

Leadership in Sports Organizations: An Overview of Indonesia



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ABSTRACT: This study discusses various leadership approaches that affect organizational performance and human resource development. In this context, the two main approaches analyzed are behavioral and transformational approaches. The behavioral approach focuses on the behavior patterns of leaders which are divided into four systems, ranging from authoritarian exploitation to participative. Meanwhile, the transformational approach emphasizes the ability of leaders to empower their subordinates through changes in values, beliefs, and needs, with the aim of leading the organization towards future success. This study also explores various types of leadership, such as charismatic, paternalistic, militaristic, autocratic, laissez faire, populist, administrative, and democratic, each of which has different characteristics and influences in leading an organization. The concept of effective leadership is considered key to building and maintaining a healthy corporate culture, which in turn can improve overall organizational performance. In the context of sports management, leadership also plays an important role in building character and social skills through sports. The conclusion of this study shows that good leadership can have a positive impact on the organization, by building good relationships between leaders and subordinates and creating a conducive working atmosphere to achieve common goals.

KEYWORDS: Leadership, Behavioral Approach, Transformational Approach, Leadership Type, Sports Management.

I. INTRODUCTION

Leadership has become one of the most debated concepts, but at least not clearly understood in today's study of public and private organizations. (denhardt et al., 2020). An organization or agency can its goal if the people in it can cooperate well in achieving the goal, and the role of the leader is very significant in supporting it to the goal. Officers are one of the important elements that are the backbone of the agency, because the officers are involved in determining the advance of the retreat of an agency. Therefore, in the performance of the duties and responsibilities of the staff required persistence, rigour, competence, ability to perform tasks and other expertise that can generally support the achievement of the goals of the organization. (Yancomala, 2020).

The role of leadership as the controller of an organization and the role of the subordinate as the executor of tasks in achieving the goals of the organization is an inseparable synergy. Especially for members of state/government organizations, they should do their job well in order to give the best to the community. Leadership is the ability to influence a group to a vision or goal. (Robbins & P Stephen, 2011). According to Oemar (2001) someone who occupies a leadership position in the management of an organization has an important role, not only internally for the organization concerned but also in the face of the outside of the organization. These roles are: role as a catalyst, role as an facilitator, problem solver, source connector, and role as communicator.

A leader's leadership style is a set of habits that they use to shape the actions of others around them. There are advantages and disadvantages of each of these approaches. A leader's approach to leadership will be shaped by a unique set of skills and character. (Marzuki, 2022). Leadership is the style of a leader to influence his subordinates to cooperate and work effectively according to his orders. According to Yukl (2005) in addition to characteristics a good leader should have an important influence and role in doing the following: (1) Motivating members to goals (2) Mutual trust and cooperation amongst members (3) Learning and sharing new knowledge among members (4) Organizing work activities (5) Achieving goals and strategies achieved (6) Developing trust and skills among members. Leadership indicators according to Chapman in (Gitosudarmo et al, 1997) are ways of communicating, giving motivation, leadership, decision-making and positive power.

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Being a leader of a sports organization is not an easy job. Some skills must be possessed in order for leadership to succeed because a person's success in leading a sporting organization is determined by the managerial skills he possesses, among others; leadership skills, constructive skills, organizational skills, and financial management skills. It is consistent with what was submitted by: (Mochamad S, 2015), (Ibrahim et al, 2015). (Agus Abdillah, 2013). In addition, a manager must have innovation and have a high commitment to leadership, have pro-innovation characteristics, have organizational ability and be able to run carefully organized. (Larena Hoeber, 2012).

The sport management capacity of a person will indicate the degree of one's success in leading a sporting organization. Because in a sports organization there are many areas that are important parts that must be controlled in order to be used as a tool to a goal. The ultimate goal of sport management is the success of its athletes in participating in the championship both nationally and internationally. As presented by (Agung Nugroho,2010), (Rizaldi,2015), (Setio Nugrho,2016). (Nurul Hidayah,2016) The management theory that supports the success of sports management among others; Planning, Organizing, Coordinating, Motivating, Controlling, Directing, Staffing, Innovation, Representation, Supervising, Communicating, Actuating, Appraising, Commanding, Reporting, Executing, and Budgeting. (Utomo Budi,2015).

II. LITERATURE

LEADERSHIP

Every leader has a different leadership style in his leadership on the organization. Effective leadership style in increasing productivity through situational leadership. According to Miftah Toha (1983) the two codes of duty and relationship behavior that are central to the concept of situational leadership will be explained as follows: (1) duty behaviour is the code of conduct of a leader to regulate and formulate the roles of the members of the group or followers; describes the activities to be done by each member, when to do, where to perform them, and how the task should be achieved.

The concept of leadership is so broad, ranging from definitions to other things that are closely related to leadership. "Leadership is the process by which one individual influences or her group members toward the achievement of defined group or organizational goals" (Kreitner & Kinicki, 2005). (A Robert Baron,2003). According to Mc Shane (2005) leadership is the ability to influence, motivate and enable others to contribute to the effectiveness and success of the organization in which they are members. The Great Person Theory based on A. Robert Baron (2003) is "The View that leader processes special that set them a part from others and that these traits are responsible for their assuming positions of power and authority". From the above definition, the theory of great people is a perspective in which leaders have special qualities that are different from others.

Leadership is a continuous process, with the achievement of one goal being the beginning of a new goal. A leader in an organization or group has a duty to draw their power and influence from sources outside the group, and in most cases, has been given some power to perform tasks, and to give reward and punishment based on performance. Presents can include compliments, real benefits. On the other hand, leaders who don't have the authority to give praise can try to make it by giving praise and compliments and making promises that they can't keep. In performing his functions and roles as a leader, a leader usually applies a style or approach in running the organization he leads. A leader can apply any approach or style that is characteristic of the leader. An effective leader influences followers in order to the desired goal. Differentiated types of leadership can influence the effectiveness or performance of an organization. (Nanjung deswaraswamy, 2014). Therefore, the leadership role in the organization is influenced by the style of leadership it adopts.

III. METHODS

This research belongs to the study of literature by finding the theoretical references corresponding to the phenomena found. The theory references obtained through research through literature studies that are the basis and the main tool for the practice of research in the field. Literature studies are the way used in gathering data or sources related to the theme in research. Studies of literature can be obtained from a variety of sources, journals, documentary books, the Internet and libraries.

IV. DISCOURSE

Leadership styles

The dimensions of leadership style according to Hersey & Blanchard (1995) are as follows: (1) Duty behavior is the extent to which a leader gives instructions to his people: by telling them what to do, when to do it, where to do that, and how to do this. It means that leaders set goals and set their roles. (2) Relational behaviour is the rate to which leaders make two-way relationships with their people: providing support, encouraging psychological suggestions and facilitating behavior. It means the leader actively supports and supports the efforts of his people in the execution of their work.

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Hersey and Blanchard in (Sunyoto, 2012) leadership is any attempt of someone who tries to influence the behavior of a person or group, an attempt to affect this aimed at achieving individual goals, friends' goals, or jointly with organizational goals that may be the same or different. Stoner in (Pasolong, 2010) says that a leadership style is a variety of patterns of behavior preferred by a leader in the process of directing and influencing employees. Sunyoto (2012) argues that a task-oriented leadership style is characterized by (1) a leader giving guidance to subordinates, (2) a leader strictly overseeing the performance of official duties. Indicators of leadership style are: (a) preparing a work plan, (b) providing guidance to staff, (c) monitoring the performance of staff duties, (d) motivating the subordinate, (e) involving subordinates in decision-making, (f) developing friendly relationships. As for the diversity of leadership style is;

1) Continuous leadership style

There are seven models of decision-making styles by leaders. These seven models are still in the framework of the two authoritarian and democratic styles he pocketed. The seventh model of decision of the leader is described as follows: (1) The leader makes a decision and then announces it to his subordinates. From this model it is seen that the authority used by the superior is too much while the area of freedom of the inferior is very narrow. (2) The leader sells decisions. In this case the leader still appears to use much of the authority he has, so exactly with the first model. The bottom here hasn't been much involved in decision-making. (3) The leader gives thoughts or ideas and invites questions. In this model, leaders have already shown progress, because mutatis the use of authority funds gives an opportunity to subordinates to raise questions. The bottom is a little involved in decision-making. (4) The leader gives a temporary decision that is susceptible to change. The subordinates have begun to be much involved in decision-making, while the authority of the leader has started to be reduced in its use. (5) The leader asks questions, asks for advice and makes decisions. The model is clear, the leadership authority is used as little as possible, instead the freedom of subjection in participating in decision-making has been used a lot.

2) The Grid Managerial Style According to Blake and Mouton,

There are four styles of leadership that are grouped as extreme, while the others are only one that is said to be in the middle of these extreme styles. As far as the style is concerned, (1) At Grid 1.1, the manager makes very little effort to think about the people who work with him, and the production that his organization is supposed to produce. In carrying out the duties of the manager in this grid considers himself as an intermediary who only communicates information from the superior to the inferior. (2) On Grid 9.9, the manager has a high sense of responsibility to think about both the production and the people who work with it. He tries to plan all his ventures with his dedication to the production and fate of the people working in his organization in mind. The manager who belongs to this grid can be said to be a "team manager" who rill (the real team manager). Manger blends the production needs with the needs of the peasants individually. (3) On Grid 1.9, the leadership style of this manager is to have a high sense of responsibility to always think of the people who work in his organization. But he's thinking about low production. Managers of this kind are often called club leaders. (the country club management). This manager is trying to create an environment where everyone can work relaxed, friendly, and happy in their organization. In an atmosphere like this, no one wants to think about coordinating efforts to the goals of the organization. (4) In Grid 9.1, managers are sometimes referred to as managers who carry out their duties autocratically. (autocratic task managers). This type of manager just wants to think about the effort to improve the efficiency of the execution of work, has no or only little sense of responsibility on the people who work in his organization. More than that, more outstanding his autocratic style of leadership, (Thoha; 2010).

Concept of leadership approach

Speaking of the topics of leadership, very often we hear about the concepts of Western leadership approaches, such as charismatic leadership; transformational leadership: transactional leadership. Behavioral Approach; and other leadership concepts.

Charismatic Leadership Approach

Charismatic leadership is leadership that assumes that charisma is the individual characteristic of a leader, which can distinguish him from other leaders, especially in terms of implications for the inspiration, acceptance, and support of the subordinates. (Griffin, 2016,; Sule & Saefullah, 2013,). This charismatic leadership has been running since ancient Greece. Charismatic leadership analysis. Then Robert House in Fred Luthan (1998) stated the characteristics of charismatic leadership are: 8 (1) Have confidence and confidence in followers; (2) High expectations for follower; (3) Have an ideological vision; (4) Have a common vision and mission with a leader; (5) Have extreme loyalty and trust in the leader; (6) Have a race to follow the system of values and behaviour of a leadership; (7) Relating to a leader is self-esteem; (8) Charismatic leaders have great debating and persuasive abilities, attitudes, and behaviors that can influence their followers.

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Characteristic Leadership Approach

Leaders and non-leaders can be examined by identifying their leadership traits. This psychological approach, based on the general recognition that individual attitudes are based on personality structures. This approach describes a characteristic of a leader: having physical strength and hospitality. Leaders have a high level of intelligence. There are personality traits that can be seen that have a positive relationship with the leadership attitude and have a high relationship: popularity, authenticity, adaptability, ambition, persistence, social status, economic status, ability to communicate. Although the criteria of leadership have not been fully determined by the experts, there are a number of personality qualities that leaders should possess; (Andy Undap, 1989) among them: (1) extensive general education, having the ability to develop leadership skills; (2) mental maturity, which can be seen in emotional stability, not easily offended and angry; (3) curiosity, creative thinking and innovative; (4) analytical ability, able to analyze the symptoms of information available; (5) integrative, integrated personality and not plin-plin (plin-plin) by any party; (6) communication skills, capable of communicating with others; (7) rational and objective, healthy thinking; not choosing love & non-emotional; (8) simplicity, showing simplicities and working efficiently; (9) nature of courage, having courage in making fair decisions.

Behavioral Approach

This approach can be reviewed on the model of leadership behavior that influences its employees. This leadership behavior can be centered on duty or on employee relationships. Rensis Likert developed leadership theory on two dimensions, task orientation and subordinate orientation, which is described as four levels of leadership effectiveness patterns. According to this theory, leadership encompasses four systems: (1) Exploitative authoritative, no trust in the subordinate and always using threats on the employee; (2) Benevolent authoritative, there is communication but only a few; (3) Consultative, the decision-making process for important things remains in the hands of the leader but trust is the basis of communication; (4) Participative, is an ideal system and there is full trust of the direct superiors. Communications are very open, relationships between employees are smooth, and the company's condition always looks healthy and fresh.

Transformational approach

A transformational leader is a leader's ability to empower people to be able to adapt to the environment for future success. (Sule & Saefullah, 2013). Charismatic leaders can make a shift from traditional organizations to modern organizations. This is the process of transformation that is the basis of the transformational theory. In the leadership of this transformational form, the leader shifts the system of values, beliefs and needs of his followers. According to Bernard M. Bass's research quoted by Fred Luthan (1998). "Transactional leadership is a prescription for mediocrity and that transformational leadership leads to superiority. Performance on organization facing demand for renewal and change Transactional Leadership is leadership that sideways bad to excellent organizational performance, through innovation and improvement. This transformation process can be carried out through recruitment, selection, promotion, training and development, health assurance and organizational performance effectiveness. According to Bass, effective transformational leaders have the following characteristics: (1) Leaders identify themselves as agents of change; (2) Leaders are people who can give impetus; (3) Leader is someone who is confident in others; (4) Leader drives a system of values; (5) Leaders are lifelong learners; (6) Have the ability to adapt to complexity, ambiguity and uncertainty, and (7) Have a vision.

Leadership types

The leader has his own unique habits, character, temperament, character and personality, so it is his behavior and style that distinguishes him from others. This style of life will definitely color my behavior and leadership, so that some kind of leadership will emerge. Kartono (1991) divides the type of leadership into several types, namely:

- 1) Charismatic type** Until now, experts have not managed to figure out why a leader has charisma. It is known that such a leader has a great attraction, although the followers often cannot explain why they follow the leader.
- 2) paternalist type** A paternalist leader is a person who has the following characteristics: (a) considers his subordinate to be an immature human being; (b) is overly protective; (c) rarely gives the subordinates a chance to make a decision; (d) seldom gives the subject the opportunity to take the initiative; (e) has rarely given the subject an opportunity to develop his creativity and imagination; and is often wise.
- 3) Militaristic type** A military leader is a leader who has the following attributes: (a) in advancing a system of orders that is more commonly used, (b) in mobilizing a subordinate who is happy to depend on his rank and office, (c) pleased with excessive formalities, (d) demands high and rigid discipline from his subordinates, (e) is difficult to receive criticism from his undersigns, (f) admired ceremonies for various circumstances.

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- 4) **Otakrasi type** An autocratic leader is a leader who possesses the following criteria; (a) considers an organization to be personal property; (b) identifies a personal purpose with an organization's purpose; (c) regards subordinates as a mere tool; (d) is unwilling to accept criticism of advice and opinions; (e) relies too much on his formal authority; (f) in his actions often uses an unsure approach of coercion and punishment.
- 5) **Laissez Faire type** This type of leader doesn't lead, he lets his group and everyone do their own thing. The leader did not participate at all in the activities of his group. All the work and responsibilities must be carried out by his own subordinate, he is a symbolic leader, and usually has no technical skills, because his seat as a leader is usually acquired through bribery or nepotism.
- 6) **Populist type** This type of leader holds firmly to the values of traditional societies, and emphasizes the issue of national unity or nationalism and is very cautious of colonialism and oppression of oppression and domination by foreign powers. This kind of leadership prioritizes revitalization or nationalism and is closely linked to traditional modernity.
- 7) **Administrative type** This leadership is capable of carrying out administrative tasks effectively. Its leaders are made up of technocrats and administrators who are capable of driving the dynamics of modernization and development. This the administrative and bureaucratic systems that are effective to rule, that is, to consolidate the integration of the nation in particular, and the development effort in general, can be dismantled. With this kind of leadership, advanced administrative technology can be expected.
- 8) **Democratic type** Democratic leadership is human-oriented and provides effective guidance and there is coordination of work on all subordinates, with emphasis on internal responsibility (on oneself) and good cooperation. Knowledge of leadership has proved that the democratic type is the most suitable for modern organizations as they are today. This is because this type of leadership has the following characteristics: (a) in the process of subordinate movement is always a point of rejection of the opinion that man is the noble being in the world, always striving to synchronize the interests and purposes of the organization with the personal interest and purpose rather than his subordinates, (b) is happy to receive advice, opinions, and even criticism from his subjects, (c) always seeks to prioritize cooperation and teamwork in the pursuit of a goal, (d) sincerely gives the broadest freedom to his submissive who commits a mistake which is then corrected so that his submission no longer commits the same mistake, (e) always tries to make his subjugate more than successful to him, (f) and tried to develop his personal capacity as a leader. From the above view, it can be concluded that the different styles and types of leadership depending on habits, character, personality, education and the style of (g) everyday life greatly influence one's leadership style.

The truth of sports management

Sports Management has been internationally recognized as one of the potential for developing citizenship and leadership. What citizenship means here is behavior, attitude, values, rules, and customs/traditions. Furthermore, through Sports Education can be focused on attention to things that are fair play, respect all participants, respect for all abilities, development of leadership and social skills, and in the challenge given to students to work collaboratively, so Sports Education seems to be an important means for Citizenship Education. Specific roles in sports management also provide an opportunity to empower sports players to take greater responsibility for their own learning and actively support learning for others. Leaders, athletes, coaches, fitness instructors, heating coordinators, officials, statisticians and other sportsmen.

Meanwhile, in the Law of the Republic of Indonesia No. 3 of 2005 on the national sports system, in chapter 1, article 1, paragraph 5, it is stated that a sporting community is: "any person and group of people who are directly involved in sporting activities that include a fitness worker, a Builder, and an athlete". Further, in paragraphs 6, 8 and 9 it is explained that: A sports worker is a person who exercises in an attempt to develop physical, spiritual and social potential. "A sports builder is someone who has interests and knowledge, leadership, managerial ability, or funding dedicated to the construction and development of sports".

According to the United Nations, a number of values exist and can be learned through sports activities include: cooperation, communication, respect for the rules, problem solving, understanding, connection with others, leadership, respect of others, value of effort, how to win (strategy to win), how to lose (strategies to lose) how to manage competition, fairplay, sharing, self-esteem, trust, honesty (honesty), self-respect, tolerance, resilience, teamwork, discipline and confidence.

Leadership can be conceptualized as an interaction between a person and a group. Each individual in interaction can play a role and somehow these roles must be aligned with each other. The basis of the election is the influence that one in this case is the leader who influences, while others respond. A leader can be called a motorcycle. Leadership in the organization is something that is required in life so that life becomes orderly and justice can be applied. A leader has a duty of understanding and dealing with the condition of a leader's followers and motivating them to work harder. Leadership in an organization is

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crucial because in good and effective leadership skills aimed at building, encouraging and introducing a strong company culture so that it can success. Effective leadership requires productivity, satisfaction of work, group cooperation, employee spirit and good coordination in order to the goals of the organization. Developing confidence in leadership is the duty and responsibility of a leader. In such leadership there are supportive components among them the presence of a leader, the ability of the leader to promote the achievement of the goals of the organization, followers, that is, people under the authority of the leadership, there is a direction to be obtained, and there is an organization where such a leadership exists.

V. CONCLUSION

A leader in fact is someone who has the ability to influence the behavior of others in his work by using power. In his activity that the leader has the power to deploy and influence his subjects in relation to the tasks to be performed. An organization must have a leader. Without a leader in the organization will not be able to walk with as it should because no one leads and directs the organization. A leader is a positive and confident person who has a high vision, mission and ethical values, with the ability to convey ideas and is capable of encouraging and relating well with others. So one's expertise is essential in leading an organization, but when one's expertise cannot meet the category to be a leader then the person must be able to develop himself to be capable of practicing and learning to become a leader. Leadership will be the determining factor of success in an organization. This is because leadership is the centerpiece of significant change in the organization. Leadership is to be an influential personality and leadership was the art of creating organizational suitability and stability.

The task of the leader in his leadership includes; immersing the needs of the group, from that desire can be drawn realistic and truly achievable wills, convincing his group of what is their will, what is realistic, and what is actually fiction. A professional leader is a leader who understands his duties and responsibilities, and is able to establish a good cooperative relationship with his subordinates, thus creating an atmosphere of work that makes the subordinate feel safe, calm, and have a freedom in developing his ideas in order to a common goal that has been set.

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