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## Acceptance Letter

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Dr. Simpson Rodricks

## Management Evaluation: Resource Management, Infrastructure Management, Financial Management of the South Sumatra Sriwijaya F.C Football Club

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### *Abstract*

The study was aimed to describe the management of the Sriwijaya F.C South Sumatra football club in terms of (1) human resource organizational management. (2) facilities and infrastructure (3) funding management. This research was conducted in the city of Palembang, South Sumatra. This research used was qualitative descriptive research which describes events that exist holistically and systematically. The approach used was the CIPP evaluation model (Context, Input, Process, Product). Data collection techniques used were interviews, observation and documentation, while the research subjects were coaches, administrators and athletes. Data analysis used interactive interpretation. The results of the study show: 1) Resource Management was categorized as good, there were achievement goals and excellent service to all members and already has administrative completeness in the form of AD/ART with clear vision and mission. 2) Management of Facilities and Infrastructure was categorized as decent, namely the existence of alternative, creative and innovative solutions. 3) Funding Management was categorized as good, keeps bookkeeping, can seek opportunities and uses funds effectively and efficiently. Conclusions and suggestions, 1) Management can be categorized as good with more improved management services and full responsibility for tasks and activities. 2) Management of facilities and infrastructure is in the moderate category,

infrastructure officers have more responsibility and should have a more detailed inventory 3) Funding management is also in the medium category, in the future the Sriwijaya FC club can establish a cooperative relationship with sponsors who can help with funding so that the club's needs can be met and carry out investments to fulfil the club's income-to-expenditure ratio.

**Keywords:** Evaluation, Management, Football Club, Human Resources, Infrastructure and Facilities

## Introduction

Sport has been a lifestyle that cannot be separated from human and society, according to (Kudlacek et al., 2020) stated that sport is an organized form of participation in physical activity, aimed at expressing or increasing physical fitness and mental well-being, forming social relationships or obtaining results in competition. on all levels.

Great achievement in sports can only be achieved through a systematic, planned, regular and continuous coaching process. Therefore, the achievement of peak performance needs to be realized into a comprehensive concept in a tiered pattern of development. The process of coaching that is systematic, planned, regular and continuous needs to be evaluated because a field of work can be done well or badly if an evaluation has been tested. Suchman views evaluation as a process of determining the results that have been achieved by several planned activities to support the achievement of goals (Herm et al., 2014).

Football has not been only a sport, but also an industry (Meier et al., 2022). A ball club is like a corporation that generates future economic benefits (Leach & Szymanski, 2015). It is an industry that has unique characteristics because of very strong consumer loyalty, sometimes very emotional, even far from rational.

The sports club is one of the most important educational institutions or organizations to carry out the task of developing achievement. The club is a place to bring together athletes, both young and senior. The club is also a place for coaches and students to develop and implement their training knowledge.

Governance in a football club is almost the same as that held by companies in general. In England, football clubs that will play in the Premier League (PL) must comply with the existing regulatory system which consists of four bases: 1) regulation by the football authorities (Football Authorities); 2) regulation through the legal system in terms of corporate law, consumer law, employment law and competition law; 3) regulation regarding GCG developed by PL and shareholder activism. In Indonesia, in managing football clubs, it is mandatory to comply with existing regulations. These regulations are 1) legal regulations in force in

Indonesia, 2) FIFA Laws of the Game, 3) regulations made by the Indonesian Football Association (PSSI), and 4) league regulations by PT Liga Indonesia Baru.

In the recent era, the role of management in professional sports has been crucial. Club management is involved in strategic planning, managing large amounts of human resources, dealing with broadcasting contracts worth billions, managing the welfare of elite athletes who sometimes earn 100 times the average working wage and working within a highly integrated global network of international sports federations, national sports organizations, government agencies, media companies and sponsors (Huang & Hsu, 2019a). In addition, the club's management and organizational structure can maintain compliance the role of a club in a football league in a sports industry (Hammerschmidt et al., 2021) (Dimitropoulos, 2014). Furthermore, the club's management and organizational structure can maintain compliance with the role of a club in a football league in a sport industry.

The achievement of a football club as a company (company) in competing in a National and International league depends on various factors that affect the achievement of the football club. There are 2 (two) major factors that influence companies in managing strategies to face competition, namely internal and external factors (Lees & Nolan, 2002). In the context of football clubs, external factors refer to factors that influence the success of the competition itself which cannot be fully controlled by the club.

The relevant parties related to external factors, as supporters, whether international, continental, and national football sports federations or state government bodies that have legitimacy in making political systems and sports policies (Geeraert et al., 2013). On the other side, internal factors describe the internal management strategy of the club itself. These factors can be managed by stakeholders (stakeholders) by taking concrete actions to properly handle available resources. Internal factors include: (1) management/resource, (2) marketing mix, (3) player search and selection system, (4) athlete performance analysis system, (5) sports science, (6) political system and government policies (Ma'mun et al., 2018). These six variables are related to success in professional football leagues.

The management process is the main function or main job for managers. In doing this work, managers carry out various activities that are grouped conceptually as management functions (Snyder & Glueck, 1980). Managerial functions can be classified into two main types, as follows: (1) organic functions, and (2) supporting functions. Organic functions are the overall main functions that absolutely need to be carried out by managers as an elaboration of established organizational policies or strategies. While supporting functions are various activities carried out by work units within the organization to support organic functions (Huang & Hsu,

2019b). The management function is divided into 4 (four) stages, namely: planning, organizing, actuating, and controlling (Terry et al., 2019) (Diwangkoro & Soenarto, 2020).

The success of an organization or sports club is dependent on the awareness of managers (Sonmez Cakir & Adiguzel, 2020). Internal factors such as job levels, skills, performance, employee skills, rules and motivation regarding organizational objects (Bayle & Robinson, 2008) management of a sports club requires several personnel needed in order to achieve the club's stated goals and personnel management aims to obtain employees who are competent and able to provide the means so that they can function optimally.

1. Management is a group of people who are given the task of running the organization. It is the management who will later be responsible for the progress of the organization. The procedures for selecting administrators and their detailed duties are already contained in the AD/ART. It is also necessary to provide guidance to these administrators so that they can become administrators who are responsible for their duties. And there are many more elements in the organization such as training, members, facilities and infrastructure and so on.
2. Efforts to provide facilities and infrastructure for fostering achievements both at the national and regional levels, are an integral part of success coaching or improving the quality of sports achievements. Therefore, the development, provision and development of facilities and infrastructure for sports achievements need attention.
3. Funding is the provision of assistance in the form of money kept in cash. Funding is always associated with all activities in the activities to be done. Funding can be obtained from various sources desired through cooperation between agencies that need each other, both services and goods.

It is noticed that every organization faces a situation of limitations in carrying out its activities, be it limited human resources, funds, infrastructure or others. While on the other hand the wheels of the organization must keep moving. Within these limitations, management is needed to act as a driving force in the organization. In the above study, the researcher wants to conduct a research study to explore in depth the management carried out from the management process, program activities, funding, facilities and infrastructure, so that the club can survive and have existence and achievements in the National and International arena to date.

## **Materials and Methods**

The method used in this research is descriptive qualitative method. Through the (Taylor et al., 2016) in quality method is a research procedure that produces descriptive data in the form of written or spoken words of people and observable behavior. Data collection techniques used are interviews, observation and documentation while the research subjects are trainers, administrators and athletes. Observation is a conscious effort to collect data that is carried out systematically, with standardized procedures.

The observation method used in this study is an observation method that applies systematic observation, which is held by observers using guidelines as a research instrument. The interview method is a way of collecting data through extracting data (Sugiyono, 2017) or answers from respondents directly or face to face (Lindhjem & Navrud, 2011). In practice, the researchers used the direct interview method, namely the data collection method by using interviews as a tool. The documentation method is a data collection method that is not directly aimed at research subjects, but through documents, where the documents used can be in the form of notes, transcripts, books, newspapers, magazines, inscriptions, meeting minutes, agendas, and other documents. comes from recordings/videos and digital camera photos that are immortalized as research evidence (Hidayat et al., 2014). The following are the activities carried out in analyzing the data in this study, namely: data reduction, data presentation (data display), conclusion drawing (verification/conclusion drawing) (Muslimin & Hidayat, 2017).

## **Results**

Achieving maximum performance requires efforts and steps that must be carried out in a planned and sustainable manner, including making breakthroughs or innovations that are carried out effectively. Sriwijaya FC is a forum for football players to develop their potential and career as professional footballers. The management of the Sriwijaya FC football club consisted of planning, organizing, leadership, implementation, supervision and evaluation obtained in this study. Analysis of the results of the research will describe the results of research at the Sriwijaya FC Club. The results of observation surveys and interviews conducted by researchers obtained the following results:

### **1. Resource Management**

Resources in a management requires human resources. The role of human resources in helping to create an organizational competitive advantage seems to have been believed by management practitioners. Human resources in an organization can be a very significant source of competitive advantage. The function of human resources is to provide satisfactory and effective work power in a sports organization (Harsuki, 2013).

Sriwijaya FC Football Club is achievement oriented and solely to compete in developing the sport of football in Indonesia. Thus, the management of the Sriwijaya FC club management is categorized as good. Among other things: 1) the existence of an organizational structure that has been formed and already has AD/ADRT, a clear vision and mission 2.) has clear goals, 3) clear division of tasks within the management itself, 4) establishment of good communication among administrators, 5) prioritizing consensus deliberations, 6) having innovation and alternative solutions, 7) transparency, objective and comprehensiveness, 8) mutual motivation, 9) having a unity of command.

2) Sriwijaya FC football club has good facilities and infrastructure. This can be seen from having a separate secretariat building for club management. The building currently occupied is a building that has been purchased by management as the secretariat of the board and is also used as a gallery for selling club merchandise and jerseys for players and supporters. In addition, owned facilities and infrastructure are inventory ownership and lease. Only a few were bought by themselves from the Sriwijaya FC club funds. Management of facilities and infrastructure for the club, namely inventory maintenance and rental. Management is the activity of using, organizing, managing, and recording goods.

Apart from that, a list of items belonging to the Sriwijaya FC club was also carried out. The list is entered into one inventory list. Facilities and infrastructure management activities include caring for, maintaining, and storing goods in accordance with the types of goods. This is done so that the inventory items become durable and long lasting. Management is carried out by some club employees and partly by the Sriwijaya FC club management who have been responsible for carrying out maintenance such as cleaning and maintenance of a lat. In addition, facilities and infrastructure management activities are carried out to maintain and create administrative procedures, as well as parties involved in the utilization and maintenance of these goods. This includes members, instructors/coaches, and all organizational administrators at the Sriwijaya FC club. Based on data on the facilities and infrastructure of the Sriwijaya FC club, it is included in the medium category, including being sufficient and moving program activities, including: 1) There are already facilities and infrastructure to support club training and operations, although some are still rented 2) Management is carried out by officers in their respective fields 3) There are alternative solutions in procuring training support facilities. 4) Economically realistic. 5) Coordinated with workflow. 6) Be motivated and be innovative in its movement. 7) There is a unity of command in carrying out activities. 8) Efficiency and effectiveness in terms of procurement and maintenance of infrastructure.

3) Financial Management of the Sriwijaya FC Club is quite well-established, the club's funding sources come from sponsors, jersey sales, merchandise, and match ticket sales. The cash collected is used for

administrator salaries, rental of facilities and infrastructure, coach salaries, player salaries, as well as for accommodation and transportation in participating in league matches. Managers, coaches and players have received salaries in accordance with the terms of the contract value. The financial management of the Sriwijaya FC club is well structured, only I still have a budget deficit because the ratio between income and expenses is sometimes still not balanced so the management must be in debt. Based on the description in the field, the funding management for the Sriwijaya FC Club includes the criteria of "Good", including: 1) There are efforts to seek funding opportunities, most of the funds received are from proposals from sponsorship parties, 2) the use of funds is kept as small as possible, only for very urgent needs only, 3) clear bookkeeping of funds, 4) economically realistic, use only for urgent needs, 5) efficiency and realistic use, 6) transparency of funds as a whole, 7) focus on primary needs, 8) evaluation of the use of funds through meeting.

**Table 1. Management Achievement Indicators**

MANAGEMENT ACHIEVEMENT INDICATORS	
Planning	Organizing
1. Define goals	1. Directional goals
2. Look for opportunities	2. Easy to understand
3. Efficient and effective	3. Acceptable
4. Alternative destination directions	4. Balanced division of tasks
5. Evaluate	5. Harmonious relationship
Actuating	6. Flexible
1. Leads to the goal	Controlling
2. Innovative	1. Timeliness accuracy
3. Motivation	2. Objective and comprehensive transparency
4. Alternative solutions	3. Coordinated organizational workflow
5. Economically realistic	4. Focus on strategic control points
6. Harmony of purpose (cooperation)	5. Perspective and operational
7. Be organizationally realistic	

**Table 2. Club Management Evaluation Matrix Sriwijaya FC South Sumatra**



Resources	Management Functions			
	P	O	A	C
<b>METHODS *</b>				
<b>1. Management</b>				
• Develop Work Plans	√		√	√
• Collaborate with the department	√		√	√
• Consolidate	√		√	√
• Facilitating Organization	√		√	√
• Fight for well-being	√		√	√
• Hold regular meetings	√		√	√
• Organize training camps	√		√	√
• Follow the championship	√		√	√
<b>2. Human Resources</b>				
• Athlete Recruitment	√		√	√
• Recruitment of Trainers and Officials	√		√	√
• Age group Club Development prior to senior	√		√	√
<b>3. Training Programs</b>				
• Demonstration	√	√	√	√
• Guidance	√	√	√	√
• Match Simulation	√	√	√	√
• Physical Exercise and technique	√	√	√	√
<b>4. Facilities &amp; Infrastructure</b>				
• Needs planning	√	√	√	√
• Procurement of training equipment	√	√	√	√
• Tool storage	√	√	√	√
• Inventory	√	√	√	√
• Maintenance	√	√	√	√
• Sarpras Elimination	√	√	√	√
<b>5. Funding</b>				
• Bookkeeping	√	√	√	√
• Operational Report	√	√	√	√
• Budget realization	√	√	√	√
• Cash flow statement	√	√	√	√

Tags: P: Planning O : Organizing A: Actuating C : Controlling

### Discussion

The management in completing their duties as collectors, builders, developers and protectors has been carried out but is not quite optimal. Work done with multiple job procedures will not make the job better in quality, but on the contrary. The management has not thought about what would happen in the future to the progress and development of the football club Sriwijaya FC South Sumatra, so that threats that arise from outside and from the athletes themselves become a frightening specter for the team, instantly able to undermine achievements.

The organizational structure is complete, the duties and responsibilities are in accordance with the competencies, however, there are multiple positions in the implementation of coach, treasurer and infrastructure staff. Not all input suggestions were properly addressed or accepted, and management still felt reluctant to convey them. This is not in accordance with the organizational structure regarding the clarity of the division of tasks, responsibilities and the rights of members.

The management of the Sriwijaya FC South Sumatra club has carried out according to work implementation standards including the vision of containing the goals of developing the Sriwijaya FC South Sumatra club, prioritizing friendship and achievement, mutual support and presenting the best performance for both teams, although there are several programs that have not been fully implemented according to the aim of welfare of the members. Vision-mission, goals, and objectives (context). There must also be a consistent rearrangement of action plans (inputs), various activities (processes), and evaluation of program results (products) (Taylan-De Jesus, 2022) (Stufflebeam, 2003).

In accordance with the procedure system/method of implementation. Managers can create systems, and work systems that regulate the job description of each administrator. (There is a Job Description and Conditions). The system works at the right time and in the right way. (Analysis of the needs of training and

matches are carried out in a timely manner and according to the budget requirements during the activities). Very innovative, immediately changes the way of work when there is an urgent and very necessary need, it is proven that the need for tools, the budget related to activities can be accommodated at that time).

The quality and achievement of work targets are in accordance with the results. Administration of athletes, administrators, coaches all related to correspondence on time, exact content and accurate to the purpose. Letters of accountability for fund reports, correspondence are made simply, in detail and clearly. Athlete's license on campus or administrator's license at the agency for matches on time. The match proposal was well received by the donor. Members feel satisfied, all activities run well, facilities are fulfilled, athletes, administrators and

coaches enjoy the results of the management's work such as purchasing costumes, consumption, medical and others.

Based on (Hamil et al., 2010) in his journal explained that the governance model at FC Barcelona seems to indicate that the relationship between member democracy, commercial strategy, corporate social responsibility, and sporting success is symbiotic; the success of each strategic aspect depends in part on the success of other strategic aspects and as such, it is not unreasonable to suggest that areas of strategic activity feed off of each other and work together to help drive the progress of a football club. administrators must consistently analyze and observe program efficiency and ensure that program results are achieved and well understood by board members (Taylan-De Jesus, 2022).

of infrastructure. This is because it is considered by the officers that they know a lot about what actions should be taken before and after the match, on the other hand, there is a lack of management resources for the Sarpras officers, which results in their duties as athletes not being carried out properly. Not planning shows that there has been no serious action to organize infrastructure according to the SOP. Maintenance activities are not scheduled but adjust to the situation and conditions that occur in these infrastructure facilities. Without using well-conceived planning, it will only result in irregularities in carrying out the work. In this case it is important to carry out periodic monitoring and scheduling to ensure the condition of infrastructure facilities.

Infrastructure officers are not involved in planning the budget for equipment procurement. Planning for budgeting for infrastructure facilities has been carried out by the chairman himself, and the officers only conveyed the lack of tools apart from the information provided by the infrastructure officers. regardless of what the officer conveyed; the chairman acted alone outside of the information conveyed by the officer. The importance of involving civil servants to help budget funds for spending on equipment will minimize spending beyond what is needed, so that funds can be allocated to other needs.

Researcher found that there was a unity of command to carry out the organization of the match, while the grouping was based on physical involvement, for example the women's committee made award certificates, consumption, and master ceremonies, of course for the men's committee they would get tasks that involved more physical/great energy.

The process of monitoring personal equipment is carried out independently. And for supervising the team's equipment to compete, supervision is the responsibility of the SPR officers. Carry out supervision only by relying on one's own sight and memory from what has been placed in the field, the range is very narrow, while there are more participants from outside. The lack of infrastructure monitoring tools

creates confusion between borrowers and officers. The management has not carried out an inventory of equipment and has not provided blanks for borrowing equipment. The importance of using blanks for borrowing tools makes it easier to check the amount and condition before and after the game, so that this guarantees the return of the goods in good condition.

Transparent and systematic financial management is expected to provide good to the organization, and non-transparent and messy financial management will result in chaos and the end of the organization. Regarding discussing funding for football club Sriwijaya FC South Sumatra, researchers will review more about the financial reports of the use of these funds.

Transparent and systematic financial management is expected to provide good to the organization, and non-transparent and messy financial management will result in chaos and the end of the organization. Regarding discussing funding for football club Sriwijaya FC South Sumatra, researchers will review more about the financial reports of the use of these funds. The Sriwijaya FC South Sumatra club football organization planned at the beginning of the year through an internal meeting which was attended by several key management in Palembang City, South Sumatra Province including the chairman, secretary, treasurer and 3 coaches. Planning is done by compiling a program of activities for the next year. The contents of the subject matter of the meeting discussed budget allocations, expenditure implementation, bookkeeping and reporting.

Based on the report at the internal board meeting, financial reporting by the treasurer, with the amount of money adjusted between income and expenses for this one year by showing evidence of existing receipts and their books, but outside of the internal meeting the treasurer conveyed this to several board members in privacy. Good financial management is very important in managing a football club because money is a crucial resource for clubs to be able to operate effectively and efficiently. Poor financial management can result in large financial losses and can threaten the survival of the club itself.

Great financial performance will show that there is a significant positive relationship between healthy finances and successful sports achievements (Sakinc et al., 2017). A good financial structure allows clubs to manage their debts and financial obligations properly. An evaluation of the financial structure will help clubs to manage their debts and repay their debts effectively. In evaluating the financial management of football clubs, it should be noted that financial management is not only related to financial aspects alone, but also relates to risk management and club business strategy.

Sporting success is symbiotic, the success of each strategic aspect depends in part on the success of other strategic aspects and therefore

each aspect must work together to help propel a football club forward (Hamil et al., 2010). Therefore, the evaluation of financial management must be carried out holistically and involve relevant experts.

### **Conclusion**

Based on the results and data analysis it was concluded that

- (1) The management of the Sriwijaya FC club is concluded to be good. There is clarity of the duties and authorities of each as well as good communication between the management, so that activities can run according to the existing program of activities. The organizational structure used is quite good and meets the criteria of a good club.
- (2) Management of training facilities and infrastructure used by the Sriwijaya FC club is categorized as decent. When viewed from the aspect of quality and quantity of available training equipment, it is very sufficient, it's just that it is still in lease status, like a field. Procurement and maintenance of facilities and infrastructure for training is a shared responsibility. The infrastructure owned is classified as lacking, but these deficiencies can be minimized by alternative training tools.
- (3) Funding Management is categorized as good, the funds obtained by the Sriwijaya FC rice club Al from sponsors, tickets and sales of merchandise, it is just that there is no passive income for the club. The use of funds for the needs of infrastructure, spending on players, as well as funds for participating in competitions is kept to a minimum according to needs, so that cash does not experience a budget deficit. The funding management carried out by the Sriwijaya FC club is classified as moderate.

### **Conflicts of interest**

We state that there were no conflicts of interest in this study

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