Determination of Coaching Management of KONI Bogor Regency

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ABSTRACT

This research aims to analyze the Determinants of Management Development of the Indonesian National Sports Committee (KONI) in Bogor Regency. The variables used are Planning, Organizing, Implementation, and Supervision as independent variables, and achievement as the dependent variable. The research method employs quantitative data obtained from questionnaires completed by 94 (Ninety-Four) athlete respondents who have achieved championships under the guidance of KONI Bogor Regency. The analysis was conducted using SPSS V.22 software. The results of the hypothesis testing analysis indicate that planning has a positive and significant effect on achievement. Organizing has a positive and significant effect on achievement. Implementation has a positive and significant effect on achievement. Supervision and evaluation also have a positive and significant effect on achievement. Furthermore, the combined influence of planning, organizing, implementation, supervision, and evaluation positively and significantly affects achievement.

Keywords*: Planning, Organizing, Implementation, Supervision, Achievement.*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis Determinasi Manajemen Pembinaan KONI Kabupaten Bogor. Variabel yang digunakan adalah Perencanaan, Pengorganisasian, Pelaksanaan, Pengawasan sebagai variabel independent dan prestasi sebagai variabel dependen. Metode penelitian menggunakan data kuantitatif yang diperoleh dari hasil kuesioner sebanyak 94 (Sembilan Puluh Empat) responden atlet yang berhasil meraih juara di bawah binaan KONI Kabupaten Bogor. Yang diukur dengan alat bantu analisa berupa software SPSS V.22. Hasil penelitian analisis uji hipotesis diperoleh hasil bahwa perencanaan berpengaruh positif dan signifikan terhadap prestasi. Pengorganisasian berpengaruh positif dan signifikan terhadap prestasi. Pelaksanaan berpengaruh positif dan signifikan terhadap prestasi. Pengawasan dan evaluasi berpengaruh positif dan signifikan terhadap prestasi. Begitu pula pengaruh antara perencanaan, pengorganisasian, pelaksanaan, pengawasan dan evaluasi secara bersama-sama memberikan pengaruh yang positif dan signifikan terhadap prestasi.

Kata kunci*: Perencanaan, Pengorganisasian, Pelaksanaan, Pengawasan, Prestasi*

INTRODUCTION

Sports are activities that have a form of play and require a form of desire to control oneself or others or confirmation with natural factors (Rosdiani, 2012:61). It has a positive influence on all aspects of a person's life and improves the condition of the body. Physical education has a holistic approach to the body/soul and emphasizes three parts in education such as physical, skills, and talents. Thanks to sports, a person can have healthy endurance both physically and spiritually when compared to someone who does not exercise.

KONI (Indonesian National Sports Committee) is a national organization that assists the government in developing coaching and progress of competitive sports from beginners to professional levels. KONI has an organizational structure that covers sub-district to central levels and has the task of coordinating competitive sports activities, participating in national, regional, and international multi-events, and carrying out evaluation and supervision. KONI carries out its duties and obligations in accordance with the Articles

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of Association/Bylaws (AD/ART), other decisions such as Musornas, Raparnas, and Presidential Decree No. 72 of 2001 article 2.

The existence of KONI at the central, provincial and district/city levels is the most important part in sports development. However, in carrying out this development, KONI is considered not optimal. In fact, many members of the general public do not know the function and role of KONI in developing athlete achievement. KONI seems to only be active when there are big events such as PORKAB, PORDA, PON, and so on. In fact, the role and function of KONI is not only to organize events, but also to help the government create and implement sports development and other tasks (Hadi, 2010).

KONI Bogor Regency as a structured organization in fostering sports in is required to carry out its duties in managing management regularly so that it can run according to the expected ideals. Because the development of sports achievements will be achieved if planning, organizing, and supervision run well. Thus, KONI Bogor Regency will certainly be able to carry out the wheels of the organization and be more professional in facing future challenges in preparing regionally fostered athletes to realize sports achievements in Bogor Regency.

In the implementation of the West Java Regional Sports Week (Porda) in 2018, the Bogor Regency Government became the host. The Bogor Regency Government is trying to become the overall champion by targeting 292 gold medals. In its preparation, the Bogor Regency Government is taking various actions such as improving Sports Science and Technology, improving Sports coaching management and increasing policy support in Sports coaching and improving Sports Facilities and Infrastructure.

Bogor Regency has successfully achieved brilliant achievements in the 2018 Regional Sports Week (Porda). Koni Bogor Regency managed to win 256 gold medals, 147 silver medals, and 144 bronze medals. Of all the sports that were participated in, 23 sports managed to occupy the position of General Champion. This shows that Koni Bogor Regency has quality and accomplished athletes.

However, in the West Java (Jabar) Provincial Sports Week (Porprov) which took place in 2022, Bogor Regency experienced a decline and won second place overall with 139 gold medals. This result missed the target which should have won 160-170 gold medals. The occurrence of this phenomenon indicates a decline in athlete achievement. There are also still sports whose athlete achievements need to be improved again. In addition, there is also the problem of logistics distribution which is delayed so that the sports branch is not optimal in preparing everything.

The problem of declining athlete achievement is caused by various factors, of course in the development of sports, sports coaching is a very important factor in creating high-achieving athletes, thus the development or not of the world of sports depends on the coaching process, be it coaching in the community, school, regional or national environment. Because sports achievement is a benchmark for success in coaching in every sport that is developed and fostered properly.

Therefore, based on this background, it is necessary to conduct research on management planning, organizing, implementing, supervising and evaluating, so that athlete achievement can continue to be improved and coaching programs can be continued sustainably in order to produce high-achieving athletes.

DEFINITION AND SCOPE OF MANAGEMENT

Millet (1954) defines management as a process involving guidance and provision of work facilities for individuals organized in a formal group to achieve desired goals. Management is a tool and process that helps in directing and leading the activities of an organization to achieve its goals (Millet, 1954).

The functions of management include the following:

1. According to Newman (Mahtika, 2012, p. 42), namely: (a) Planning, (b) Organizing, (c) Assembling Resource, (d) Supervising, dan (e) Controlling, using the acronym Poasco.

2. According Koontz & Cyril O'Donnel (Mahtika, 2012, p. 42), namely: (a) Planning, (b) Organizing, (c) Staffing, (d) Directing, dan (e) Controlling, using the acronym Posdico.
3. According Gullick (Mahtika, 2012, p. 42), namely: (a) Planning, (b) Organizing, (c) Staffing, (d) Directing, (e) Coordinating, dan (f) Reporting, dan (g) Budgeting, using the acronym POSDCORB.

Planning Management

Planning can be said to be the foundation of every management activity and plays a very important role in ensuring the success of an organization (Husdarta, 2012, p. 37). Planning in another sense, namely providing work to be carried out by employees or groups to achieve goals. Planning consists of a form of activity in decision making, because it consists of alternative choices of decisions. In planning, visualization skills are needed to see future opportunities in order to formulate concepts and patterns that will be used in the future (Terry, 2000, p. 17). Planning is a function in implementing something that has been planned. This planning is prepared for an uncertain future, because it adjusts to conditions and situations.

Organizing Management

Organizational Management is a mechanism that has a clear purpose and has the ability to make cooperation between individuals effective. The main focus in an organization is to actualize and coordinate cooperation between individuals in order to achieve the goals that have been set. Good cooperation between members of the organization can minimize conflict and improve good relations, which in turn can improve the stability of the organization as a whole. Stability is an important prerequisite for the success of an organization (Akib, 2012, p. 20).

Implementation Management

Actuating is also called implementation is a process that aims to direct and motivate members of the organization to carry out their duties according to the established plan. This function is an important part of management and is closely related to humans. The success of a leader is greatly influenced by his ability to motivate his subordinates. The actuating function is also known as leading, directing, commanding, and motivating (Mappaenre, 2009, p. 99).

Monitoring and Evaluation Management

Supervisory Management is intended to ensure that the implementation of activities or work runs according to a previously determined plan, because actions to prevent or correct errors, deviations, weaknesses, and difficulties need to be carried out in the supervision process. While the goal is to ensure that what is planned becomes a reality. (Manulang, 2012, p. 173).

Sports Management

Sports management is a field that combines management science with sports science, so someone who wants to apply it must have sufficient knowledge in both disciplines. According to Janet B. Park (2011: 7), sports management includes all people, activities, businesses, or organizations involved in producing, facilitating, promoting, or organizing sports-related businesses or products.

Sports Achievement Development Management

Achievement Sports are sports that must be fostered and handled seriously and monitored. Achievement sports development aims to develop athletes in a planned, tiered, and sustainable manner through competitions to achieve achievements with the support of sports science and technology.

According to Mutohir and Masum (2005) there are several things that need to be considered in sports coaching and sports development both regionally and nationally such as:

a. There is a general awareness that this national sports movement is for national goals and interests.
b. There is a spirit of togetherness (mutual cooperation) from all related parties
c. There are policies and programs that are planned, integrated, and coordinated in their implementation.
d. There is a forum or coordination vehicle at the regional and national levels that allows the development of a national sports management system in an integrated and sustainable manner.
e. There is a commitment from all parties, both society and government, to make the national sports development movement a success. (Mutohir & Masum, 2005, p. 10)

Talent scouting identification

Successful athletes are those who have superior qualities, not only physical but also mental. After talent is discovered, it needs to be guided and developed into something actual by using science and technology.

Multilevel and sustainable development

Coaching must be done continuously and in stages by paying attention to the input of athletes who will enter the coaching. Certain methods are needed to get potential athletes without leaving behind the development of science and technology.

Empowerment of all lines of development

Utilization of all resources must be carried out and become a priority in implementing coaching.

Priority sports branches

To increase the effectiveness of coaching for high-achieving sports, it is necessary to have the courage to make decisions in terms of setting priorities for the sports to be coached. With the existence of priorities, of course, the coaching carried out must be focused without ignoring other sports.

Determination of quality standards

In the scope of sports achievements must be able to set quality standards for all parties. In terms of increasing competitiveness, it is necessary to increase efforts to improve strategic components, such as improving quality human resources including coaches, teachers, managers, instructors and others.

Investment and implementation of science and technology

The position of sports science and technology needs to be empowered by emphasizing the coaching and evaluation process in addition to increasing capabilities and research in the field of sports. The role of science and technology is very influential in achieving achievements.

Welfare and future guarantee system

The provision and implementation of a reward system for athletes and coaches needs to be optimized. In principle, athlete development needs to be included in career planning, especially after they are no longer active as athletes. Life insurance will motivate every athlete to excel. In a sports development, achievement must be able to accommodate various activity programs that have been designed to achieve goals in the organization, so that in improving athlete achievement, the performance of sports organizations must be

improved in quality both at the central and regional levels. Improving sports achievement can be increased as much as possible by paying attention to organizational performance in each sport. Sports organizations and management must be conducive and carried out efficiently and effectively. Sport is defined as a physical activity that is carried out intentionally and systematically to encourage, foster, and develop physical, spiritual, and social potential. (Mutohir & Masum, 2005)

RESEARCH

This research was conducted at the Indonesian National Sports Committee of Bogor Regency, located at Jl. Lingkar Stadion Pakansari Kel. Pakansari Kec. Cibinong Bogor Regency. This research lasted for 4 months, namely from January to April 2023.

Data processing and analysis in this study using SPSS (Statistical Product and Service Solutions) software version 22. This study consists of five variables, namely independent variables, consisting of Planning, Organizing, Implementation, Supervision, and Athlete Achievement as dependent variables. The population in this study amounted to 94 (ninety-four) athletes who won the championship. The size or sample size is very dependent on the level of accuracy or error tolerance desired by the researcher. In general, the level of error tolerance in research is 5%, 10% and 15%. In this study, the error rate taken is 5% (0.05) so that the required sample has 95% confidence in the population. The number of samples used in this study amounted to 94 (ninety-four) athletes.

$$n = \frac{2(1,96 + 1,28)^2 \ (0,94)^2}{(0,6)^2}$$

Case Control and Cohort Sample Calculation Examples

The sampling technique used in this study is purposive sampling. Purposive sampling is a sampling technique in special considerations so that it is worthy of being used as a sample. The selection of samples taken in this study were athletes who won championships under the guidance of KONI Bogor Regency. Based on the formulation of the problem and the hypothesis of this study, there are 2 (two) variables, namely the independent variable and the dependent variable. In this study, the independent variables are Planning, Organizing, Implementation, and Supervision. Meanwhile, the dependent variable is Athlete Achievement.

Operationalization of variables is needed to determine the types and indicators of the variables related to this study, and aims to determine the measurement scale of each variable, so that hypothesis testing using the appropriate tools is carried out. The approach used in this questionnaire is the Likert scale. Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena According to Sugiyono (2019, p. 167). The operationalization of variables in this study is shown in table 3.1. The following :

Table 3.1
Operationalization of Variables

Variable	Indicator	Parameter (Measurement Scale)
Planning (X1) Planning can be said to be the foundation of every management activity which is very important in ensuring the success of an organization. (Husdarta, 2012, p. 37).	1. Preparation of work programs 2. Planning for achievement development 3. Budget planning 4. Planning of facilities and infrastructure	Likert Scale

Variable	Indicator	Parameter (Measurement Scale)
Organizing (X2) Organization is to actualize and coordinate cooperation between individuals in order to achieve predetermined goals. (Akib, 2012,p.20)	1. Coordination and cooperation between administrators and coaches 2. Formation of sports clubs	Likert Scale
Implementation (X3) Implementation is a process that aims to direct and motivate members of the organization to carry out their tasks according to the established plan. (Mappaenre, 2009, p.99)	1. Coaching the achievements of athletes in sports 2. Implementation of participation in championships/matches	Likert Scale
Supervision/Evaluation (X3) Supervision is intended to maintain, prevent errors and difficulties so that activities run according to plan. (Manulang, 2012)	1. Suvervision 2. Monitoring 3. Evaluation	Likert Scale
Athlete Achievement (Y) Achievement is individual behavior that is demonstrated through the ability to achieve what is aspired to. (Nicholls, 1984)	1. Quality 2. Quantity 3. Time period 4. Cost effectiveness	Likert Scale

The research instruments in this study are in the form of a questionnaire and documentation. In this study, data collection was carried out in the form of questions distributed to 94 respondents on high-achieving athletes in Bogor Regency related to the variables of Planning, Organizing, Implementation, Evaluation, and Achievement.

By measuring the value of the variables studied, the research instrument must have a scale. The scale used for this study is the Likert scale. The Likert scale is a measuring instrument used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

This study uses a measuring instrument with a modification of the Likert scale with 5 (five) measurement scales, namely SS = Strongly Agree, S = Agree, KS = Less Agree, TS = Disagree, and STS = Strongly Disagree. The purpose of this measurement scale is to provide an assessment weight for the KONI coaching variable on athlete achievement using a tiered model with 5 (five) alternative answers. The assessment weight for each statement or question answer is as follows:

Table 3.2
Alternative Answer Score

Statements	
Answer	Score
Strongly Agree	5
Agree	4
Disagree	3
Disagree	2
Strongly Disagree	1

Documentation is intended to obtain direct data from the research site, including relevant books, regulations, activity reports, photographs, documentary films, relevant data from research and research related to the analysis of sports coaching management achievements of KONI Bogor Regency.

Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been proposed. Statistical data processing in this study uses the Alpha Crobach formula technique and using a computer program by entering population data compiled based on sample data.

Multiple Linear Regression Analysis

The relationship between the independent variables and the dependent variables in this study is written in the following model:

$$Y = ? + b_1.X_1 + b_2.X_2 + b_3.X_3 + e_i$$

Information :

Y	:	Athlete Achievements
?	:	constant
b1, b2, b3	:	independent variable regression coefficient
X_1	:	Planning
X_2	:	Organizing
X_3	:	Implementation
X4	:	Monitoring
e_i	:	standard error

F Test (Simultaneous)

The F statistical test basically shows whether all independent variables included in the model have a joint or simultaneous influence on the dependent variable. By comparing Fcount > Ftable, there is an influence between the independent and dependent variables and vice versa. As for significance, F < 5% means there is an influence between the independent and dependent variables and vice versa (Sarwono: 2007:165)

Partial Test (t)

This test is intended to prove the significance or otherwise of the influence of the independent variable on the dependent variable individually with a confidence level of 95% and an error rate of 5%. In this case, the criteria are if tcount > ttable then there is an influence between the independent and dependent variables and vice versa. As for significance, if t <0.05 then there is an influence between the independent and dependent variables and vice versa (Sarwono : 2007:167).

RESEARCH RESULTS AND DISCUSSION

In this study, questionnaires were distributed to 94 athlete respondents who won championships under the guidance of KONI Bogor Regency through the WhatsApp application and also directly to respondents. This distribution was carried out for one month in January 2023. With the number of questions submitted in the questionnaire as many as 58 items. Where the purpose of this study is to analyze the Determination Factors of KONI Bogor Regency Coaching Management.

Descriptive Variables

Descriptive Planning Variables (X1)

The planning variable indicators include compiling work programs, achievement coaching planning, budget planning and planning of facilities and infrastructure, which consist of 10 (ten) questionnaire items used to measure the extent of the influence of

planning on the achievements of athletes fostered by KONI Bogor Regency. The following are the results of respondents' responses to planning:

Table 5.1
Respondents' Responses to Planning

No	QUESTIONS	SL	SR	KD	JR	TP	Score	Average
1	Contribute to the preparation of work programs at KONI	150	168	66	0	0	**384**	**76.8**
2	Understand the stages in preparing work programs..	125	216	42	2	0	**385**	**77**
3	The purpose of making work programs is to improve the performance of KONI Bogor Regency..	130	204	42	6	0	**382**	**76.4**
4	The determination of the KONI Bogor Regency budget is determined together.	60	232	69	2	0	**363**	**72.6**
5	The budget is not submitted once a year.	60	260	61	0	0	**371**	**74.2**
6	How often do you update the KONI work plan	110	232	42	0	0	**384**	**76.8**
7	How clear are the objectives that have been set in the planning	150	180	51	4	0	**385**	**77**
8	How often do you involve other teams or departments in your planning	125	216	42	2	0	**385**	**77**
9	How good are you at setting realistic time limits in your work plan	130	204	39	8	0	**381**	**76.2**
10	Prepare facilities and infrastructure for athletes.	60	232	72	0	0	**364**	**72.8**
	Amount						**3794**	**758.8**
	Average						**379.4**	**75.88**

Source : Processed data, 2023

Based on Table 5.1. above, it states that 68% of the total 94 respondents responded very often that the budget was not submitted once a year. Factors that can influence planning are the budget and facilities and infrastructure so that athletes can train optimally.

Descriptive Organizing Variable (X2)

Indicators in the Organization variable consist of Coordination and cooperation between administrators and coaches, and Formation of sports clubs, which consist of 10 (ten) questionnaire items used to measure how much influence the organization has on the achievements of athletes under the guidance of KONI Bogor Regency. The following are the responses obtained from respondents.

Table 5.2
Respondents' Responses to Organizing

No	STATEMENTS	SL	SR	KD	JR	TP	Score	Average
1	Coordinate with other divisions in implementing work programs.	190	176	36	0	0	**402**	**80,4**
2	How clear are the roles and responsibilities of team members within the KONI organization?	75	224	63	4	0	**366**	**73,3**
3	How often do you evaluate the performance of team members in the KONI organization?	105	148	108	0	0	**361**	**72,2**
4	How good are you at managing conflict between team members within the KONI organization?	145	92	114	8	0	**359**	**71,8**
5	How often do you update your organizational structure to stay relevant to existing business demands?	100	184	84	0	0	**368**	**73,8**
6	How far have you implemented the team member training and development system in the KONI organization?	135	176	66	2	0	**379**	**75,8**
7	How good are you at motivating team members within the KONI organization?	300	40	69	2	0	**411**	**82,2**
8	How effective are you in managing information and communication within your organization?	230	156	27	0	0	**413**	**82,6**
9	Providing solutions to problems that arise	155	160	60	6	0	**381**	**76,2**
10	flexible your organizational structure to accommodate change and development	175	124	84	0	0	**383**	**76,6**
	Amount						**3823**	**764.6**
	Average						**382.3**	**76.46**

Source : Processed data, 2023

In Table 5.2 above, the respondents' responses to the organization show that 73% of the total 94 respondents stated that they always provide good motivation to the

athletes, meaning that the athletes who excel under the guidance of KONI are always given good motivation so that they can increase their self-confidence when competing.

Descriptive Implementation Variable (X3)

The cooperation variable indicators consist of Coaching of athletes' achievements in sports and Implementation of participation in championships/matches. There are 10 (ten) questionnaire items that aim to measure how much the implementation influences the achievements of athletes under the guidance of KONI Bogor Regency. The table below explains the results of respondents' responses to Coaching, namely:

Table 5.3
Respondents' Responses to Implementation

No	QUESTIONS	SL	SR	KD	JR	TP	Score	Average
1	Determine the athletes' training schedule.	150	192	48	0	0	**390**	**78**
2	Fulfilling athlete accommodation during training.	155	192	45	0	0	**392**	**78,4**
3	Registering athletes to take part in the championship.	115	232	39	0	0	**386**	**77,2**
4	Updating the training schedule to ensure timely implementation	150	156	75	0	0	**381**	**76,2**
5	Setting priorities for tasks to be done	105	156	75	0	0	**378**	**75,6**
6	Have a training monitoring and control system for each sport	120	204	57	0	0	**381**	**76,2**
7	Have a contingency plan to address any problems that may arise during the training implementation.	195	136	63	0	0	**394**	**78,8**
8	Involve management, training and alters in important decision making	130	208	48	0	0	**386**	**77,2**
9	Communicate with administrators, coaches and athletes	105	188	69	6	0	**368**	**73,6**
10	Managing risks in training for each sport	185	148	60	0	0	**393**	**78,6**
	Amount						**3849**	**769,8**
	Average						**384,9**	**76,98**

Source : Processed data, 2023

In Table 5.3 above, the respondents' responses show that 60% of the total 94 respondents stated that they were often registered to take part in championships, meaning that athletes were given the opportunity to compete so that they could measure their abilities and at the same time get an idea of the strategy in competing.

Descriptive of Monitoring and Evaluation Variables (X4)

The Supervision and Evaluation variable indicators consist of supervision, monitoring and evaluation. There are 10 (ten) questionnaire items that aim to measure the influence of supervision and evaluation on the achievements of athletes under the guidance of KONI Bogor Regency. The table below explains the results of respondents' responses to supervision and evaluation, namely:

Table 5.4
Respondents' Responses to Supervision and Evaluation

No	QUESTIONS	SL	SR	KD	JR	TP	Score	Average
1	How often do you supervise training activities carried out by coaches and athletes?	215	156	36	0	0	**407**	**81.4**
2	How effective is the evaluation system used at KONI?	300	112	18	0	0	**430**	**86**
3	Understanding the objectives of supervision and evaluation at KONI	220	148	39	0	0	**407**	**81.4**
4	Providing feedback to coaches and athletes	205	124	66	0	0	**395**	**79**
5	How regularly and systematically are monitoring and evaluation carried out?	180	132	75	0	0	**387**	**77.4**
6	Taking corrective actions after receiving feedback from performance evaluations	135	192	57	0	0	**384**	**76.8**
7	Conduct evaluations of programs and activities	135	188	60	0	0	**383**	**76.6**
8	Reporting progress and results of activities	230	156	27	0	0	**413**	**82.6**
9	Using data and information in the evaluation and monitoring process of your sports activities	130	196	57	0	0	**383**	**76.6**
10	Integrated monitoring and evaluation system	175	124	84	0	0	**383**	**76.6**
	Amount						**3972**	**794.4**
	Average						**397.2**	**79.44**

Source : Processed data, 2023

In Table 5.4 above, the respondents' responses show that 70% of the total 94 respondents stated that evaluations were always carried out so that athletes could identify their weaknesses and what strategies they should use when competing later.

Descriptive Performance Variable (Y)

The performance variable indicators consist of quality, quantity, time period and cost effectiveness. There are 18 (eighteen) questionnaire items that aim to measure the achievements of athletes under the guidance of KONI Bogor Regency. The table below explains the results of respondents' responses to achievement, namely:

Table 5.5
Respondents' Responses to Achievement

No	QUESTIONS	SL	SR	KD	JR	TP	Score	Average
1	Physical training programs have an impact on athletes.	130	272	0	0	0	**402**	**80,4**
2	Do you always exercise even when you don't have a training schedule?	180	232	0	0	0	**412**	**82,4**
3	Confidence is the main asset in every competition	140	264	0	0	0	**404**	**80,8**
4	In any weather conditions ready to continue training and competing	5	144	171	0	0	**320**	**64**
5	You try to arrive on time for every training schedule.	180	232	0	0	0	**412**	**82,4**
6	In every exercise, you always work hard to get maximum results.	185	228	0	0	0	**413**	**82,6**
7	Stages of the athlete development process according to the program provided by the sport	105	272	15	0	0	**392**	**78,4**
8	Training and match schedules are important agendas in increasing athlete capacity.	165	220	18	0	0	**403**	**80,6**
9	The medals won are a reflection of the athlete's success	170	228	9	0	0	**407**	**81,4**
10	The target of getting a medal is the main goal of every athlete	155	252	0	0	0	**407**	**81,4**
11	Matches at each event are often followed	185	228	0	0	0	**413**	**82.6**
12	The implementation of coaching has been carried out in accordance with the SOP for sports branch management.	0	132	183	0	0	**315**	**63**

No	QUESTIONS	SL	SR	KD	JR	TP	Score	Average
13	Are the athletes' needs and facilities met?	0	132	183	0	0	**315**	**63**
14	Has the government paid attention to athletes in the context of the quality development process?	5	132	180	0	0	**317**	**63,4**
15	Are the athletes' needs and facilities met?	0	140	177	0	0	**317**	**63,4**
16	How often to do physical improvement evaluations	25	120	177	0	0	**322**	**64,4**
17	Competence of trainers in implementing training concepts	205	188	18	0	0	**411**	**82,2**
18	Is there a balance between needs and expenses in activities and achievement?	200	188	21	0	0	**409**	**81,8**
	Amount						**6791**	**1358.2**
	Average						**377.278**	**75.46**

Source Processed data, 2023

In Table 5.5 above, the respondents' responses show that 69% of the total 94 respondents stated that they often carried out the stages of the athlete development process in accordance with the progress given by the sport, meaning that athletes follow the development program to get maximum results.

Research Analysis

Research analysis is a section that explains the results of the analysis carried out in order to provide an understanding of the results obtained (interpretation) so that they are easier to understand. Interpretation is carried out starting from the feasibility of the instruments used, the feasibility of the data and finally the results of the further analysis produced. The results of this interpretation are also used as discussion material in this chapter.

Validity Test and Reliability Test of Research Instruments

Validity Test

The validity test was conducted on the instrument used in this study, in the form of a questionnaire. Assessment of the validity of the instrument by looking at the calculated correlation coefficient (R) and comparing it with the R table. The test results are shown in Table 5.6 below.

Table 5.6
Validity Test Results

Variable	r_{hitung}	r_{Table}	Interpretation
Planning			
1	0,932	0,2028	Valid
2	0,838	0,2028	Valid
3	0,864	0,2028	Valid
4	0,783	0,2028	Valid
5	0,754	0,2028	Valid

Variable	r_{hitung}	r_{Table}	Interpretation
6	0,710	0,2028	Valid
7	0,919	0,2028	Valid
8	0,838	0,2028	Valid
9	0,874	0,2028	Valid
10	0,769	0,2028	Valid
Organizing			
1	0,568	0,2028	Valid
2	0,768	0,2028	Valid
3	0,663	0,2028	Valid
4	0,693	0,2028	Valid
5	0,498	0,2028	Valid
6	0,716	0,2028	Valid
7	0,746	0,2028	Valid
8	0,459	0,2028	Valid
9	0,319	0,2028	Valid
10	0,188	0,2028	Valid
Implementation			
1	0,826	0,2028	Valid
2	0,797	0,2028	Valid
3	0,809	0,2028	Valid
4	0,832	0,2028	Valid
5	0,847	0,2028	Valid
6	0,869	0,2028	Valid
7	0,929	0,2028	Valid
8	0,833	0,2028	Valid
9	0,633	0,2028	Valid
10	0,910	0,2028	Valid
Monitoring & Evaluation			
1	0,588	0,2028	Valid
2	0,357	0,2028	Valid
3	0,604	0,2028	Valid
4	0,415	0,2028	Valid
5	0,488	0,2028	Valid
6	0,666	0,2028	Valid
7	0,635	0,2028	Valid
8	0,373	0,2028	Valid
9	0,649	0,2028	Valid
10	0,439	0,2028	Valid
Athlete Achievements			
1	0,482	0,2028	Valid
2	0,600	0,2028	Valid
3	0,549	0,2028	Valid
4	0,762	0,2028	Valid
5	0,600	0,2028	Valid
6	0,592	0,2028	Valid
7	0,403	0,2028	Valid

Variable	r_{hitung}	r_{Table}	Interpretation
8	0,402	0,2028	Valid
9	0,373	0,2028	Valid
10	0,402	0,2028	Valid
11	0,588	0,2028	Valid
12	0,784	0,2028	Valid
13	0,750	0,2028	Valid
14	0,783	0,2028	Valid
15	0,789	0,2028	Valid
16	0,735	0,2028	Valid
17	0,395	0,2028	Valid
18	0,386	0,2028	Valid

Source : Processed data, 2023

It can be seen in Table 5.6 that all questions are valid, as indicated by each correlation coefficient (R) being greater than the R table (R count > R table). So with these results, the instrument can be declared valid and can be used in research.

Reliability Test

Reliability testing was conducted on the research instrument with the aim of determining the consistency of the instrument when used. The following are the results of the reliability test on the instruments used in this study. To determine the reliability of each variable, the Cronbach alpha test was used. A variable is declared reliable if Cronbach's alpha (α) > 60%. The following are the results of the reliability test for each variable in this study.

Table 5.7
Planning Instrument Reliability Test (X1)

Reliability Statistic	
Cronbach's Alpha	N of Item
.950	10

Source : Processed data, 2023

The results of the Cronbach's Reliability test obtained an alpha value of 0.950, which indicates that the instrument meets the reliability category.

Table 5.8 Reliability Test of Organizing Instrument (X2)

Reliability Statistic	
Cronbach's Alpha	N of Item
.756	10

Source: Processed data, 2023

The results of the Cronbach's Reliability test obtained an alpha value of 0.756, which indicates that the instrument meets the reliability category.

Table 5.9 Reliability Test of Implementation Instrument (X3)

Reliability Statistic	
Cronbach's Alpha	N of Item
.948	10

Source : Processed data, 2023

The results of the Cronbach's Reliability test obtained an alpha value of 0.948, which shows that the instrument meets the reliability category.

Table 5.10
Reliability Test of Supervision and Monitoring Instruments (X4)

Reliability Statistic	
Cronbach's Alpha	N of Item
.698	10

Source : Processed data, 2023

The results of the Cronbach's Reliability test obtained an alpha value of 0.698, which indicates that the instrument meets the reliability category.

Table 5.11
Reliability Test of Athlete Performance Instrument (Y)

Reliability Statistic	
Cronbach's Alpha	N of Item
.877	18

Source : Processed data, 2023

The results of the Cronbach's Reliability test obtained an alpha value of 0.877, which indicates that the instrument meets the reliability category.

From the results of the Cronbach's Alpha test on all research instruments, it shows reliable results. This condition indicates that the instrument can be used in research.

Descriptive Statistical Analysis

Descriptive statistical measurements of these variables need to be carried out to see the general data description such as the average value (Means), highest (Max), lowest (Min), and standard deviation of each variable, namely Planning (X1), Organizing (X2), Implementation (X3), Supervision and Evaluation (X4), and Athlete Achievement (Y). The following are the results of descriptive statistics, which are presented in table 5.1.1 below:

Table 5. 12
Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Std. Deviation
Pelanning	94	26.00	50.00	40.2553	5.65483
Organizing	94	29.00	49.00	40.6702	4.33884
Implementation	94	30.00	49.00	40.9468	5.84820
Monitoring and Evaluation	94	35.00	50.00	42.2553	3.74435
Athlete Achievements	94	62.00	84.00	72.2447	5.28476
Valid N (listwise)	94				

Source : Processed data, 2023

In Table 5.12, it can be seen that each variable has a greater mean when compared to its respective standard deviation.

1. The Planning variable (X1) has an arithmetic mean of 40.2553 which is greater than its standard deviation of 5.65483.
2. The Organizing variable (X2) has an arithmetic mean of 40.6702 which is

greater than its standard deviation of 4.33884.
3. The Implementation variable (X3) has an arithmetic mean of 40.9468 which is greater than its standard deviation of 5.84820.
4. The Supervision & Evaluation variable (X4) has an arithmetic mean of 42.2553 which is greater than its standard deviation of 3.74435, and
5. The Athlete Achievement variable (Y) has an arithmetic mean of 72.2447 which is greater than its standard deviation of 5.28476.

From this description, it can be said that all the variables used are categorized as normal.

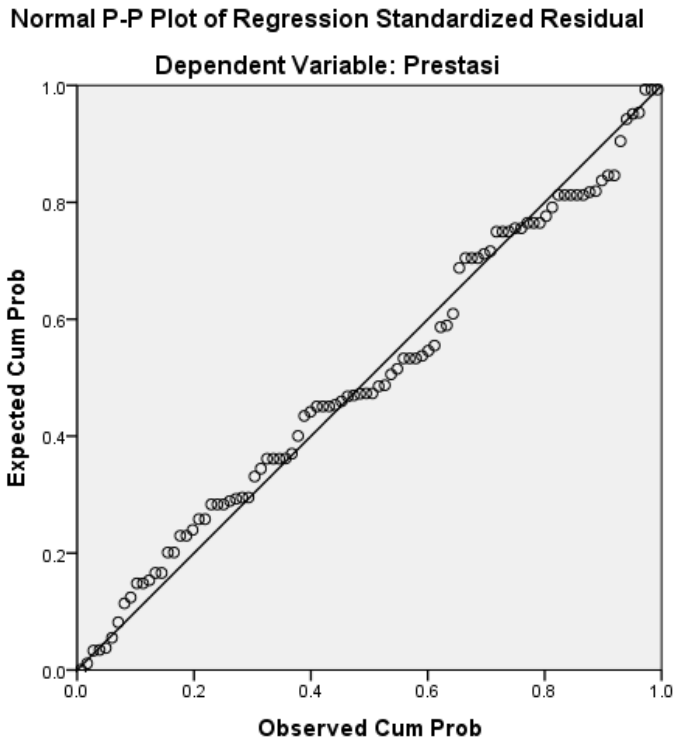
Classical Assumption Test

The classical assumption test aims to provide certainty that the data in the regression equations obtained have accuracy in estimation, so that there is no bias with consistent results.

Data Normality Test

The results of the data normality test showed that the data category was normal, as shown in the following diagram:

Gambar 5.1.
Normal P-P Plot of Performance Variables



Source : Processed data, 2023

Based on Figure 5.1. the normal P-P Plot graph can be seen that the data points do not spread far from the line, so it can be concluded that the data used in this study is categorized as normal.

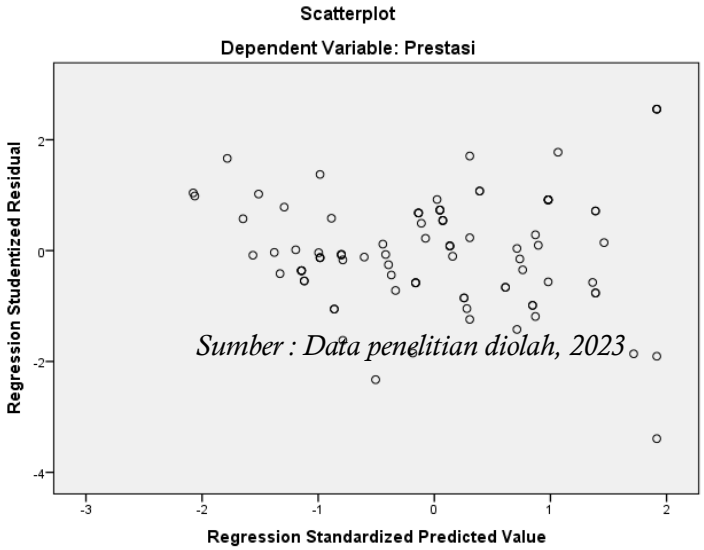
Heteroscedasticity Test

The Heteroscedasticity Test is intended to test whether there is inequality of variance from residuals in the regression of one observation to another. If the variance and residuals of one observation to another remain, then it is called homoscedasticity and if

different it is called heteroscedasticity. A good regression model is a model that does not experience heteroscedasticity.

The results of the heteroscedasticity test on the observation data in this study showed that there was no heteroscedasticity which could be explained by the results of the graphic analysis, namely the scatterplot graph, the points formed must be spread randomly, spread both above and below the 0 (zero) figure on the Y axis. If this condition is met, then there is no heteroscedasticity and the regression model is suitable for use. As shown in the following figure.

Gambar 5.2
Heteroscedasticity Test Results



Sumber : Data penelitian diolah, 2023

Based on Figure 5.2, it can be seen that the points are spread above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity.

Data Interpretation

Interpretation of analysis results is intended to give meaning to the analysis results so that they are better understood. The results of the interpretation are then used as discussion material.

Correlation Analysis

Correlation analysis is intended to determine the strength of the influence of each independent variable on its dependent variable. Interpretation is carried out on the results of the correlation analysis as noted in Table 5.12 which can be described as follows:

Table 5.13 Correlation Analysis

Correlations

		Planning	Organizing	Implementation	Monitoring	Achievements
Planning	Pearson Correlation	1	.964**	.858**	.961**	.968**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	94	94	94	94	94
Organizing	Pearson Correlation	.964**	1	.858**	.981**	.983**

	Sig. (2-tailed)	.000		.000	.000	.000
	N	94	94	94	94	94
Implementation	Pearson Correlation	.858**	.858**	1	.863**	.893**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	94	94	94	94	94
Monitoring	Pearson Correlation	.961**	.981**	.863**	1	.984**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	94	94	94	94	94
Achievements	Pearson Correlation	.968**	.983**	.893**	.984**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	94	94	94	94	94

**. Correlation is significant at the 0.01 level (2-tailed).

Based on table 5.13, the results obtained are:

1. There is a strong relationship between the Planning variable and Achievement, namely 0.968 with a significance of 0.00 < 0.05..
2. There is a strong relationship between Organization and Achievement, namely 0.983 with a significance of 0.00 < 0.05.
3. There is a strong relationship between the Implementation variable and Achievement, which is 0.893 with a significance of 0.00 < 0.05.
4. There is a strong relationship between the Supervision and Evaluation variables and Achievement, namely 0.984 with a significance of 0.00 < 0.05.

Analysis of Research Results

Correlation Coefficient Test

After the correlation number is obtained, the second part is to test whether the correlation number obtained is truly significant or can be used to explain the variable.

Table 5.14 Correlation Coefficient Test
Relationship between Planning (X1) and Athlete Achievement (Y)

Correlations

		Planning	Achievements
Planning	Pearson Correlation	1	.968**
	Sig. (2-tailed)		.000
	N	94	94
Achievements	Pearson Correlation	.968**	1
	Sig. (2-tailed)	.000	
	N	94	94

**. Correlation is significant at the 0.01 level (2-tailed).

According to Table 5.14, the correlation value of Planning is 0.968. Based on the correlation interpretation value guidelines, the value is in the range of "0.800 - 0.1000" which means that the level of influence of Planning on Athlete Achievement is at a very high level.

Table 5.15 Correlation Coefficient Test
Relationship between Organization (X2) and Athlete Achievement (Y)

		Organizing	Achievements
Organizing	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	94	94
Achievements	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	94	94

**. Correlation is significant at the 0.01 level (2-tailed).

According to Table 5.15, the correlation value of Organizing is 0.983. Based on the correlation interpretation value guidelines, the value is in the range of "0.800 - 0.1000" which means that the level of influence of Organizing on Athlete Achievement is at a very high level.

Table 5.16 Correlation Coefficient Test
Relationship between Implementation (X3) and Athlete Achievement (Y)

		Implementation	Achievements
Implementations	Pearson Correlation	1	.893**
	Sig. (2-tailed)		.000
	N	94	94
Achievements	Pearson Correlation	.893**	1
	Sig. (2-tailed)	.000	
	N	94	94

**. Correlation is significant at the 0.01 level (2-tailed).

According to Table 5.16, the correlation value of Planning is 0.893. Based on the correlation interpretation value guidelines, the value is in the range of "0.800 - 0.1000" which means that the level of influence of Organization on Athlete Achievement is at a very high level.

Table 5.17 Correlation Coefficient Test
Relationship between Supervision and Evaluation (X4) and Athlete Achievement (Y)

		Monitoring	Achievements
Monitoring	Pearson Correlation	1	.984**
	Sig. (2-tailed)		.000
	N	94	94
Achievements	Pearson Correlation	.984**	1
	Sig. (2-tailed)	.000	
	N	94	94

**. Correlation is significant at the 0.01 level (2-tailed).

According to Table 5.17, the correlation value of Supervision and Evaluation is 0.984. Based on the guidelines for interpreting the correlation value in the range of "0.800 - 0.1000" which means that the level of influence of Supervision and Evaluation on Athlete Achievement is at a very high level.

Multiple Correlation Coefficient Test

Table 5.18 Correlation Coefficient Test

Relationship between Supervision and Evaluation (X4) and Athlete Achievement (Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.992[a]	.983	.983	.69817	.983	1309.909	4	89	.000

a. Predictors: (Constant), Monitoring, Implementation, Planning, Organizing

From the table above, it is known that the significant value is <0.000, so it is said that the correlation between the variables and the r square value = 0.992, which means that there is a strong influence between the variables Planning (X1), Organizing (X2), Implementation (X3), and Supervision and Evaluation (X4) on Athlete Achievement (Y).

Table 5.19

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.659	1.322		16.381	.000
	Planning	.129	.051	.138	2.516	.014
	Organizing	.446	.095	.366	4.710	.000
	Implementation	.129	.025	.142	5.128	.000
	Monitoring	.520	.107	.369	4.861	.000

a. Dependent Variable: Prestasi

According to Table 5.19, the results of the t-test (partial) were as follows:

1. Shows that the significance value of the influence of Planning (X1) on Achievement is 0.014 < 0.05, and the calculated t value is 2.516 > t Table value 1.986, so H01 is rejected and Ha1 is accepted. This means that there is a significant influence of planning on achievement.
2. Shows that the significance value of the influence of Organization (X2) on Achievement is 0.00 < 0.05, and the calculated t value is 4.710 > t Table value 1.986, then H02 is rejected and Ha2 is accepted. This means that there is a significant influence of Organization on Achievement.
3. Shows that the significance value of the influence of Implementation (X3) on Achievement is 0.00 < 0.05, and the calculated t value is 5.128 > t Table value 1.986, then H03 is rejected and Ha3 is accepted. This means that there is a significant influence of Implementation on Achievement.
4. Shows that the significance value of the influence of Supervision and Evaluation (X4) on Achievement is 0.00 < 0.05, and the calculated t value is 4.861 > t Table value 1.986, then H04 is rejected and Ha4 is accepted. This means that there is a significant influence of Supervision and Evaluation on Achievement.

Table. 5.20

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2553.990	4	638.498	1309.909	.000[b]
	Residual	43.382	89	.487		
	Total	2597.372	93			

a. Dependent Variable: Achievements

b. Predictors: (Constant), Monitoring, Implementation, Planning, Organizing

Based on Table 5.20, it can be seen that the significance value for the influence of DaPlanning (X1), Organizing (X2), Implementation (X3), and Supervision and Evaluation (X4) on Athlete Achievement is 0.00 <0.05 and f count 1309.909> 2.47, then it proves that H05 is rejected and Ha5 is accepted. This means that there is a significant influence of Planning (X1), Organizing (X2), Implementation (X3), and Supervision and Evaluation (X4) on Athlete Achievement.

DISCUSSION

1. Planning (X1) has an effect on Achievement. This states that hypothesis 1, namely Planning has a positive and significant effect on Athlete Achievement, is proven by the calculated t value of 2.516 > t Table value of 1.986.
2. Organization (X2) has an effect on Achievement. This states that hypothesis 2, namely Organization, has a positive and significant effect on Athlete Achievement, this is proven by the calculated t value of 4.710 > t Table value of 1.986.
3. Implementation (X3) has an effect on Achievement. This states that hypothesis 3, namely Implementation has a positive and significant effect on Athlete Achievement, this is proven by the calculated t value of 5.128 > t Table value of 1.986.
4. Supervision and Evaluation (X4) have an effect on Achievement. This states that hypothesis 4, namely Supervision and Evaluation, has a positive and significant effect on Athlete Achievement, this is proven by the calculated t value of 4.861 > t Table value of 1.986.
5. Planning (X1), Organizing (X2), Implementation (X3), and Supervision and Evaluation (X4) have a simultaneous effect on Athlete Achievement. This states that hypothesis 5, namely Supervision and Evaluation, has a positive and significant effect on Athlete Achievement, this is proven by the calculated f 1309.909 > 2.47.

CONCLUSION

From the results of the research that has been conducted, the independent variables have a significant influence on the dependent variables, but there are still shortcomings that are the basis for evaluation for the Management of KONI Bogor Regency, including:

1. The management of KONI Bogor Regency is expected to be able to prepare work programs that are in accordance with the needs of each division in order to improve athlete achievement.
2. There is still a lack of discipline in determining the time limit for planning work programs. Therefore, it is hoped that KONI Bogor Regency can implement the work program according to what has been determined.
3. There is still disharmony between the management and the sports branch, this is proven by the results of the answers from athletes who stated that they were not good at handling conflicts and problems that occurred. It is hoped that KONI Bogor Regency can handle various conflicts and problems that occur internally wisely.
4. There is still a lack of harmonious communication between administrators, sports branches, coaches and athletes. It is hoped that KONI Bogor Regency can establish

good communication between administrators, sports branches, coaches and athletes so that the objectives of the work program that have been set can run smoothly and in accordance.

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