

Implementation Plan, Organize, Act, and Control In the Management of Sports Facilities Pesantenan Pati Regency

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ABSTRACT

This study aims to describe the management functions of Plan, Organize, Act, and Control (POAC), constraints, and user responses to the management of sports halls (GOR) Pesantenan Pati Regency. Approach Qualitative research was used with the aim of managing GOR Pesantenan facilities and their respondents are managers, coaches, and athletes. The data source sample was selected by purposive and snowball sampling, with data collection through observation, interviews, and documentation, then analyzed using theory Miles and Huberman. The results showed that the function of planning (Planning) on the management GOR Pesantenan Pati Regency is not mature and not good enough, while the function of organizing (organizing) has been done well. The actuating function is not good, while the function control has been running well. Constraints in some damage to the facility requires repair and maintenance, while the challenges faced are GOR specifications still versatile. User response shows the number of complaints about damage to the facility sport that needs improvement. In conclusion, the management of GOR Pesantenan in Pati Regency is necessary improve planning and actuation functions, as well as improve maintenance on sports facilities can meet the needs of users and provide better service. This research can be reference for the development of sports facility management in other areas.

Keywords: Management sports facilities, constraints, challenges, user

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INTRODUCTION

Sports facilities are one of the important assets for a community or institution. Effective sports facility management can improve sports performance and fitness, and improve the quality of life of community members. Rather, lack management of sports facilities can cause detrimental problems, such as inability to meet sporting requirements, lack of athlete skills, and reduced public participation in sports activities.

Therefore, the management of sports facilities is very important to achieve optimal performance and ensure the sustainability of sports facilities. The management of sports facilities involves a range of activities, including planning, organizing, implementing, and controlling. Planning involves identification of goals, objectives, and resources needed to achieve that performance wanted. Organizing involves setting up resources and organizational structures necessary to achieve the goals of sports facility management. Implementation

involves actions taken to achieve the goals and objectives of the management of sports facilities. Finally, control involves monitoring and measuring the performance of the sports facility to ensure that goals and objectives have been achieved effectively and efficiently.

However, not all sports facility management has succeeded in achieving that performance optimal. Several challenges in the management of sports facilities can cause decreased performance, including a lack of understanding of member needs and expectations community, lack of resources, lack of support from government, and lack management knowledge and skills. To overcome this challenge, it is necessary appropriate management approach. Various opinions regarding the function of management explained by several management figures:

Table 1. Management Functions

No.	Experts/Management	Experts Initiated Management Functions
1.	G.R Terry	Planning, Organizing, Actuating, Controlling.
2.	Jhon F. Mee	Planning, Organizing, Motivating, Controlling.
3.	Louis A. Allen	Leading, Planning, Organizing, Controlling.
4.	Mc Namara	Planning, Programming, Budgetting, System.
5.	Henry Fayol	Planning, Organizing, Commoanding, Coordinating, Controlling.
6.	Harold Koontz & Cyril O'Donnel	Planning, Organizing, staffing, Directing, Controlling.
7.	SP. Siagian	Planning, Organizing, Motivating, Controlling, Evaluation.
8.	Oey Liang Lee	Perencanaan, Pengorganisasian, Pengarahan, Pengkoordinasian, Pengontrolan.
9.	W.H Newman	Planning, Organizing, Assembling, Resources.
10.	Luther Gullick	Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting.
11.	Lyndall F Urwick	Forecasting, Planning, Organizing, Commanding, Coordinating, Controlling.
12.	John D. Millet	Direting, Facilitating.

Source : [Badrudin, \(2015\)](#)

The theory that researchers use in this study as a basis for analysis the management of sports facilities at Pondok Pesantren in Pati Regency is management theory George Robert Terry about the management function known as "POAC", namely: Planning, Organizing Actuating, and Controlling [Terry dkk \(2019\)](#). Researchers use this theory because of George

R. Terry's theory is a theory with a classical perspective that uses administrative principles. Have a management philosophy that focuses on the organization.

According to [Purnama dan Setyawan \(2019\)](#) the management of sports facilities inappropriately can affect the government infrastructure of a region, especially in the field of sport. Therefore, it is necessary to have the role of cooperation from various management parties GOR Pesantenan. Facility management is a major concern and needs improvement periodically due to the limited number of personnel managing the GOR facility. As for some parts that need to be optimized, for example sports equipment that is still limited and cleanliness GOR which has not been well maintained, this is the main highlight for the tenants, thus causing some parties to be reluctant to organize events there ([Yusfi, H., Ani, D., & Ana, D, 2019](#)).

Previous studies conducted by [Adiele dan Morgan \(2018\)](#) show that facilities and equipment are not well maintained, and facilities are not available sufficient storage to cause damage. While [Parnell dkk \(2019\)](#) presented the results of insightful research on the challenges faced by sports facilities community related to savings, depreciation of funds from the central government for local public service. Then, [Susilo \(2019\)](#) research results show that all management functions and planning, organizing, staffing, directing and supervising can be implemented effectively and efficiently. Furthermore, [Nasrulloh dkk \(2020\)](#) emphasized that the results of his research show all the functions of planning, organizing, staff, directing and controlling have been carried out properly. Meanwhile, [Darma \(2020\)](#) the results of his research show that the planning for the WR Supratman Sports Hall has been successful integrated with the vision and mission, namely to improve and develop facilities and sports prasana so that it is more effectively managed properly on the othet research is a program evaluation research using the CIPP method using a qualitative-quantitative approach .

Based on the results of observations and explanations from previous studies related to analysis sports facility management, it can be seen that previous studies were limited to how only function of management and assessment of facilities and infrastructure based on function planning, organizing, staffing, directing, controlling and assessing conformity in managing facilities and equipment at several sports venues. Therefore, researchers see gaps that can be used as material for further research. Further research that meant that in conducting research, researchers try to add constraints and challenges in facility management as well as user response to facility management regional sports arena. Based on the description above, researchers have the opportunity to conducted research entitled "Implementation of POAC (Plan, Organize, Act, and Control) In the Management of Sports Facilities Management of the Regency Islamic Boarding School Sports Building Starch Pati".

METHOD

The method used in this research is qualitative research. Study qualitative results in analytical procedures or other means of quantification, the findings of which are not obtained through statistical procedures or other forms of computation. The data used can in the form of research on life, history, a person's behavior, organizational roles, movements social, or reciprocal relationships. Data analysis is qualitative in nature, which explains and describes the condition of the Pati Regency Pesantenan sports building. Qualitative research has two main purposes, namely to describe and reveal, as well as describe and explained.

Direct observations will be made to obtain a more detailed picture regarding the management of sports facilities at the Pesantenan Sports Building in Pati Regency. An interview with the manager of the sports facility will be conducted to obtain information about their experiences in implementing the POAC management approach and constraints faced in the management of sports facilities. In addition, related documents management of sports facilities, such as financial reports, work plans, and performance evaluations previously, will also be analyzed to complement the data obtained from observation and interview.

This research was conducted for one month from 14 February to 14 March 2022 at the Pesantenan Pati Sports Building (GOR) and DINPORAPAR. Data source on This study was selected purposively and using a snowball sampling technique. Determination sample data is still temporary and will be developed by researchers in the field. Stage Initial data collection is done by selecting people who have authority and influence on the social situation or the object of research. This person can help researchers to obtain access and collect the required data. Respondents who will be interviewed in this research are managers, coaches, or athletes who are GOR users. This research is the facility management of the Pesantenan Sports Building in Pati Regency.

In qualitative research, the main in members of the research team while such as interview guidelines and observation guidelines or the questionnaire is only a research tool. The method that researchers use in data collection is observation, interviews and documentation. The whole technique used to obtain data in the form of a survey of the condition of the pesantren sports building starch district. While the data analysis technique uses Miles' data analysis technique Hiberman namely data reduction, data presentation and drawing conclusions..

RESULTS AND DISCUSSION

Results

Based on the results of the research that the researchers have done, the results of the research are obtained with descriptive form regarding GOR management, constraints and internal challenges managing GOR and user response to facility management at GOR Pesantenan Pati district.

Results of Research on Management of POAC at GOR Pesantenan Pati

a) *Planning*

The results of the research related to the planning function at GOR Pesantenan Pati that planning in GOR Pesantenan Pati do not yet have a well-organized plan by the manager. GOR Pesantenan Pati does not yet have a clear vision and mission have the necessary long-term and short-term planning arrangements to the future. This the researchers got from the statement of the GOR manager revealed that:

“GOR Pesantenan Pati in 2020 until now. No planning yet periodically every year for improvements to GOR Pesantenan Pati, but in year 2021 GOR Pesantenan Pati underwent repairs, the roof was completely dismantled because of the roof there have been many leaks that can cause rotten floors”

b) *Organizing*

In terms of organizing the Pati Pesantenan Sports Arena researchers knowing that GOR Pesantenan Pati has an organizational structure or organization in accordance with the regent's regional regulations. The very existence of an organizational structure This is needed to function as a direction for the duties and responsibilities of each existing parts, so as not to overlap with each other. on function The organization in the Pesantenan Pati GOR researchers got from the party's statement GOR managers disclose that:

"The preparation of the organizational structure at GOR Pesantenan Pati refers to the district head's regulation starch number 12 of 2016 which is for the management of sports facilities under the head of the section the development of achievement sports is only a matter of appointing executors in the field as managers at the Pesantenan Sports Arena plus a cleaning sie. Organizing the Pati District Pesantenan sports arena under the auspices of the Field sports, automatically responsible is the head of the sports field along with staff members sports field."

c) *Actuating*

The results of the research related to the function of actuation at GOR Pesantenan Pati that The driving force in the Pesantenan Pati GOR is still not good. Facilities owned GOR

Pesantenan Pati is still not optimal for all-purpose GOR specifications. Field sports are lacking in mobilizing or directing in order to improve quality building quality. Lack of communication to stakeholders so that all the problems exist the GOR can be realized quickly, there are no deep structured meetings GOR briefing, no comparative study visits with related outside agencies comparison of GOR facilities and their management. In mobilization Through interviews to the manager of the Pesantenan Pati GOR facility, the researcher obtained a statement that reveals that:

“Moving begins by representing the experiential point of view of the response users about things that need to be fixed and constructive suggestions by users. However, the manager does not implement marketing methods through advertising.”

d) Controlling

The results of supervision of GOR Pesantenan Pati have been quite good. Oversight function at GOR Pesantenan Pati is carried out in order to direct a staff/employee along with users to comply with organizational regulations and comply with the regulations in the GOR. So that if there are deviations, corrective action is needed improvement. Supervision includes attendance, work behavior and keeping the situation in check GOR environment thus creating a safe environment. Through interviews with the manager of the Pesantenan Pati GOR facility revealed that:

“Supervision of employee performance in the field has been carried out using two methods way, namely monitoring through CCTV and monitoring to the location directly to employees on duty in the sports hall”

Obstacles and Challenges of GOR Pesantenan Pati

The Pati Regency Islamic Boarding School Sports Building experienced several obstacles in its implementation management. First, the air vent glass is damaged which needs to be repaired. Second, the paint on the spectator stands was starting to peel off and the colors had faded needs rejuvenation. Third, the field line also has problems, there are many parts the paint is peeling off so it looks sketchy. Fourth, the floor surface of the field is lacking maintained, requiring repair. Lastly, there is the problem with windows, is the absence of a trellis which causes the ventilation glass to be unprotected. All problems This problem needs to be overcome so that the Pati Regency Pesantenan Sports Building can still be used well and comfortable for its users.

The challenges faced by managers at the Pati Regency Pesantenan GOR namely: GOR specifications which are still all-purpose GORs. So versatile it is indeed very difficult to be able to use many sports together inadequate, the large number of enthusiasts who must be facilitated with existing building facilities.

Many enthusiasts are difficult to get a schedule. So that can be done in addressing the constraints faced by the manager to communicate every time there is a communication problem from below to ask what data is the obstacle in the field then communicate to the leadership to become a priority in maintenance, communication with the DPU or with other parties that can indeed be budgeted for for GOR maintenance or repair.

User response

The results of the research on user responses through interviews from each branch user sports at the Pesantenan Sports Arena in Pati Regency was carried out by interviews to user responses, so that user statements can be collected through the results interview as follows:

Table 2. Interview Results

No	User Response	User Statement
1.	Gymnastics branch	“Rhythmic gymnastics requires an indoor building big, tall and closed, but in the Sports Arena The Pati District Boarding School for its facilities is still damaged on the air circulation glass. Obstacles for gymnastics rhythmic practice at the Pesantenan Pati Sports Center for the condition of the building when practicing the actual gymnastics must be closed because if there is wind it must be disturbed. To maintain the cleanliness of the toilet cleanliness because every day is always cleaned. Means and artistic gymnastic infrastructure facilitated by Dinporapar”
2.	Volleyball sports	“GOR Pesantenan Pati Regency for volleyball sports still below standard and when used during the day feels very it's hot, the ventilation glass is also damaged a lot, the line is on the volleyball field needs to be repainted because it is not as clear as generally a volleyball court.
3.	Badminton sports	“In the sport of badminton when practicing or playing badminton is still not comfortable because of very wind conditions disturbing when practicing or playing in the GOR. For the lighting in GOR is good and for other facilities it is reasonable”
4.	Futsal sports	“The futsal field at the Pesantenan Pati Sports Center is still open below the national standard, but for the size of the field it is meets the standards, only constrained by field marks such as signs unclear lines and field markings such as penalty kicksthe second one doesn't exist”.
5.	Basketball sports	“The basketball court at the pesantren arena is still below standard national for its supporting facilities must do a lotimprovements to make users feel comfortable before and after exercising”

There are sports facilities at the Pati Pesantenan Arena.

Table 3. Arena Sports Pesantenan Pati

No.	Sports Facilities	Information
1.	Sports field facilities	3 courts for badminton, basketball, volleyball, futsal and gymnastics
2.	Player locker room	Has 2 player locker room
3.	Office space	Has 1 office room
4.	Technician room	Has 1 technician room
5.	Referee room	There isn't any
6.	Waiting room	There isn't any
	Medical room	There isn't any
7.	Generator	There isn't any
8.	Toilet	Has 2 toilet
9.	Sink	Has 4 sink's
10.	Prayer room and place of abulation	It has a place of worship and a place of ablution
11.	Parking yard	The parking area is very large and can accommodate 50 cars
12.	Cctv	Eqquipped with 10 CCTV monitored directly from the office
13.	Electricity	Only use electricity from PLN
14.	Stall	Has 18 Kiosk around GOR

The procedure for using the Pesantenan Pati Sports Center facility is as follows following:

- 1) First, a third party or interested in using the pesantren sports arena must there is a letter from the head of the letter to the head of the dinporapar. In order to be able to discuss the matter of time schedule for the use of the arena whether there are users or not
- 2) Second, due to the Covid pandemic season, you must use a permit from the group covid to get permission from Dinporapar. Because if you don't get a permit from the covid cluster, no permits will be given.

The following is a table of Dinporapar observations.

Tabel 2. Observation Results

No.	Indikator Pengamatan	Keterangan	
		Ya	Tidak
1.	Planning		
	a. Facility Planning		✓
	b. Constraints in Management	✓	
	c. Source of funds	✓	
	d. Complete Facilities	✓	
2.	Organizing		
	a. Membership/Management	✓	
	b. Manager Duties	✓	
3.	Activator		
	a. Complete Facilities	✓	
	b. Promotion of Sports Facilities		✓
	c. Condition of Sports Facilities	✓	
	d. User Complaints	✓	
4.	Supervision		
	a. Fund Management System	✓	
	b. Facility Check	✓	

Discussion

Implementation of Planning Management

According to [Madan & Ramu \(2018\)](#) Planning is a process that includes mapping exactly how to achieve a particular goal or objective. Say, for example, the organization will increase the organization's offering. Meanwhile, Hartani in his book ([Farikhah, 2015](#)) explains that planning is an activity that in the future to achieve certain goals. Planning is a guideline or reference in various organizational activities, considering planning is a reference, then planning is the first step in achieving something goals for the organization itself. Planning should be pursued as well as possible with the hope of being able to simplify every step of work in the future. Planning classified as important for the organization, so the management of GOR Pesantenan Pati must able to make the best possible planning, starting from planning at the level corporate, departmental, or operational.

The conclusion is that GOR Pesantenan Pati still has poor planning to become the center of sports activities in Pati Regency. Because GOR Pesantenan Pati has not have proper planning and lack of good to be the center of sports activities in Pati Regency. Because GOR Pesantenan Pati does not have regular planning every year and GOR Pesantenan Pati does not

have long term planning or short-term. The lack of repair activities and the addition of activity support facilities sport is proven by the many complaints regarding matters related to damage to sports facilities in GOR Pesantenan Pati. Planning submission process It will take some time for the plan to be approved. GOR Pesantenan Pati is a facility owned by the local government, so it requires approval from the local government with an uncertain and short approval period, this is an inhibiting factor in preparing development plans for GOR Pati Boarding School.

Organizing

According to Ogden (2019) the management function consists of various activities that are directly or indirectly related to the allocation of resources in ways that support the achievement of goals and plans developed in the planning function. Meanwhile, according to [Madan & Ramu \(2018\)](#) " Organizing: Is assimilation or organizing plans based on priority. Two important components in organizing is the assignment of work and the granting of authority. ([Acep Irham Gufroni \(2018\)](#)) also argues that Organizing is a process of inter-collaborative activities function in management to achieve goals. This activity seeks to connect people and main tasks and functions to avoid overlapping. This matter in line with the results of the study that the organization in GOR Pesantenan Pati Regency have carried out the organization well because basically with the arrangement the organizational structure in GOR Pesantenan Pati Regency refers to the district head's regional regulations Pati number 12 of 2016 where the management of sports facilities is under the head of the section development of sports achievements, so it only remains to appoint executors in the field as manager at GOR Pesantenan.

So it can be concluded that the organizing function in the Sports Arena Pesantenan has been going well, this can be seen from the division of main tasks and the functions performed by the manager and the existence of coordination between officers or employees and officers with employees as well as officers with tenants. Managers schedule activities and always re-confirm for tenants who will use the Arena Pesantenan Sports so that there are no mistakes between users of sports venues or tenant..

Actuating

According to [Latif & Hidayat \(2018\)](#) Actuating is mobilization and awareness of the basics the work they do, namely towards a predetermined goal, accompanied by providing new motivations, guidance, or direction so that they can realize and arise a willingness to work hard and well. Meanwhile, [Dakhi \(2016\)](#) also argues that actuating is an attempt to realize a plan.

Actuating is giving motivation to move all personnel or resources given the task and authority in order to carry out the task as well as possible good for achieving the goals that have been set (Farikhah, 2015) Akbar, K., Hamdi, H., Kamarudin, L., & Fahrudin, F. (2021). Function mobilization in the management of Pesantenan sports facilities in Pati Regency is carried out to mobilize managers and employees/cleaning officers along with security members, action is needed to direct, guide, communicate and motivating. Managers of sports facilities have given directions to their subordinates and cleaning staff to be able to carry out their respective duties and responsibilities. But in reality, it seems that there are still many sports venues in Pesantenan Pati Regency which is poorly maintained and has not been repaired. While that effort carried out by the management to report to the leadership of the government done for further improvement. The impact of not mobilizing and Facility management can lead to disagreements in communication, maintenance, and direction that should be well coordinated through employees/officers. So that it can result in a lack of cooperation in managing sports halls with Good. Regarding sports building maintenance, it can be done as well as possible if Communication can be maintained properly, starting from officers/employees to leaders the government must take the initiative to understand each other and care about the condition of the venue exercise so that maintenance can be carried out in a structured manner. The conclusion is the mobilization function in GOR Pesantenan Pati has not made any real movement GOR Pesantenan Pati is still experiencing a lot of damage and there is no further improvement carry on. It is hoped that in the future the mobilization can be carried out properly between government that has been assigned to manage the sports venue so that it can be managed best possible through the movers. Supervision.

Controlling

According to Mesnan & Antonius (2019) supervision can be interpreted as a process to carry out what work has been carried out, assess it, and if necessary Correct it with the intention that the execution of the work is in accordance with the original plan. Meanwhile, according to Susanto & Lismadiana (2016), Saputra, F., & Ali, H. (2022). Supervision is a process for carry out what work has been carried out, assess it, and if necessary Correct it with the intention that the execution of the work is in accordance with the plan. In carry out controlling activities, a leader conducts inspections and ensures that the activities carried out are in accordance with the plans that have been set and the goals set want to achieve. Supervision (controlling) is carried out by the sports venue manager at any time in stages starting from the leadership, and sports staff to field officers for Supervise the activities of users of sports venue facilities to

minimize any incidents which is not appropriate. Supervision at GOR Pesantenan Pati has double supervision. The first is to periodically check field facilities sports and supporting facilities at GOR Pesantren, while the second is with there is CCTV. This oversight aims to make the manager aware of the complaints expressed by the tenant so that the manager can immediately report to the relevant local government repair of sports facilities and so that services for users or tenants are satisfied.

The conclusion is that the supervisory function of GOR Pesantenan Pati already has a system good supervision. This is demonstrated by regular monitoring through CCTV camera monitoring system. In addition, GOR Pesantenan Pati also has officers security to oversee the GOR area.

CONCLUSION

Based on the results of research and discussion regarding the implementation of facility management GOR Pesantenan Pati sports: implementation, constraints and challenges can be drawn conclusions as follows:

1. Planning on the management of sports facilities in Pesantenan GOR The starch is immature and not good. It is proven that the GOR managers have not implemented it careful planning and lack of improvement in GOR Pesantenan. Whereas on the organizing function (Organizing) in the management of sports facilities in GOR Pesantenan Pati has been running well. This can be seen from the existence coordination between officers or employees with tenants. for the drive function (Actuating) on the management of sports facilities in GOR Pesantenan Pati still not good, because in fact there are still many tenant complaints regarding ventilation glass the air on the sports arena still has a lot of damage. for function Supervision (Controlling) on the management of sports facilities in GOR Pesantenan Pati has been running well, this is evidenced by the first double surveillance namely carrying out periodic checks of sports field facilities and supporting facilities while the second is with CCTV security.
2. Constraints experienced in managing sports facilities at the Regency Pesantenan GOR Starch, namely the presence of damage to the glass air vents, paint on the spectator stands peeling and the color has faded, the paint on the field lines has peeled off a lot so it looks sketchy, lack of maintenance on the floor surface of the field, as well as not there is a trellis on each window, so the glass is not protected. As for that challenge faced is the GOR specification which is still a multi-purpose GOR.
3. The response of many users of the Pesantenan Pati sports arena is not satisfied because

there are still many complaints of damage to sports facilities that need to be addressed.

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