and quality of GOR services to

become the best sport hall in Indonesia that is capable of serving academic, non-academic and public activities. Operational planning is always done by GOR UNY management in synergy with Faculty of Sport Sciences in the form of RKPT/ Annual Expenditure Plan in each year. Background of this operational planning is the need for maintenance and addition of GOR facility in order to provide best services to users. The purpose of this operational plan is to be able to maintain and improve all GOR facilities periodically continuously along with the development of the era and also to be able to provide optimal benefits for the academicians and public.

### 3.2 Organizing

(Siswanto, 2005) argues that organizations are a group of people who interact with one another and work together to realize common goals. There are three important elements in interconnected organizations. A group of people join themselves with bonds of norms, provisions, regulations, and policies that have been formulated and every part is ready to do it with full responsibility. Interaction and cooperation are held in mutual relations, including giving and receiving, and also cooperating with one another to set and realize the purpose, objective, and goal.

Organizing is process of compiling organizational structure that is in accordance with goals of the organization with resources that it has, and the environment that surrounds it. Organizing is the process of creating orderly use of all the resources possessed by the management system. Good organization is driven by appropriateness, adequacy, effectiveness and efficiency attributes. Every organization must have proper organizational structure. The organizational structure is reflected in the form of chart or graphic called the organizational chart (Handoko, 2000).

(Harsono, 2010) states that organizing is the process of forming cooperation between two individuals or more in certain structures to achieve goals or set of goals. Different goals require different structures, so that efforts are needed to structure the organization through proper organizational design.

(Armstrong, 2002) divides the form of organizing, namely a) determination of resources and activities needed to achieve organizational goals, b) design and development of organization or working group that will be able to "bring" these things towards the goals, c) assignment of certain

responsibilities, and d) delegation of authority needed to individuals to do their duties. This function creates formal structure where work is defined, divided and coordinated. Managers need to have the ability to develop and then lead the type of organization that is in accordance with the goals, plans and programs that have been set. Different goals will require different types of organizations.

An organization has a structure that becomes the body of the organization. Harsono (2010: 166-167) says that organizational structures are task systems, reporting, networking, and communication between parts and layers (essential). Managers must strive for the organization to survive in long term. Organizational members need a stable and understandable framework so that they can work together to achieve organizational goals. Included in the managerial process of organizing is making decisions on how to shape the framework so that the company/ institution can achieve better conditions in the future.

Process of preparing GOR UNY organization is done by the leader of Faculty of Sport Sciences (FIK) UNY by proposing to UNY Rector on a manager assigned to manage GOR UNY. Those involved in preparing the work organization at GOR include UNY Rector, UNY Vice Rector II, Dean of FIK, Vice Dean II and Head of Administration in FIK UNY. Preparation of working organization in GOR can be done once a year by proposing Rector's Decree every year. Organizations involved in GOR are general manager, accounting manager, marketing manager, administrative staffs, engineering, and equipment staffs, cleaning staffs, and security staffs. Determination of human resources is by conducting a selection in accordance with capabilities in their respective fields and has been adjusted to the needs of the management of GOR UNY. Criteria set to determine HR are "the right man on the right place" determination, determination and placement of a person must be in accordance with their respective fields of expertise so that they are expected to work optimally and professionally in performing their duties. Process of supervising responsibility is done by the manager as the manager been given tasks by UNY Rector. If there is an abuse of the responsibility, a verbal warning will be given, continued by a written warning in the form of Warning Letter 1, 2, to 3, decrease score of work performance, or finally to dismissal with respect or disrespect. Those who have the right to supervise on management activities at GOR are the leaders of UNY, the leaders of FIK UNY, SPI (Internal

Control Unit), Inspectorate, and BPK (Financial Supervisory Institution) of Indonesia.

### 3.3 Staffing

Preparation of personnel, needed to complete the task after the work structure has been compiled, is understood in the fields of work to be done and the placement of personnel in accordance with their fields. Staffing is one of the management functions in the form of personnel preparation in an organization from the recruitment of workers, development to business so that every workforce provides maximum usefulness for the organization. In compiling an organization, it is very necessary to divide the best tasks and give the right authority, but more important is to place people appropriately in places according to the determined organizational structure.

It needs to be realized that human resources are the most important element in the success of an organizational management. (Susanto, 2002) states that the organization's most important assets and must be considered by management are humans (human resources). This leads to the fact that humans are elements that always exist in every organization. Humans make goals, innovations, and achieve organizational goals. Humans are the only resource that can make other resources work and have direct impact on welfare of the organization.

(Tangkilisan, 2005) argues that learning must have three qualifications, namely (a) inheriting in loyalty characteristics, dedication, and work motivation in performing their duties; (b) possessing professional skills and expertise; and (3) implementating mental attitudes oriented to work ethics that are systematic, honest, disciplined, productive, and work selflessly. (Rachbini, 2001) says developments in organizations in the field of staffing are not only administrative units in the preparation of employees but also the development of human resources. The addition of these functions is expected to be able to assess the current and future needs of employees so that the preparation of employees is not considered routine work and an effort to adjust the desires and tastes of the leadership, but is more prepared to ensure the sustainability of the organization in facing the challenges of organization's external environment such as extreme and uncontrollable changes.

Objectives of preparing personnel are the realization of employee synergy in accordance with all duties and obligations; the realization of cooperative, effective, and integrated working



mechanism; the facilities given to employees with expertise in their respective fields to complete their tasks well; and the encouragement for employees to provide maximum effectiveness and results for the organization. (Parks, 2007)

(Parks, 2007) in placement applies main principle that is "the right man in the right place and time" meaning that every personnel is placed in a work unit that is in accordance with his/ her expertise and skills. Thus, a job or task in the work unit is done by the right person and get optimal work results. If this principle is not applied, and placing personnel on tasks and types of work that are not their expertise will obstruct efforts to achieve the administrative goals themselves, because results of these jobs tend to be less efficient for the organization. This often occurs in work units that lack employees, so forcing an employee to oversee and work on several types of works that are not in their field of expertise can occur because they place someone on nepotism approach without regarding to one's expertise, this nepotism will certainly open up opportunities for collusion and corruption which adversely affects the progress of the work organization unit itself.

Human resource planning at GOR UNY is needed to optimize services according to the needs and demands of works. HR criteria that are determined as employees of GOR UNY are someone who has the ability in accordance with required job qualifications. Process of recruiting employees at GOR is done openly by opening job openings and then selecting applicants who have applied in accordance with their fields. After being determined as an employee, the employee orientation will be done so that the new employee has understanding of his/ her main duties and functions as an employee under the management of GOR UNY. Orientation is done by providing training for at least 3 months of working to adapt. Barriers during orientation are difficulties in process of establishing the same perceptions of their main tasks and functions as employees because they have different backgrounds. Finally, there is a need for more in-depth direction and training so that all employees can understand the main tasks and functions according to their fields. The training provided to GOR UNY employees is excellent service training, performance improvement workshops, training in handling natural disasters and fires. Obstacles experienced in employee training are not scheduled in detail so that during training some employees serve users of GOR because of the same schedule. The efforts made to deal with these obstacles are by making a well-planned schedule so

that management can arrange the schedule for the use of GOR UNY so that all employees can participate fully in the training. GOR UNY Management always gives an assessment to all its employees. The assessment is done for employees by evaluating the daily notes SKP/ Employee Performance Unit made by employees in doing their daily tasks. The process of evaluating employees is conducted once a year at the end of each year and the performance of every day is evaluated every month delivered at the monthly meeting. The points of evaluation are about service, integrity, commitment, discipline, teamwork, obedience, attitude and leadership. After the assessment, a service award will be given to assessment employees. The criteria are employees who have met the SKP assessment standards set by the University.

### 3.4 Directing

(Siswanto, 2005) states that directing is process of guiding, giving instructions, and instructing subordinates to work in accordance with targeted plan. Direction is the process of directing and influencing individual members of organization as a whole or in performing various activities to achieved goals or objectives, (Harsono, 2010). Similarly, the opinion of (Amir, 2006) claims that directing is to make employees do what should be done and motivate them to achieve organizational goals. There are those who regulate, direct, motivate, give sanctions, and others. In this process, managers motivate employees with leadership model they dream of in the organization. By creating conducive atmosphere and right leadership system, managers can encourage employees to do their best work (do their best).

(Siswanto, 2005) argues that in general, the purpose of direction to be achieved in every company and organizational system is as follows.

#### a. Ensuring Continuity of Planning

A plan is set to become normative guideline in achieving goals. In other words, it can be interpreted as determined plan even though it has a flexible nature, but principles contained in it must remain in continuity. Often middle hierarchy managers or the first hierarchy and other organizational leaders are less confident about set planning so it is commonly to change plans in the middle of progress. This is due to the emergence of influence of community structure and changes in the environment and lure of outsiders.

b. Cultivating Standard Procedures

With the direction, it is expected that established work procedures can be done properly, so that it gradually becomes a habit. If it is used, expected system can be habituated in environment system itself.

c. Avoiding absenteeism

Absenteeism can be given as a condition when someone is not at work outside the obvious cause and without prior notice. Employees who do not come to work in accordance with the usual day, without notifying supervisor/ leader are called absent employee. With the implementation of this directional function, it is intended that existing employees avoid unnecessary absenteeism. An absenteeism will mean little if the employee who does not work during his or her absence takes part in working outside office work or helping to solve the problems facing his organization.

d. Developing Work Discipline

Work discipline concerns the essence of its existence as an employee. Basically, employees must question their routine duties and how to do these tasks as well as possible. The work discipline that is developed will have positive impact on the company/ institution that is the increase in work productivity, both concerning quality and quantity.

e. Developing Focused Motivation

Implementation of directional function also has the aim of developing the work motivation of targeted employees. That means employees doing works while being guided and directed to avoid procedural errors that have impact on their output.

Directing function of all management facilities is duty and responsibility of GOR UNY manager. GOR UNY Manager always monitors, evaluates, and provides work motivation to duties and responsibilities given to employees. The criterium for leadership run by managers is to be leaders who are open, creative, innovative, responsible, smart, and trustworthy. If there are employees who have bad attitude, as the leader will make personal approach to employees and provide direction or warning for the attitude so that he or she can behave properly. In overcoming problems of GOR, managers always prioritize communication with related people to be able to sit together to find solutions in solving these problems. Managers always provide motivation to employees once a week on Mondays in a briefing. If there are employees who are not good at performing their

duties, they will be called by the manager to be given direction, guidance, and motivation to work in order to work well. In addition, managers also always implement two-way communication done both vertically and horizontally, both directly and indirectly. To minimize problems caused by communication, managers always provide opportunities for employees to always be open in communicating both directly and through social media.

### 3.5 Controlling

Controlling can be interpreted as a process to apply what work has been done, assess it, and if necessary, correct it with intention that the implementation of work is in accordance with the original plan (Armstrong, 2002). Controlling or supervisory function is one part of the management process that is very important as an evaluation and controlling material, because if supervision is not done, it is possible that the errors will continue and become wider. The function of supervision is to prevent occurrences of various deviations or errors, to correct various irregularities or errors that occur, to dynamically the organization and all management activities, and to strengthen the sense of responsibility.

Considering the attention to existing understanding and supervisory functions and so that supervision can succeed in accordance with what is expected, there needs to be basic principles in supervision. Supervision system contains following principles: 1) it can reflect the nature and needs of activities that must be monitored, 2) it can immediately report deviations, 3) be flexible, 4) it can reflect organizational patterns/ systems, 5) economic, 6) it can be understood, 7) it can guarantee the holding of corrective actions.

In implementing its supervisory function, GOR UNY managers always communicate and coordinate intensively with every field. There are often complaining customers caused by uncontrolled employee condition while working. The efforts done by the management in overcoming the problems caused by employee actions who are not fast enough are that managers going directly to the field to do supervision, evaluation, and execution so that problems in the field can be resolved immediately. The way the manager conducts an evaluation is by checking main tasks and functions of every employee to be presented at evaluation meeting held every month.

## 4 CONCLUSION

From the results of discussion above, it can be concluded that all management functions at sport hall in Yogyakarta State University consisting of planning, organizing, staffing, directing, and controlling have been applied and can be implemented properly. However, the management of GOR UNY still needs a little improvement in order to improve the function of staffing, especially in terms of giving rewards to excellent employees, so that they can get motivated more to work that can have positive impacts on improving the performance of every employee.

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