

## Evaluation on the Performance of Football School Management of Real Madrid Foundation of Universitas Negeri Yogyakarta Based on the Quality Management System

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**ABSTRACT:** The quality of Football School (SSB) management is one of the keys to achieving optimal results in improving the football school. It has such implications for the failure of the football team which is still dealing internal problems at the national, regional, and international levels. Every football team definitely has a goal to be the best. The objective of this research was to evaluate the management performance of the Real Madrid Foundation Football School (SSB), Universitas Negeri Yogyakarta (UNY) using a Quality Management System. This research used qualitative and quantitative data analysis. The data collection used interviews, observation, and documentation. The research sample used purposive sampling involving 1 Manager, 1 Quality Assurer, 4 SSB Real Madrid Foundation Coaches, Universitas Negeri Yogyakarta (UNY), and the General Chairperson of ASKAB PSSI Sleman Regency. The results of the research show that the results of implementing the Quality Management System conducted by SSB Real Madrid Foundation, Universitas Negeri Yogyakarta (UNY) with reference to the standards set by ASKAB PSSI Sleman Regency can be conducted very well and get the highest score of 247.5 in the Superior category. This is the quality of management performance of the Real Madrid Foundation Football School, Universitas Negeri Yogyakarta (UNY) in evaluating management performance based on the Quality Management System that has been established by ASKAB PSSI Sleman.

**KEYWORDS:** Evaluation, Football School Management, SSB Real Madrid Foundation UNY, Quality Management System

### I. INTRODUCTION

Football Schools (SSB) have a big impact on advancing Indonesian football achievements in the future. SSB coaches themselves are required to be professional and must have an organized training model, but it all also depends on the management of the SSB management itself, whether in terms of human resources, facilities, coordination of management with the SSB parent and especially the performance of the SSB management itself in developing the SSB into the most desirable place for young children to learn football. Therefore, football cannot be separated from the role of management in developing football achievements. Indonesia is a country that has members of the district-level football association consisting of 514 districts. The All-Indonesia Football Association (PSSI) or the All-Indonesia National Football Association must take the right policy for the development of young footballers. The policy chosen by the Football Association will have an impact on the quality of athlete performance during the match, as well as the policy regarding the SSB management model chosen. Quality-based management is the choice of various business organizations in an effort to improve performance with the main goal of increasing a company's profits (Detert et al., 2003). The performance of an athlete at his golden age is the result of a long-term training process as per the theory of long-term athlete development, (Sulistiyono et al., 2021). The Indonesian Football Association in this case PSSI, is expected to have a clear action plan, easy to understand and implement by School Football (SSB) administrators, and a quality-based management system is one of PSSI's alternatives to choose and implement.

Quality Football School (SSB) management is a challenge that must be realized. The approach to managing an organization to be able to demonstrate quality performance can be done by implementing the Quality Management System model (Kim & Kim, 2016). Service quality has become an important research theme in various industries because of its significant relationship with costs, profits, customer satisfaction, customer retention, and service assurance, (Sadiq Sohail, 2003). The Indonesian Football Association, especially in ASKAB (Regency Association) Sleman, has socialized the SSB management model based on the Quality Management System. PSSI Sleman as a formal organization responsible for regulating the governance of football coaching has a

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quality document as a guideline for all SSBs in coaching the PSSI Sleman association in carrying out management. Monitoring and evaluation of SSB management performance is part of the continuity of the implementation of a quality-oriented management system in SSB management. Evaluation of the performance of a football school organization requires the right measuring tools and an effective and efficient evaluation model. Monitoring the performance of organizational management has the aim, among others, to determine the achievement of predetermined goals. (Pielke et al., 2020). ASKAB PSSI Sleman Regency has an important field, namely the Youth and Early Age Bureau. This field is involved in and responsible for coordinating with Football Schools (SSB) throughout Sleman Regency. The Youth and Early Age Bureau has a management consisting of the Head of the Field (Muhammad Irkham), Deputy Chairperson (Johannes Yuliantoro), Secretary (Andika), Head of Competition Coordination (Cahyo Nugroho) and Head of Organization Coordination (Dr. Sulistyono, S.Pd., M.Pd.). The Youth and Early Age Bureau has SSB members who are divided regionally, the following division is in the following table.

SSB Regional Group of Sleman Regency		
West	Middle	East
Badai Moyudan	TMS	CMB
Seyegan United	BPM Mlati	Trio Muda
KKK Klajuran	AM-TRI	PSK Kalasan
BSA TAMA	Satria Pandawa	Matra
AMS Seyegan	Satria Utama	BPJ
Pesat Tempel	Gelora Muda	ABA Junior
	Mino Martani	TMC
	RMF UNY	

Real Madrid Foundation (RMF) Football School (SSB) Yogyakarta State University (UNY) is a football school under the auspices of the Real Madrid Foundation. Real Madrid itself is one of the big clubs in the world that has modern management, and is identical to its sports business. It is undeniable that SSB Real Madrid Foundation UNY is one of the Football Schools (SSB) that is under the auspices of the football association in Sleman Regency (ASKAB PSSI). This can be seen because the residence of the Real Madrid Foundation UNY Football School is in the Sleman Regency area. By being under the association of ASKAB PSSI Sleman Regency, of course SSB RMF UNY is an affiliated object in the football management program carried out by ASKAB PSSI Sleman. ASKAB PSSI Sleman itself must have many programs to develop and improve the quality of football in Sleman Regency, one of which is having a performance assessment program for the management of Football Schools (SSB) and Football Academies (AS) throughout Sleman Regency through the Quality Management System. With the assessment of the performance of the management of SSB/Academy throughout Sleman Regency, it is hoped that it will be one of the efforts to improve the management of affiliated SSB/Academy, especially SSB Real Madrid Foundation UNY, to be of better quality compared to SSB/Academy in other regions. Seeing the large number of football fans in the Special Region of Yogyakarta, SSB Real Madrid Foundation UNY should always implement a Quality Management System in the management of its SSB/Academy so that the public can know the stages, aspects or processes of managing a Football School.

Based on the background above, the researcher is interested in conducting a study "Evaluation of the Performance of the Real Madrid Foundation UNY Football School Management Based on the Quality Management System" which aims to determine the application of the Quality Management System in the performance of the Football School (SSB) management. In general, from the theoretical aspect of this study, it is useful for adding insight and scientific contributions in the management of Football School management, especially in the evaluation of the performance of SSB management based on quality management. As for the practical aspect, it is expected to be a contribution of thought for improving the general quality of Football School management throughout Indonesia, especially for the Real Madrid Foundation UNY SSB.

## II. METOD

### A. Research Design

Research design is one way for researchers to complete and explain the author's research. This research is a qualitative descriptive study. According to Sugiyono in (Prasanti, 2018: 16) Qualitative research methods are studies that study natural objects whose main instrument is the researcher, data collection techniques are combined, data analysis is inductive, and the results of qualitative research are aimed at meaning, not generalization. According to Nazir in (Utami et al., 2021: 2738)

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Descriptive research examines the status of a group of people, objects, conditions, systems of thought, or current events in order to produce a systematic, factual, and accurate picture of the facts being studied. Based on the two opinions above, the researcher wants to know the performance system of the Real Madrid Foundation UNY Football School management using a qualitative descriptive research method using interview, observation and documentation data collection techniques.

### **B. Time and Place of Research**

The location of this research was carried out at the Real Madrid Foundation UNY Football School (SSB) in the Special Region of Yogyakarta. The research time was carried out from December 2023 to January 2024.

### **C. Population and Research Sample**

The objectives of this study include the implementation of management functions at the Real Madrid Foundation UNY Football School (SSB). The research sample used purposive sampling involving 1 Head of SSB, 1 Quality Assurance, 4 Coaches of the Real Madrid Foundation UNY SSB, and the General Chairperson of ASKAB PSSI Sleman Regency.

### **D. Operational Definition of Variables**

According to Sugiyono in (Ulfa, 2021: 344) Research variables are essentially everything that has a form that has been determined by the researcher and must be studied in order to obtain information about it and draw conclusions from it. The focus of this study is how to evaluate the performance of the management of the RMF UNY football school management based on quality management as reviewed from the vision of the football school, strategies to achieve the desired goals, organizing the football school, controlling to evaluate the performance of managers in guiding athletes and making improvements to achieve the goals of the results of the performance evaluation of the management of the football school through the Quality Management System.

### **E. Data Collection Techniques and Instruments**

Data collection techniques are the methods used by researchers to obtain data. Data collection techniques used in this study were interviews with the General Chairperson of ASKAB PSSI Sleman Regency and the Management and Coaches of SSB Real Madrid Foundation UNY, Observation and Documentation.

## **III. RESULT AND DISCUSSION**

### **A. RESULT**

In starting the data collection about SSB Real Madrid Foundation UNY, the researcher first conducted an interview with Mr. Dr. Nawan Primasoni, S.Pd Kor, M.Or., as the Head of SSB Real Madrid Foundation UNY who explained that SSB RMF UNY was established on March 3, 2012. The initial number of official students of SSB RMF UNY was 125. And this number is divided into 4 classes, namely, (1) Class A Age 7-9 years, (2) Class B Age 10-12 years, (3) Class C Age 13-14 years, and (4) Class D Age 15-17 years. The location of the SSB Real Madrid Foundation UNY office is in the Selabora Room, GOR UNY, west side.

SSB Real Madrid Foundation UNY is managed by 30 human resources consisting of 4 advisors, 1 PIC (Person In Charge), 1 quality assurance officer, 1 principal, 5 coordinators, 1 vice principal, 14 coaches, and 3 employees. The training ground for SSB RMF UNY is located at the FIKK UNY Football and Athletics Stadium and uses other facilities and infrastructure that are already available at FIKK UNY. The Quality Management System is a governance model where an organization implements the theory and cycle of PPEPP (Determination, Implementation, Evaluation, Control, and Improvement) in an effort to maintain and improve the quality of service or quality. Services to consumers in the form of sports skills training have so far been carried out sporadically, not standardized, uncontrolled, and unmeasured, as is the case in the governance of football coaching. This SSB assessment is an effort to improve the quality in the management process of the Real Madrid Foundation UNY Football School (SSB). Management of the Football School (SSB) requires management based on the Quality Management System. According to Sallis (2012: 73), the Quality Management System (Total Quality Management) is a philosophy of continuous revision that can provide instant equipment for every learning institution to meet the needs, desires and expectations of customers now and for the future.

Researchers through the research conducted aims to help improve the quality of governance of sports organization development (SSB or Football Academy) by providing solutions in the form of managing SSB/AS with the SMM (Quality Management System) model. In this case, researchers conducted research on SSB Real Madrid Foundation UNY regarding the performance of Football School management through the implementation of the Quality Management System. By referring to the quality standards of ASKAB PSSI Sleman Regency, the performance of the SSB Real Madrid Foundation UNY Football School Management can be produced by being implemented through the management function with the PPEPP method through analysis of interview data, observation and documentation as follows.

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## A. Determination

According to the results of the interview with the Head of SSB Real Madrid UNY, Dr. Nawan Primasoni, S.Pd Kor., M.Or, said that the determination model carried out by SSB Real Madrid Foundation UNY came from the structural tasks and functions of the management organization of the Selabora FIKK UNY Academy which includes other sports besides Football. "Because SSB Real Madrid is Selabora's academy, and in Selabora it is not only Real Madrid UNY but there are also other sports such as volleyball, archery. So for the tasks or functions of the sports, both SSB RMF or Volleyball and also Archery, they certainly follow the direction of the Academy. And Selabora is bound by Yogyakarta State University."

He added that it was an efficient and effective step because each sport branch has different tasks and functions and the differences from other sports branches are as an addition and description of the tasks and functions of the organization for SSB RMF UNY, but the vision or goals are the same as those planned by the Academy. In referring to the quality standard guidelines that have been prepared by ASKAB PSSI Sleman. SSB RMF UNY itself has a work meeting program every 1 year for the short term and 4 years for the long term which discusses efforts to achieve goals, strategies and other adjusting programs.



## BUKU PEDOMAN PENERAPAN MODEL SISTEM MANAJEMEN MUTU (AKREDITASI MANAJEMEN) SEKOLAH SEPAKBOLA DAN AKADEMI SEPAKBOLA ANGGOTA ASKAB PSSI SLEMAN

Picture 1. SSB Management Guidelines Based on Quality Management System



**LAPORAN PENILAIAN KINERJA PENGELOLAAN**  
**SEKOLAH AKADEMI SEPAKBOLA TERAFILIASI ASKAB PSSI SLEMAN**  
**PROGRAM KIRIASAMA ASKAB PSSI SLEMAN**  
**DENGAN**  
**FAKULTAS ILMU KEOLAHRAGAAN DAN KESIHATAN**  
**UNIVERSITAS NEGERI YOGYAKARTA**



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**SEKOLAH SEPAKBOLA**  
**UNYPERIODE PENILAIAN**

**SSO REAL MADRID FOUNDATION**  
**1 JULI 2021 - 1 JULI 2023**

Berdasarkan keputusan penilai dan dewan kehormatan akreditasi diperoleh hasil dan saran perbaikan sebagai berikut:

NO.	Standar	Nilai	Saran
1	Pengelolaan Kurikulum	28.00	Kurikulum yang ada sudah baik
2	Pengelolaan Proses Latihan	47.00	Proses latihan sudah berjalan dengan baik, perlu ditingkatkan kembali
3	Pengelolaan Penilaian	20.00	Pengelolaan penilaian sudah berjalan dengan baik
4	Pengelolaan Pelatih	28.50	SDM Pelatih sudah berkualitas, bisa ditingkatkan kembali
5	Pengelolaan Sarana dan Prasarana	35.00	Sudah baik
6	Pengelolaan Organisasi	43.50	Sudah baik
7	Pengelolaan Keuangan	16.00	Sudah baik
8	Pengelolaan Kompetisi Lomba	14.50	Kemampuan siswa untuk mengikuti kompetisi sudah terpenuhi dan bisa menjadi prioritas kompetisi yang akan diikuti
9	Pengelolaan Kegiatan Tambahan	15.00	Kegiatan tambahan perlu ditingkatkan
<b>Nilai Total</b>		<b>247.50</b>	

**Status Akreditasi : UNGGUL**

**Dewan Kehormatan Akreditasi**



Dr. Sulistyono, S.Pd., M.Pd.

**Koordinator Akreditasi**



Adib Febrianta, M.Pd.

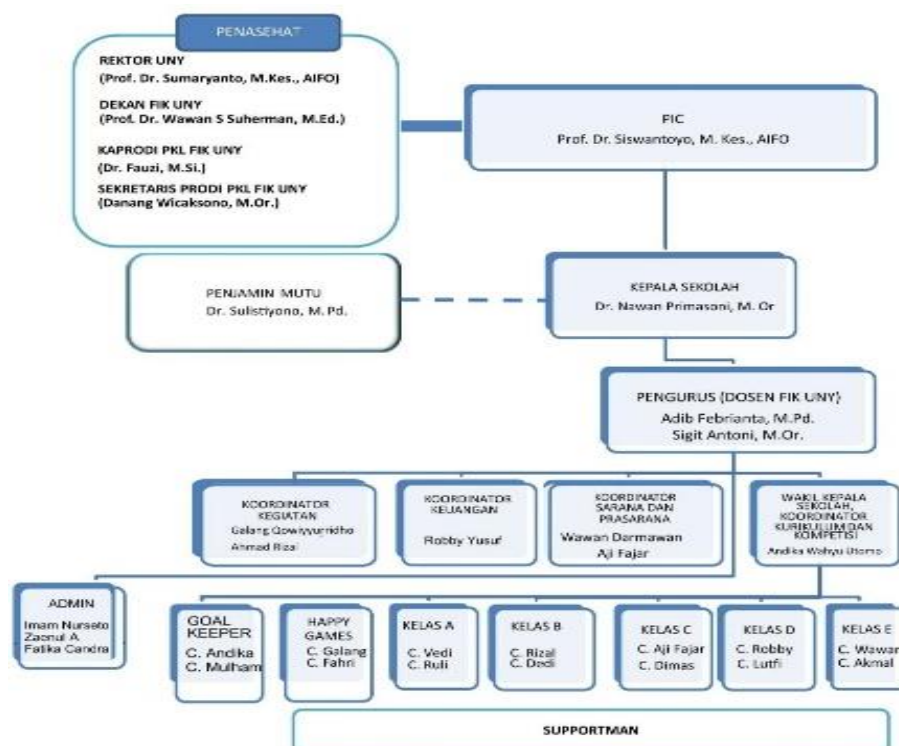
**Ketua Askab PSSI Sleman**



Wahyudi Kurniawan, S.I.P.

Picture 2. Results of the performance assessment of the management of SSB RMF UNY

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Picture 3. SSB Real Madrid Foundation UNY Management Structure

### B. Implementation

Regarding the tasks and functions of the structure that have been described in the above determination, there is a planning concept that aims to embrace all levels of society, even the underprivileged can feel education, especially in the field of football and this is in line with what was conveyed by the Head of SSB RMF UNY during the interview: "SSB RMF UNY is basically a model like a school in general, so yes, there is definitely education. And something that makes SSB Real Madrid different from SSB in general is the training program planning model where each coach must include 5 content blocks, namely social, education, physical motor, technical-tactics, and rules."

Coaches as an important center in a soccer school because they will guide and interact directly with students must have good qualities. At the planning stage, there must be appropriate qualifications to become a coach at SSB RMF UNY. Dr. Sulistiyono S.pd., M.Pd. as Quality Assurance said in his interview: "The determination of coach qualifications is submitted to the management and RMF as a patent institution that determines the quality of coaches, namely SSB RMF UNY coaches must pass the TOT (Training of Trainers) which is held with instructors from RMF before the coach-teacher is given the right to train SSB Real Madrid Foundation UNY students". The quality of the coach is always maintained by the management so that the objectives of the training are in line with the mission of SSB RMF UNY. This is reinforced by the statement of the SSB RMF UNY coach, namely coach Aji: "there is a written training program, sir, there is every month and before the change of month you must submit the program to management".

Implementation is the main concern of parents and students who are accepted to study at SSB Real Madrid Foundation UNY. The implementation of training is held every Tuesday afternoon, Thursday afternoon, Saturday afternoon, and Sunday morning, for each class getting a regular training quota of 3 times as said by coach Robby: "I teach the 3 times implementation on Tuesday, Thursday, and Sunday". And this has also been confirmed by the head of SSB Real Madrid Foundation UNY: "Implementation is on Tuesday afternoon, Thursday afternoon, Saturday afternoon, and Sunday morning". In its implementation, facilities and infrastructure are important factors for the running of training activities. The facilities used by SSB RMF UNY are quite good, this is proven by what was conveyed by coach Aji: "God willing, if at Real Madrid. If in DIY, it is one of the most complete, sir, everything is there". In addition to determining the qualifications of the coach, the management also provides training to the accepted coaches to improve their skills in coaching, namely by sending coaches to attend coaching training and knowledge refreshing activities. In addition, it also holds coach meetings to discuss in order to improve knowledge and skills.



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Picture 4. TOT (Training of Trainer) activities

KANTOR SELABORA SEKOLAH LABORATORIUM OLAHRAJA					
<div> </div>					
<b>REAL MADRID FOUNDATION</b> <b>UNIVERSITAS NEGERI YOGYAKARTA</b> <b>JADWAL LATIHAN SEPAKBOLA</b>					
Kelas	Selasa	Kamis	Sabtu	Minggu	Hari
KU 6-8	14.30 - 16.00	14.30 - 16.00	-	07.00 - 08.30	Senin s.d. Jum'at
KU 9	14.30 - 16.15	14.30 - 16.15	-	07.00 - 09.00	Sabtu
KU 10	14.30 - 16.30	14.30 - 16.30	14.30 - 16.30	-	JAD
KU 11	14.30 - 16.30	14.30 - 16.30	14.30 - 16.30	-	Hari
KU 12	15.30 - 17.30	15.30 - 17.30	-	08.00 - 10.00	Senin, Rabu, s
KU 13	15.30 - 17.30	15.30 - 17.30	15.30 - 17.30	-	

Picture 5. UNY RMF SSB Practice Schedule

### C. Evaluation

The evaluation was conducted by the SSB Real Madrid Foundation UNY management. This was done with the aim of finding out what obstacles often occur during implementation. In an interview with Dr. Sulistiyono S.Pd., M.Pd. as the Quality Assurance of SSB RMF UNY, he conveyed several obstacles experienced by SSB RMF UNY: "Related to our football development efforts, we have experienced several obstacles, namely: First, the competition factor that has not been scheduled well by the football federation, especially for children, is still small. Second, the perception that is not the same between parents and managers in developing young athletes and making SSB with better management performance. Third, maintaining athlete motivation. Not everyone has the motivation to become a professional player. So it is necessary to provide knowledge related to becoming a professional player". The Head Coach also conducts evaluations with students every time they finish training and after the championship when participating in the championship. In addition, students will also get input when distributing report cards at the end of the semester or every six months. This was conveyed by coach Fedi in his interview: "Evaluation is carried out every time an activity from the organization is completed which contains the results obtained and obstacles during implementation".

Regarding the evaluation of management performance itself, according to the results of the management performance assessment carried out by ASKAB PSSI Sleman SSB Real Madrid Foundation UNY, it is still lacking in terms of financial management, management of competitions or contests and management of additional activities.



Picture 6. Management Audit of SSB RMF UNY

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### D. Control

Control is carried out by SSB Real Madrid Foundation UNY so that things that have been evaluated can be improved and do not decline. In this case, the manager monitors the coaches so that the coaches can do it according to the directions that have been previously evaluated. In addition to monitoring the coaches, what is done in control related to facilities and infrastructure is by giving a sense of responsibility to each element including the students themselves. The Quality Assurance of SSB Real Madrid Foundation UNY, Mr. Dr. Sulistiyono S.pd., M.Pd., said in his interview: "Every coach and student take care of the existing facilities. One of them is by giving jobs to students so that children have a sense of responsibility with the existing facilities". In addition to facilities and infrastructure, the manager also monitors the administration system, especially in the financial section. This is done by increasing transparency of the budget used so that unwanted things do not happen.



**Picture 7. Monitoring of SSB RMF UNY Activities**

### E. Improvement

An institution, organization, school in achieving its goals will certainly always experience an increase in quality and quantity in the process. Improvement is also a form of change made after an evaluation. Not only stagnant in control so as not to experience a decline but also needs to be improved. This is also done to provide smoothness in training and providing satisfaction to students and parents. In addition to making improvements in management such as improving facilities, the head coach also makes improvements to students in the form of additional training before the match, training programs that are always the latest and adjusted to students who have been previously evaluated. In an interview, coach Dimas said that there was additional training that focused on the abilities of students who had been evaluated. "There is, if now the child is more focused on his physical so we insert coordination training or physical training."

SSB Real Madrid UNY often shares achievements. These achievements are obtained through consistent student training and good coaching guidance. Students are guided in terms of improving their skills so that they can implement them into matches after training at SSB RMF UNY. Unfortunately, some of the achievements achieved are still being evaluated by SSB RMF managers to continue to improve their achievements. The following are the achievements achieved by SSB Real Madrid Foundation UNY over the past 3 years:

1. 2nd Place U-12 Dies Natalies UPN "Veteran" Yogyakarta Football Tournament 2022
2. 3rd Place Giyanti Football Academy Cup U-10 2022
3. 3rd Place DIY U-14 Top Score League 2022
4. Best Place I SSB Management Performance 2023



**Picture 8. ASKAB PSSI Sleman Youth League 2023**

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## B. Discussion

Based on data obtained by ASKAB PSSI Sleman, it is recorded that SSB Real Madrid Foundation UNY has an accreditation rating of 247.5 and is included in the "Excellent" accredited category. The second highest position is occupied by SSB Tunas Muda Sleman with an accreditation rating of 172. The third highest position is occupied by SSB Gelora Muda with an accreditation rating of 155.5. This SSB assessment is an effort to improve the quality in the management process of the Real Madrid Foundation UNY Football School. Management of a Football School (SSB) requires management based on a Quality Management System. This assessment is carried out with a Quality Management System which is expected to be able to produce quality Football School Management. Each SSB must compete to meet each standardization that has been arranged in the quality standards set by ASKAB PSSI Sleman. The quality standards that have been formalized are a description of the overall conditions and characteristics of input, output process, results, and consequences. Therefore, SSB Real Madrid Foundation UNY still has to pay special attention to its management in order to continue to be a quality SSB.



Picture 9. Routine Meeting of SSB RMF UNY Managers and Trainers

## IV. CONCLUSIONS

Based on the results of the research and discussion, the conclusion that can be drawn is the result of the implementation of the Quality Management System carried out by SSB Real Madrid Foundation UNY with reference to the standards set by ASKAB PSSI Sleman Regency can be carried out very well and get the highest score of 247.5 with the Excellent category. This is the quality of the performance of the management of the Real Madrid Foundation UNY Football School in evaluating the performance of management based on the Quality Management System that has been set by ASKAB PSSI Sleman. With the PPEPP management function analysis method, conclusions can be drawn into several points as follows.

1. Determination: The determination model carried out by SSB Real Madrid Foundation UNY comes from the structural tasks and functions of the management organization of the Selabora FIKK UNY Academy.
2. Implementation: A training program planning model where each coach must include 5 content blocks, namely social, education, physical motor, technical-tactics, and rules.
3. Evaluation: There are still several factors that still need to be further evaluated, including competition factors that have not been scheduled properly by the football federation, perception factors that are not the same between parents and managers in developing young athletes and making SSB whose management performance, and athlete motivation factors.
4. Control: The manager monitors the coaches so that the coaches can do it according to the directions that have been previously evaluated.
5. Improvement: Improvement in the management of SSB Real Madrid Foundation UNY includes improving facilities, improving students in the form of additional training before the match, improving achievements and other improvements that refer to the quality standards that have been set by ASKAB PSSI Sleman Regency.

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