



## A COMPREHENSIVE STUDY OF HIGH SCHOOL FOOTBALL LEAGUE MANAGEMENT IN NGADA REGENCY, INDONESIA

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### Abstract:

This study conducts a thorough evaluation of the management processes involved in the 2023 Ngada Regency High School Student League football tournaments hosted at STKIP Citra Bakti. It investigates several critical aspects of football league management, including team management, planning, organization, execution, and evaluation of match outcomes. Utilizing a qualitative descriptive methodology, data was gathered through detailed observations and structured interviews with key participants. The analysis focused on the interplay between antecedents (pre-event preparations), transactions (event execution), and outcomes (post-event evaluation), providing a comprehensive view of management effectiveness. Findings reveal that meticulous pre-event planning and robust organization strategies led to efficient game execution and positive evaluations. Notably, the study identified that proactive conflict resolution during planning phases and adaptive management during games were pivotal in enhancing the event's success. The implications of these findings extend beyond the immediate context, contributing to the broader field of sports management. They underscore the importance of strategic planning and dynamic management in organizing successful student sports events. This research adds to the existing knowledge by demonstrating how integrated management practices can optimize event outcomes and student engagement in sports, suggesting a model that can be replicated in similar contexts globally.

**Keywords:** evaluation; football; match management; student league

### 1. Introduction

Competition is a sporting activity aimed at improving performance abilities through physical engagement and direct confrontation. This includes physical contact actions such as tackling, attacking, or outsmarting opponents according to the applicable rules,

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as well as games with set boundaries between two opponents or limitations. One of the various purposes of engaging in sports is related to achieving a certain level of performance that demands continuous improvement of one's own quality through full involvement in every sporting activity, whether in individual or team competitions (Natal, Wani, & Bate, 2020).

In any competition, whether regional or national, a number of teams participate, varying in size and personnel. To ensure smooth, timely, safe, and orderly execution, meticulous planning is required, which involves the management or organization of the participating teams. An activity cannot run smoothly without proper management through structured planning. Similarly, in the execution of sports activities or competitions, a clear management system is essential to provide direction, thus requiring evaluation of the competition. Football, a game played by two teams consisting of 5 players each, is a fast-paced and dynamic sport. Given the relatively small playing field, there is little room for error. Therefore, teamwork through accurate passing, even just to surpass opponents, is essential (Lhaksana, 2011). Hence, evaluation of the management of football matches is also necessary.

Furthermore, achievement in sports is observable and measurable, indicating that sports development is approached scientifically from talent identification to coaching stages. From a systemic perspective, it is observed that the quality of results achieved is determined by the input provided and the quality of the ongoing coaching process (Wani, 2018).

Management is a process of planning, organizing, directing, and controlling involving others to achieve a desired goal. The term "management" originates from the Latin words "manus," meaning hand, and "agere," meaning to lead. These words are combined to form the verb "managere," which means to handle. "Managere" is translated into English as the verb "to manage," with the noun "management," and "manager" referring to the person performing management activities (Husaini, 2013).

Success in performance development relies heavily on various factors, and one key factor influencing performance development goals is the application of effective management. In the context of sports performance development, there are five management aspects that need to be effectively managed (Gillen et al., 2019; Mizinga, 2020):

- a) human resources,
- b) finances,
- c) internal cooperation,
- d) facilities, and
- e) methods used.

All these management aspects are integral and interrelated, supporting each other, and cannot be separated individually (Harsuki, 2012). Michael and Cote (2007; Vaeyens *et al.*, 2009) have underscored the importance of elite sports development. On the other hand, the Foundation, Talent, Elite, and Mastery (FTEM) framework have become the

basis for stakeholders related to the management and implementation of sports development and athlete pathways.

According to Natal (2018), an ideal management includes six management functions:

- a) organizing,
- b) planning,
- c) decision-making,
- d) directing,
- e) controlling, and
- f) improving.

Etymologically, management originates from the verb "to manage," meaning to administer or regulate. Terminologically, management is a process of endeavoring to achieve specific goals through cooperation with others (Kompri, 2015). Management is a planned social process aimed at ensuring the participation and involvement of individuals in achieving predetermined goals effectively (Lussier and Kimball, 2023; Sener and Karapolatgil, 2015). From various opinions above, it can be concluded that management in football involves guidance, direction, and coordination of a group of individuals towards achieving common goals. The main objective of management is to enhance productivity and satisfaction through the most effective and efficient use of resources, requiring not only creativity but also performance to achieve success.

Football matches involve a competition between two teams aiming to score more goals than their opponents. The game is played with a round ball on a rectangular field, with the main objective being to score goals by maneuvering the ball into the opponent's goal using techniques such as dribbling, passing, and shooting. Football matches typically consist of two halves with specific durations, and the rules are governed by an international body called FIFA (Federation Internationale de Football Association) and national football associations in various countries. Besides being a popular sport worldwide, football matches also serve as a platform for entertainment and uniting communities.

When conducting evaluations, it is necessary to consider the evaluation model to be used. An evaluation model is a design created by evaluation experts or professionals. Typically, this evaluation model is developed based on the interests of individuals, institutions, or agencies seeking to determine whether a program has achieved the expected results. Program evaluation is a process of providing information that can be used to determine goals to be achieved, design, and implementation as well as impacts to aid decision-making, accountability, and enhance understanding of the phenomenon (Neta, Natal, and Wani, 2023).

Student Football Leagues are competitions or leagues organized for students or school pupils to play football. The objectives can vary, ranging from promoting sports among students, providing them with opportunities to compete and develop their skills, to fostering sportsmanship and teamwork among participants. Leagues of this nature are often organized by schools, football federations, or local youth organizations.

Additionally, student football leagues can serve as platforms for discovering young talents in the sport.

District-level student league formation typically entails cooperation between pertinent agencies, including the Department of Education, the Department of Youth and Sports, and neighbourhood football leagues. In Ngada, district-level student leagues are often implemented in phases, starting with team registration from different schools, match scheduling, venue arrangements, and competition monitoring. These student leagues, which are organised by STKIP Citra Bakti, also provide a platform for the development of young football talent and for fostering a sense of unity and camaraderie among the student teams who play in the league.

## 2. Literature Review

### 2.1 Evaluation Program

Evaluation is the activity of gathering information about the functioning of something, which is then used to determine appropriate alternatives in making a decision (Arikunto and Jabar, 2009). Program evaluation is a series of intentionally and carefully conducted activities to determine the level of implementation success of a program by assessing the effectiveness of its components, both for ongoing programs and those that have passed (Sundoyo, Sumaryanto, and Dwijanto, 2012).

Krotee (2008) states that evaluation is related to:

- a) meeting the needs of participants,
- b) achieving program objectives,
- c) considering requirements from parents, staff members, and organizational members.

Krotee also states that program evaluation has traditionally used methods to determine the value of new programs;

- a) observing individuals who have been exposed to the program and the progress they have made,
- b) systematic questioning by those involved in the program,
- c) periodic testing of participants to determine their progress,
- d) comparing participants of old and new programs to determine the progress of each program.

Medina, Ceballos, and Pérez García (2008) also suggests that useful and easily applicable evaluations serve as tools to measure the quality of service in sports organizations.

### 2.2 Management in Football Tournament

Football tournaments are significant events in the world of sports, attracting millions of spectators and generating substantial revenues. Effective management is crucial for the success of these tournaments, ensuring smooth operations, high-quality competitions, and positive experiences for all stakeholders involved. This study aims to provide a

comprehensive analysis of management practices in football tournaments, examining various aspects such as planning, organization, execution, and evaluation (Lussiera and Kimball, 2023; Veal and Darcy, 2014).

- 1) **Planning.** Preparing a detailed tournament schedule, including match fixtures, venues, and logistics. Securing necessary permits, licenses, and approvals from relevant authorities. Developing contingency plans for unforeseen circumstances such as adverse weather conditions or security threats. Collaborating with sponsors, broadcasters, and other partners to ensure adequate funding and promotion.
- 2) **Organization.** Establishing clear roles and responsibilities for tournament staff, volunteers, and stakeholders. Procuring and maintaining essential resources, including stadiums, equipment, and medical facilities. Implementing efficient ticketing, accreditation, and security systems to manage crowds and ensure safety. Conducting thorough training programs for officials, referees, and support staff to uphold standards of professionalism and integrity.
- 3) **Execution.** Overseeing the smooth conduct of matches, including pre-match preparations, player arrivals, and post-match procedures. Monitoring and enforcing compliance with tournament regulations, including player eligibility, fair play, and anti-doping protocols. Addressing any issues or disputes that arise during the tournament promptly and transparently. Providing comprehensive support services for teams, officials, and spectators, including accommodation, transportation, and hospitality.
- 4) **Evaluation.** Collecting feedback from participants, spectators, and other stakeholders to assess the overall success of the tournament. Analyzing key performance indicators such as attendance figures, TV ratings, and revenue generation. Identifying strengths, weaknesses, opportunities, and threats to inform future tournament planning and management. Implementing continuous improvement strategies based on lessons learned from previous tournaments.

Effective management is essential for the success of football tournaments, ensuring they run smoothly, meet stakeholders' expectations, and leave a lasting positive impact. By adopting best practices in planning, organization, execution, and evaluation, tournament organizers can enhance the quality and reputation of their events, contributing to the growth and development of football globally (Walters and Tacon, 2010; Wibowo, 2007).

### **2.3 Match**

A match is a system within the world of sports that encompasses the concepts of winning, losing, and drawing, where two parties meet to determine the outcome. It is part of sports activities aimed at improving physical and competitive performance. This activity involves direct physical interaction between participants, such as tackling opponents, attacking, or defeating according to the applicable rules. One example is the game of karate, which involves boundaries and specific limitations between two competitors.

## **2.4 Football**

Football is one of the most popular sports worldwide. In football matches, two teams of 11 players each compete. Each team is tasked with defending its own goal and attempting to score goals against the opponent's goal, as explained by Luxbacher (2008). Therefore, as it continues to evolve, football has not only become a popular sport but also an industry that can generate commercial profits (Sener, 2015).

## **3. Material and Methods**

### **3.1 Research Type**

This research employs a qualitative approach based on the consideration that the researcher directly immerses into the field to observe the phenomena that occur. The method used is descriptive because the data collected consists of words, images, and not numbers. This method utilizes observation, interviews, and documentation to understand the overview of match management in the Ngada district student football league in 2023.

### **3.2 Location and Research Time**

The research location is conducted at STKIP Citra Bakti campus, and the activity took place from May 15, 2023, to June 17, 2023.

#### **3.2.1 Data Sources**

The sources of research data consist of words and actions, written sources such as books, scientific journals, archives, and personal documents, as well as photos of the 2023 Ngada district student football league tournament activities.

#### **3.2.2 Data Collection Instruments**

The data collection instruments involve the researchers themselves as the primary tool, supported by voice recorders, notebooks, cameras for capturing images, and writing tools for recording interview results.

#### **3.2.3 Data Collection Techniques**

Data collection techniques include observation and interviews of various types. Structured interviews involve pre-designed questions consistently followed during the interview sessions (Sukadianto, 2011). These questions are usually closely related to the research topic and help to obtain specific data, written sources, and documentation.

#### **3.2.4 Data Analysis Techniques**

Data analysis techniques involve recording, cross-checking, data grouping, data analysis, and presentation of analysis results.

### **3.2.5 Data Validity Checking**

To ensure data validity, the researcher uses triangulation techniques, comparing data from various sources such as observations, interviews, and documents.

### **3.2.6 Research Procedure**

The research procedure includes steps such as obtaining permits and preparing research equipment before data collection is conducted.

## **4. Results and Discussion**

### **4.1 Refereeing**

Officiating, commonly referred to as "refereeing" or "officiation," is a fundamental aspect of sports competitions, including football. Officiating in the Student Football League tournament is a crucial aspect that ensures matches are conducted fairly and in accordance with the established rules. Football officiating involves referees or assistant referees who are responsible for leading the match, enforcing the rules of the game, and making decisions during the match. In the context of the Ngada District Student Football League, officiating is usually performed by trained referees who have a deep knowledge of football rules and hold at least a minimum C officiating license as an indicator for their eligibility to officiate matches. They ensure that every match runs smoothly, fairly, and safely for all players. The main duties of referees include deciding on fouls, issuing cards to players who violate the rules, monitoring match time, and making important decisions such as goals or penalties. In addition to referees, there are sometimes assistant referees who assist the main referee in monitoring the situation on the field, especially in determining whether a ball has crossed the goal line or touchline. The role of officiating in the Student Football League tournament is not only about enforcing rules but also about educating players about fair play and sportsmanship. Referees can also serve as role models for young players in terms of ethics and good behavior on the field. Accuracy and fairness in officiating are crucial to maintaining the integrity and sustainability of football competitions, including in the context of the Student Football League where talent development and positive values for players are top priorities supported by professional referees affiliated with the Ngada District football officiating commission.

### **4.2 Organization**

The organization of the management of the High School Student Football League in Ngada Regency involves several stages and parties involved. Here is a general overview of the organization of the management of the matches:

- 1) **Planning.** The initial stage in organization is tournament planning. This includes setting match schedules, match locations, tournament rules and regulations, and other administrative preparations.
- 2) **Collaboration with Relevant Agencies.** The organization of the Student League requires cooperation between various parties, such as the Department of

Education, the Department of Youth and Sports, and local football federations. Coordination with these parties is essential to ensure the support and approval needed, such as the Ngada Regency Sports Office, Ngada Regency Education Office, Ngada Regency Football Association (ASKAB Ngada), Ngada Regency Referee Commission (Komisi Wasit ASKAB Ngada), and the Ngada Regency School Sports Coordination Council (MKKS KAB. Ngada) as the organizers of the Student League and in collaboration with STKIP Citra Bakti campus.

- 3) Team Registration. Schools wishing to participate in the Student League are usually asked to register their teams. This registration process includes collecting information about the team, players, and coaching staff. Teams participating in the Ngada Regency high school student football league tournament consist of all high schools for both male and female categories.
- 4) Match Schedule Arrangement. After the teams are registered, the organizing committee arranges the match schedule. This requires careful scheduling to ensure all teams have a fair chance to play.
- 5) Facility Provision. Field preparation, seating arrangements for spectators, provision of match equipment such as balls and goals, and preparation of additional facilities such as changing rooms and medical areas are part of the organizers' duties to ensure all technical preparations are met, and the implementation of this activity takes place on the football field at STKIP Citra Bakti campus.
- 6) The organization of the management of the high school student football league in Ngada Regency requires close cooperation between various parties and careful planning and execution to ensure the success and achievement of the tournament.

### **4.3 Implementation of Match Activities**

Several aspects need to be considered during the implementation of football matches in the Student League, Ngada Regency:

- 1) Smooth Conduct of Matches. Ensure that all technical elements such as match schedules, field arrangements, and match equipment are available and ready to use. Referees must be ready to lead the matches fairly and make appropriate decisions in accordance with the rules of the game.
- 2) Orderliness on the Field. It is important to maintain order around the field, including in the spectator area and around the field itself. Security personnel must be ready to address potential disturbances or incidents that may occur.
- 3) Security Services. Ensure that there is adequate security to ensure that the matches proceed safely. This includes monitoring spectator crowds, preventing disturbances or violence, and controlling situations if necessary.
- 4) Medical Services. Medical teams or paramedics must be on standby to provide first aid if there are any injuries or accidents during the matches. This includes providing emergency care, evacuating injured players, and contacting further healthcare services if necessary.



- 5) By ensuring the smooth conduct of matches, maintaining order, and providing adequate security and medical services, the organizing committee can ensure that the Student Football League tournament runs successfully and safely for all involved.

#### **4.4 Results of Match Activities**

The outcomes of the Student League matches in Ngada Regency can encompass various aspects, depending on the perspective being evaluated. Here are some potential outcomes of these match activities:

- 1) Talent Development. One important outcome is the development of young talents in football. Through participation in matches, players have the opportunity to hone their skills, enhance their understanding of the game, and develop their potential as football athletes.
- 2) Education and Learning. Student League matches can also serve as a means of education and learning for participants. They learn about teamwork, discipline, responsibility, and sportsmanship through playing and competing.
- 3) Health and Fitness Improvement. The physical activity involved in playing football helps improve the health and fitness of participants. They learn the importance of an active lifestyle and sports in maintaining physical health.
- 4) Strengthening Unity and Solidarity. The Student League can also help strengthen unity and solidarity among students in Ngada Regency schools. Through team participation and support from fellow students, participants can feel a sense of camaraderie and unity in the spirit of competition.
- 5) Character Development. Competition in the Student League can contribute to the development of participants' character, such as perseverance, confidence, leadership, and mental toughness. They learn to face challenges, manage defeats, and celebrate victories with sportsmanship.
- 6) School Achievement Improvement. Success in the Student League matches can enhance school achievements in Ngada Regency. Sporting achievements can reflect the quality of education and discipline in schools, as well as improve the school's image in the community.
- 7) Networking and Relationships. Through matches, participants can build networks and relationships with fellow participants, coaches, referees, and spectators. This can open up opportunities for knowledge exchange, experience sharing, and future collaboration.

#### **4.5 Impact of Student League Match Activities**

The football matches of the Student League in Ngada Regency can have various significant impacts, both directly and indirectly. Here are some of the impacts resulting from these activities:

- 1) Talent and Skill Development. One of the main impacts of Student League matches is the development of talents and skills in football for the participants. Through

regular playing experiences in competitive situations, players can enhance their technical skills, understanding of the game, and tactical abilities.

- 2) **Improvement in Physical Health.** Sports activities like football can help improve the physical health of the participants. Through regular training and intense matches, participants can enhance their cardiovascular fitness, muscle strength, and body balance.
- 3) **Enhancement of Mental Health.** Besides the physical benefits, playing football can also have positive impacts on mental health. The physical activity involved in sports can reduce stress, elevate mood, and enhance emotional well-being.
- 4) **Learning Positive Values.** The Student League is also a platform for learning positive values such as teamwork, sportsmanship, discipline, and responsibility. Participants learn to appreciate the importance of teamwork in achieving common goals, respect for opponents, and accepting defeat with sportsmanship.
- 5) **Professional Potential Development.** For some participants who have strong talents and interests in football, the Student League can be a stepping stone towards a professional career in sports. It can open doors to further opportunities in football, whether as players - many players who played in the student league have reached high achievements and joined professional elite football clubs nationally - coaches, or other professionals.

## **5. Recommendations**

Some recommendations to improve the implementation of the Student Football League at the Ngada District level:

- 1) **Improvement of Facilities and Infrastructure.** Ensure the availability of adequate facilities and infrastructure for the matches, including suitable fields, sufficient match equipment, clean and comfortable changing rooms, as well as adequate medical and security facilities.
- 2) **Training and Development of Referees and Field Officials.** Organize regular training for referees and field officials to enhance the quality of officiating and match management. This can help ensure that matches are conducted fairly and smoothly.
- 3) **Talent Development Programs.** Establish football talent development programs for young players in the Ngada District. This can involve regular training sessions, football clinics, and structured talent development programs to identify and nurture potential players.
- 4) **Promotion of Participation and Community Support.** Conduct more effective promotion to increase team participation and community support. This may include promotional campaigns in schools, social media, as well as collaborations with relevant parties to raise awareness and interest in the Student Football League.

- 5) **Enhancing Security and Discipline Enforcement.** Strengthen security during matches and enforce discipline on the field. This includes monitoring spectators, preventing incidents of violence or riots, and enforcing rules and sanctions for violations.
- 6) **Collaboration with Stakeholders.** Strengthen collaboration with relevant stakeholders such as the Department of Education, Department of Youth and Sports, local football federations, and the local community. This collaboration can help in the effective and sustainable organization of tournaments.
- 7) **Evaluation and Continuous Improvement.** Conduct comprehensive evaluations after each tournament to identify areas for improvement. Use feedback from participants, coaches, referees, and other stakeholders to enhance the implementation of the Student Football League in the future.

## 6. Conclusion

With the presence of the Student League football activities in Ngada Regency, the following benefits are observed.

- 1) The management, organization, and implementation of the High School Student Football League in Ngada Regency have demonstrated a multifaceted approach that not only promotes fair play and competitive spirit but also significantly contributes to the holistic development of young athletes. The officiating at the games, carried out by knowledgeable referees with a minimum of a C officiating license, ensures that matches are conducted with the utmost fairness and adherence to the rules, setting a high standard for sportsmanship and discipline.
- 2) The organizational efforts, involving meticulous planning and coordination with various agencies, have ensured that all logistical aspects are addressed effectively, leading to the smooth execution of match activities. This organization extends beyond mere match scheduling and encompasses ensuring player safety through security and medical services, thereby guaranteeing that the league's environment is conducive to both competition and learning.
- 3) The results of the match activities in the Ngada Regency Student League are profound, with impacts ranging from talent development and enhanced physical and mental health to the promotion of key values such as teamwork, discipline, and responsibility. These games not only serve as a platform for showcasing young talent but also play a crucial role in the educational and character development of the participants.
- 4) The positive impacts of these league matches resonate beyond the immediate sporting outcomes. They foster community unity, enhance the schools' prestige, and build networks that may extend into future opportunities for the participants. The Ngada Regency Student League is more than a sports competition; it is a vital educational tool that equips young athletes with the skills and values necessary for both personal growth and professional advancement in sports.

- 5) This comprehensive study of the league's management and its outcomes not only contributes valuable insights into the field of sports management but also suggests a model for similarly successful sports education programs globally, highlighting the significant role of structured sports management in developing future generations of athletes.

### **Acknowledgements**

Thank you to the Chairman of the YAPENTRI Ngada Foundation for the invaluable grant assistance for organizing the 2022 Junior League tournament. We also extend our gratitude to the group of school principals throughout Ngada Regency for their strong support for the organization of this event. Not forgetting, we also express our thanks to the lecturers and students of STKIP Citra Bakti who have been actively involved in ensuring the success of the Junior League tournament. The support and contributions from all parties are highly appreciated for the success of this event. Thank you for all the assistance and participation.

### **Conflict of Interest Statement**

The authors declare no conflicts of interest.

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