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## THE ACHIEVEMENT-DRIVEN COACHING MANAGEMENT OF EARLY-AGE FOOTBALL SPORT AT TUNAS MUDA FOOTBALL SCHOOL IN BENGKULU CITY

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### ABSTRACT

The present study aimed at deeply eliciting information *vis-a-vis* the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu City specifically in terms of planning, organizing, directing, and monitoring. Tunas Muda football school was established in 2009, and its existence has been admitted up to nowadays. Of several football schools in Bengkulu, Tunas Muda Football School was found to be very active and to have lots of achievements at both regional and national level. This study applied a mixed-method approach. The techniques of collecting data in this study were comprised of questionnaire, interview, observation, and documentation. The results revealed that the achievement-driven coaching management undertaken by Tunas Muda football school in Bengkulu especially in the aforementioned four aspects had been running properly. In addition, the statistical data also supported the results, wherein in the management the most protuberant factor was planning with the percentage of 92%, while other factors subsumed organizing with the percentage of 84 %, directing with the percentage of 84%, and monitoring with the percentage of 83%. Those factors were all classified as very good.

**Keywords:** Management, coaching, achievement, athlete, early age, football

## **Introduction**

Football was primarily found in China in the 2<sup>nd</sup> century BC, and it was played by utilizing a ball made of leather and herded by legs. With a ball as the basic tool of the game, football is played by two teams, wherein each team is comprised of eleven players, and the determination of the team formation is handled by each team. In general, the formation *per se* encompasses a goalkeeper, defenders, midfielders and strikers. Each of the players deals with his own task which is in overall set to attain the same aim, namely to defend in order to block the opponents striving to create goals and to make an effort to attack for the sake of creating goals. To date, football has been played by more than 250 million people from a variety of countries. It is the most popular game nowadays.

In Indonesia nowadays, Football becomes the most prevailing sport which gains its increasing popularity amid the societies. The Indonesian football has begun since 1914 when Indonesia was still colonized by the government of Dutch East Indies. On the threshold of its history, the modern Football in Indonesia was begun by the establishment of the Indonesian Football Association (in Indonesian language, commonly abbreviated as PSSI) on the 19<sup>th</sup> of April 1930 in Yogyakarta with Soeratin Sosrosoegondo as the chairman.

All activities pertinent to Indonesian football actually still require special attention and guidance particularly in the effort of either to find qualified new generations or to improve the existing athletes' achievements. This sport, football, is basically not merely done to fill in spare time or simply to make use of the available facilities, but it is in fact more than that. As elucidated by M. Sajoto in Yulianti (2013), there are four basic reasons lying beyond why people do sports in this era. They do sports or exercises as another means of recreation, as associated with the purpose of education, as to gain a certain extent of physical fitness, and as to attain particular goals or achievements. For the sake of achieving good achievements, the effort in a sort of coaching must commence from the early age, and the presence of talented young athletes in this sense potentially determines the success or the quality of optimal achievements in the realm of football sport. The excellent young generations of football athletes truly need the proper processes of coaching guided by scientific insights. Hence, there will conceivably emerge young football athletes at certain ages that are highly potential to pursue maximal achievements.

Fostering football sport indeed requires a couple of vital supporting elements (Ermelinda, 2015). One of the most important elements is the coach's qualification in this context as regards his education relevant to the coaching mastery he handles. An educated coach will ideally understand the detailed cases with respect to coaching strategies and management. A football club will have far greater opportunities to succeed and to attain the prospective achievements compared to the clubs whose coaches have no any educational bases in coaching. In addition, for the sake of an ideal condition, coaching football clubs also requires the availability of books or resources as guidance, curriculum, planned schedules, and so on. Besides being managed, coached, and coordinated in a club, the football athletes can at some point also cope with their training alone. In addition, the quality of the football athletes' physical condition also becomes another element which is of importance to support the expected achievements. In this regard, the physical condition is maintained and improved resting on certain supporting treatments. Accordingly, the football athletes who are incorporated into football training processes must pay

also attention to a number of particular treatments supporting the ideal quality of their physical condition in order to be potential to succeed.

In an effort to manage to generate outstanding athletes, it is needed a good management in the aspects of both the coach and the coaching system. Management is an integral constituent of the overall activities *vis-a-vis* a football club. Management in this sense refers to a means of executing a work program properly in order to conform to the set goals which are prospective. Amid the societies, those who excel and are responsible in certain sports require the presence of effective coaching carried out through the establishment of sport-related organizations alongside other fostering institutions. In Bengkulu, one of the provinces in Sumatera, Indonesia, where this study was conducted, some football clubs or organizations which provide the management and coaching for the early-age athletes have been encountered to exist and develop. These organizations are commonly called football schools (in Indonesian language generally abbreviated as SSB). Some of them are SSB Tunas muda, SSB Buana Samudra, SSB Harapan, SSB Indonesia Muda, SSB Kota, and SSB Brimob. The major purpose of establishing these football schools is to provide young athletes with adequate guidance so that they can perform optimally.

Of the aforementioned football schools in Bengkulu, Tunas Muda football school is found to be the most active and have very good achievements. Its achievements are manifested in the results of several football competitions at the regional and national level in the last 8 years (2010-2018). To date, Tunas Muda football school in the city of Bengkulu is capable of maintaining its achievements. This phenomenon drives the researchers' interest in probing more deeply into the factors that influence the consistency of Tunas Muda football school achievements especially in terms of the achievement-driven coaching management which is undertaken. According to Manullang (2002), the term management contains three scopes of definition. They extend to management as a process, management as a collection of people who do the managing activities, and management as a sort of art. With respect to the elements of management factors in this context, the present study makes use of the previous study findings which address the same focus in terms of coaching management in the field of sports. One of the insights related to management factors is absorbed from the study conducted by Sriyani (2001) on the management of Persaudaraan Hati Terate Martial Art (Pencak Silat) institute in the city of Sragen, Indonesia. The results of this study reveal that the elements of management factors are composed of planning, organizing, directing, and controlling. In the studied martial art institute, her study found that the factor of planning is represented by the percentage of 76% (good category); the factor of organizing is signified by 80% (good category); the factor of directing is indicated by 65.7% (enough category); and the factor of controlling is represented by 70% (enough category). Subsequently, the other study conducted by Khabibiyi (2015) on the management of PERSPA Football Club (Pacitan Football Association) views the management factors from a couple of aspects such as planning, organizing, mobilizing, and monitoring. The abovementioned studies have basically given information that the role of management in coaching programs within a sport institute, club, or school is of paramount importance. Thus, the researchers are interested in conducting a study on the achievement-driven management of early-age football sport at Tunas Muda football school in Bengkulu City. Drawing on the insights from the prior studies, the present study is conducted resting on the following objective:

1. To describe the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu in terms of the management factors comprised of planning, organizing, directing, and monitoring.

## **Materials and Method**

This study employed a mixed-method approach to gain a clear qualitative depiction and to conduct a quantitative analysis for the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu City specifically in terms of the management factors, namely planning, organizing, directing, and monitoring. The overall processes of this study method are in line with the general phases of a study conduction as mentioned by Sutedi (2009) in that they entail the a handful of activities starting out from planning, collecting data, processing data, to verifying conclusion as the last stage.

### **Time, place, and population of the study**

This study was started out from June 2018 to January 2019. This study was conducted at Tunas Muda football school located at RE. Martadinata street, RT: 39, RW: 07, Pagar Dewa Village, Selebar, Bengkulu City. The overall population of this study was 116 people. They consisted of 16 people representing all related parties in the club or football school management, and 100 people representing all young athletes coached in Tunas Muda football school.

### **Samples for qualitative data**

In association with the study sample, it is defined as a part of the number and characteristic of a population (Sugiyono, 2013). In addition, according to Raharja (2017), if the study being executed is a descriptive one, the size of sample should be at least 10% of the entire population. In the context of this study, the samples, in the aspect of soliciting the qualitative data, were selected using purposive sampling technique. Arikunto (2010) elucidates that purposive sampling is not undertaken by means of taking the subjects resting on stratification, randomization, or certain assigned areas, but in a way dependent upon particular purposes or criteria. In another publication, Sugiyono (2013) explains that purposive sampling is a technique of sample selection which is enacted on the basis of particular considerations. It means that each subject from a population is intentionally taken on the basis of certain purposes or considerations. The purposes and considerations lying beyond the process of subject or sample selection in this study are referential to the criteria that the subjects or samples are skillful at playing football and they have previously been involved in football competitions. The number of subjects engaged in this study was 6 persons. They included 2 persons as the representative of the management team of Tunas Muda football school, and 4 persons as the representative of the young athletes or students coached in Tunas Muda football school.

### **Samples for quantitative data**

With regard to collecting the quantitative data, the samples in this study were selected using random sampling technique. In accordance with Sugiyono (2013), random sampling is a technique of sample selection whereby all individuals in a population are given the same opportunities to be chosen as sample members. Concerning with random sampling, the samples in this study consisted of 40 young athletes randomly taken from 100 students coached in Tunas Muda football school. Of the 40 young athletes, each of the 10 people represented a diverse range of ages.

### Techniques of collecting data

This study utilized interviews, observation, and documentation as the constituents of qualitative data collection techniques. The work of these techniques was to systematically portray the facts, situation, variables, and the occurring phenomena *vis-a-vis* the achievement-driven coaching management of early-age football sport at Tunas Muda football school especially in the aspects of planning, organizing, directing, and monitoring. Furthermore, this study employed a structured questionnaire as the technique of soliciting the quantitative data. Questionnaire refers to a technique of data collection applied by providing a set of written questions or statements to the respondents as the answer options (Sugiyono, 2011). In the process of making a proper set of questionnaire, the researchers searched for some references which were further adopted. Some of the references were the questionnaires used by the previous studies whose foci were aligned with the present study. Nonetheless, the prior study questionnaires as such were only positioned as the referential examples. The data garnered from questionnaire in this study were functional for supporting the gained qualitative data.

Before this study was conducted, in order to know whether the items of questionnaire were valid or not, the researchers had conducted a kind of try-out to a handful of young athletes or students in Tunas Muda football school wherein they were not incorporated into the samples or subjects in this study. Another process of validation was the content validity in which the researchers engaged some related experts to check and help correct each of the formulated items in the questionnaire. For the sake of attaining sufficient degree of instrument validity, the following statistical formula of product moment correlation was used.

$$r_{xy} = \frac{N \sum XY (\sum X) (\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum Y^2 - (\sum Y)^2\}}}$$

Source: Arikunto (2007)

Notes:

$r_{xy}$  : Validity coefficient

N : The number of subjects

X : The comparative value

Y : The value of instrument whose validity will be searched

Continuously, in an effort to pursue the instrument reliability, the formula employed is as follows:

$$r_{11} = \left[ \frac{k}{(k-1)} \right] \left[ 1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right]$$

Source: Arikunto (2007)

Notes

$r_{11}$  : Instrument reliability

k : The number of items

$\sum \sigma_b^2$  : The number of item variance

$\sigma_t^2$  : The total of variance

### Technique of data analysis

The qualitative data were analyzed through four steps that fell into data collection, data condensation, data display, and drawing conclusion (Miles, Huberman & Saldana, 2014). In addition, the quantitative data in this study were analyzed by using the analysis technique of descriptive quantitative data. The descriptive statistical calculation used percentage statistical description inasmuch as what is included in descriptive statistics refers to the data display in the form of table, graphic, diagram, circle, pictogram, the calculation of means, mode, and median, the calculation of deciles and percentiles, the calculation of data spread or distribution such as average, standard deviation, and percentage (Sugiyono, 2013). The present study only made use of the percentage descriptive statistics because the function of quantitative data in this regard was as additional to strengthen the qualitative data. The formula used is as follows (Sudijono, 2006):

$$P = \frac{F}{N} \times 100\%$$

Notes:

P = The percentage which is searched (relative frequency)

F = Frequency

N = The number of respondents

According to Sudjiono (2006: 186), in order to determine the score criteria using norm-referenced assessment (NRA) within the modified scales, they can be viewed in the following table 1:

Table 1. Scoring Norms

No.	Interval	Category
1	$X > M + 1,5 SD$	Very good
2	$M + 0,5 SD < X \leq M + 1,5 SD$	Good
3	$M - 0,5 SD < X \leq M + 0,5 SD$	Enough
4	$M - 1,5 SD < X \leq M - 0,5 SD$	Bad
5	$X \leq M - 1,5 SD$	Very bad

Notes:

M : The average score (*Mean*)

X : Score

S : Standard deviation

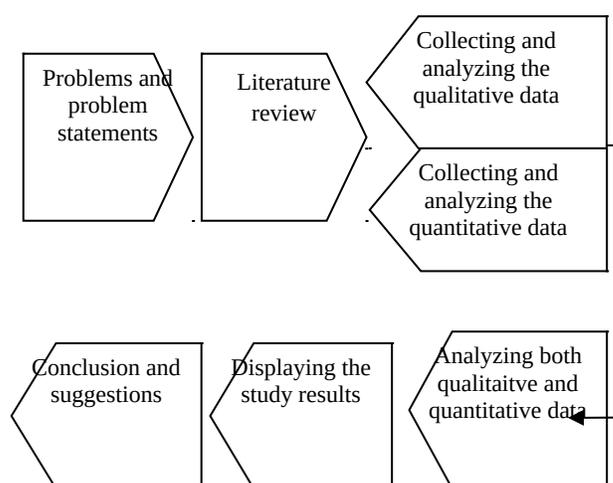
To determine the categories in scoring the study result resting upon the conversion criteria, in accordance with Arikunto (2007), the data were interpreted into five levels of category. They are as follows:

Table 2. The levels of category

No	Interval	Category
1	81% – 100%	Very good
2	61% – 80%	Good
3	41% – 60%	Enough
4	21% – 40%	Bad
5	0% – 20%	Very bad

Source: Arikunto (2007)

This study was carried out based on sequential exploratory design whose processes can be seen in the following figure:



**Figure 5.** A mixed-method approach based upon concurrent embedded model; the qualitative method as the primary method (Sugiyono, 2011).

## Results

Tunas Muda football school of Bengkulu has been established since 2009, precisely on the 19<sup>th</sup> of July 2009. This point is based on the notarial deed number 75 regarding the management board. As legitimized, Tunas Muda football school is based upon its general chairman’s decree number: 002/SK/IV/SSB-TMB/2014. To date, the number of young athletes or students in this football school is about 110 students.

The condition of management at Tunas Muda football school in Bengkulu had been working ideally because other than having a good organization structure it had also possessed both long-term and short-term working programs. Besides, all of the parties had carried out their major tasks and functions as they were in charge of.

## The achievement-driven coaching management of Tunas Muda football school in Bengkulu

### The management in terms of planning

Based on the result of interview with the coach, the coach assistant, and the young athletes as regards the aspects of setting the organization program, planning the training program, and funding in the management, it could be summarized that planning the training program ran

successfully as well as in line with what was set by the management related parties. In addition, the financial support for the management was gained from the training fees as well as from permanent donors such as young athletes' parents and sponsorship encouraged by those who loved football. Albeit still categorized into minimal or less funding, Tunas Muda football school could attain good achievements.

### **The management in terms of organizing**

Based on the result of interview and observation concerning with the aspects of organizing and developing Tunas Muda football school, it could be summarized that organizing and developing had been running well and systematically. This point was proven by one of the management activities which routinely held a meeting of coordination in order to discuss the occurring problems faced by Tunas Muda football school. In addition, all related parties ideally held their occupations conforming to the tasks and responsibilities on account of the given structure of organization at Tunas Muda football school. Corresponding to facilities and infrastructure, which were basically a part of the management and player aspect and whose funding source was derived from training fees, according to some respondents, they still needed improvement and supports from the government.

### **The management in terms of directing**

Discerned from the aspect of directing whose orientation was more inclined to the sense of empowerment, Tunas Muda football school organization empowerment had been working well where the head, administrators, coach, and young athletes worked depending on their respective functions. The program of young athlete recruitment was carried out by means of monitoring those having potential talents, and as the other way, those who were the candidates of young athletes or students enrolled to join the Tunas Muda football school by fulfilling the given requirements. Besides, the coach had been capable of properly directing the team on the basis of their age levels. The coach even continuously helped facilitate the young athletes' development with at some point awarding them specifically for those having an increasing development in the range of every three months. For instance, the coach awarded them a gift in the form of shoes. Furthermore, the coach consistently reported the results of coaching and training programs.

### **The management in terms of monitoring**

Anchored in the result of observation and interview concerning with the aspects of work program evaluation at Tunas Muda football school, execution time, and obstacles, it can be summarized that the coaching program of Tunas Muda football school always did an evaluation of the work program either directly or indirectly, and the management was also realized by providing students' reports as schools commonly did. In addition, the execution of coaching and training program was done three times a week, and it was given to young athletes or students based on their age levels. The young athletes never complained about the given coaching and training program. The coach was even friendly and humorous so that the young athletes did not feel board, and they even felt excited about dealing with the given coaching and training program. On the other side, with respect to the obstacles or difficulties faced by Tunas Muda football school, this aspect inclined to be about the lack of funding and governmental supports. Notwithstanding, Tunas Muda football school could cope with such obstacles by discussing with the young athletes' parents as well as engaging them to cooperate in solving such obstacles so that the young athletes could keep actively doing their training program as well as attaining good achievements.

### Data description of the study results

The data description of the study results in this sense was intended to know in the statistics sense about the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu based on the aspects of planning, organizing, directing, and controlling, wherein the data were revealed from 56 questionnaire statements oriented towards the aforementioned four aspects. The data analysis resulted in the minimum score of 145, the maximum score of 205, the average or mean score of 190.78, and the standard of deviation of 9.353. The complete results can be viewed in the following table 3:

**Table 3.** Descriptive statistics of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu

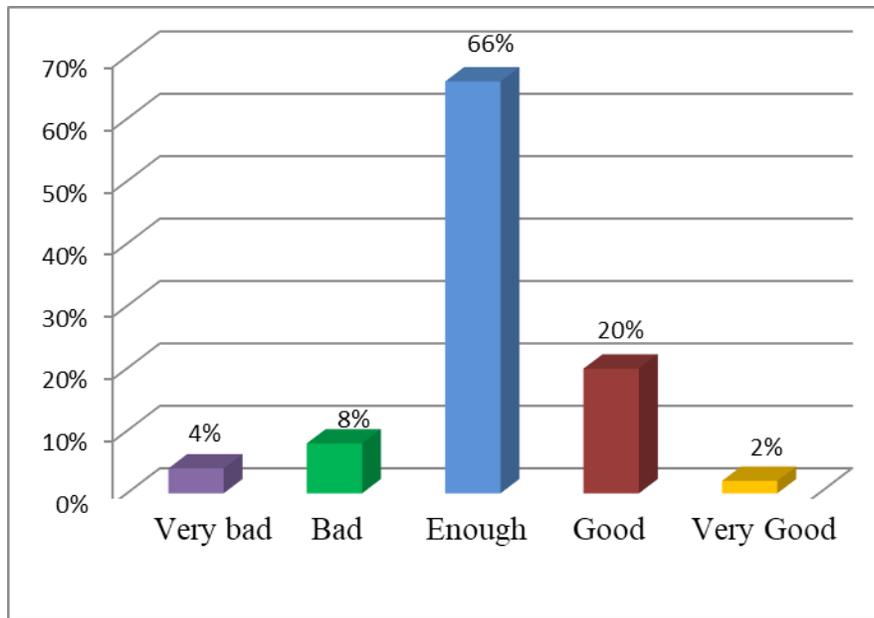
Statistics	
<i>N</i>	50
<i>Mean</i>	190,78
<i>Median</i>	191
<i>Mode</i>	189
<i>Std. Deviation</i>	9,35313982
<i>Minimum</i>	145
<i>Maximum</i>	205

If displayed in the form of frequency distribution, the data of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu can be seen in the following table 4:

**Table 4.** The frequency distribution of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu

No.	Interval	Classification	Frequency	%
1.	$X > 204,8$	Very good	1	2 %
2.	$195,5 < X \leq 204,8$	Good	10	20 %
3.	$186,1 < X \leq 195,5$	Enough	33	66 %
4.	$176,8 < X \leq 186,1$	Bad	4	8 %
5.	$X \leq 176,8$	Very Bad	2	4 %
Total			50	100 %

If displayed in the form of graph, the data *vis-a-vis* the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu can be seen in the following graph.



**Graph 1.** The graph of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu

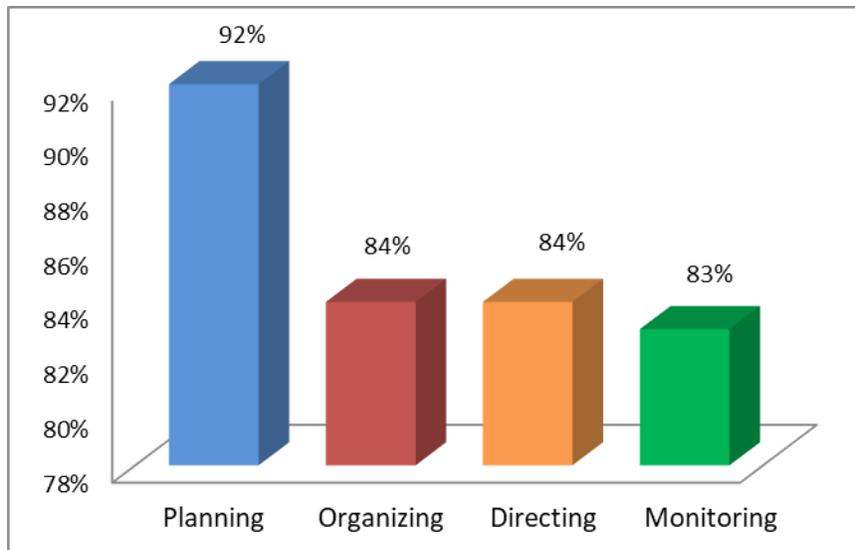
Both table 4 and graph 1 above manifest that the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu is classified into a very good category as represented by 2%, a good category as signified by 20%, enough category as indicated by 66%, a bad category as represented by 8%, and a very bad category as signified by 4%. The obtained average score is 190.78, whereby it draws on that the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu is categorized as enough.

In detail, the percentages of the achievement-driven coaching management according to the factors composed of planning, organizing, directing, and monitoring are displayed in the following table 5.

**Table 5.** The percentages of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu

Factors	Real scores	Maximum scores	Percentages (%)	Categories
Planning	1841	2000	92%	Very good
Organizing	2534	3000	84%	Very good
Directing	1844	2200	84%	Very good
Monitoring	3320	4000	83%	Very good

If displayed in the form of bar chart, the factors-based percentages of the achievement-driven coaching management can be seen as follows:



**Graph 2.** The bar chart of the percentages of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu

Table 5 and graph 2 above explain that the percentages of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu indicate 92% for planning factor, and it is categorized as very good; 84% for organizing factor, and it is classified as very good; 84% for directing factor, and it is categorized as very good; and 83% for controlling factor, and it is also classified as very good.

## Discussion

The present study aims at knowing the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu city based on the factors which are comprised of planning, organizing, directing, and monitoring. The result of interviews with the coach and young athletes or students as well as direct observations conducted by the researchers show that the achievement-driven coaching management is good. This is also proven by the documentation of the certificates of merit, coach certificates, and other supporting documents.

From the analysis results, the data manifest that the achievement-driven coaching management has in overall fallen into the very good category. The most protuberant factor is planning with the percentage of 92%, whereas other factors refer to organizing with the percentage of 84%, directing with the percentage of 84%, and monitoring with the percentage of 83%. Those factors are all in the very good category.

## Conclusion

Resting on the obtained data functioned as the main reference for analyzing the problems associated with the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu specifically in terms of planning, organizing, directing, and monitoring; the ideal conclusion is verified as the following details.

Discerned from the planning factor, the implementation of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu is included in the very good category. The achievement-driven coaching management has careful planning. Anytime Tunas Muda football school will do something or take part in a competition,

there is always held a meeting with both the members of management and young athletes' parents.

As regards the organizing factor, the implementation of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu is categorized as very good. The organizational structure of Tunas Muda football school has been well-arranged and complete in that it entails the chairman, vice chairman, secretary, treasurer, coach as well as the assistants, and also other sectional parties.

Viewed from the directing factor, the implementation of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu has fallen into a very good category. The process of directing is provided in the management of Tunas Muda football school to motivate each member in order to be willing to work as well as possible for the sake of attaining the expected goals.

Appertaining to the monitoring factor, the implementation of the achievement-driven coaching management of early-age football sport at Tunas Muda football school in Bengkulu is also classified into a very good category. In an effort to control so that the implementation can run appropriately in accordance with the plan, and to ascertain whether the organization's goals or targets are achieved, the management of Tunas Muda football school always carries out supervision by means of conducting evaluations. The young athletes' development is always monitored in every training program. In the context of obstacles, they concern with the problems of funding. The financial needs are only supported from the training fees paid by the students or young athletes in each time of doing the training program and from some of young athletes' parents as the donors. In the meantime, funding from the government has not been sufficiently given, or it can at some degree be said to have no adequate contribution from the government. However, the management of Tunas Muda football school is adequately capable of overcoming the obstacles as such so that the organization continuously runs well.

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