CHAPTER I

INTRODUCTION

1.1. Background

Badminton is a type of sport that is very popular among people worldwide ranging from children, adult women, adult men, and even parents enjoy playing badminton. England is the place where badminton was popularized, named from the name of a house or a palace in the *Gloucestershire* area (Syahri Alhusin, 2007: 1). The city located about 200 km west of London, England. *Badminton house* as the name of the palace is a witness to the history of how this sport developed until now. The owner, *Duke of Beaufort* and his family, in the 17th century became the sports activist. However, the *Duke of Beaufort* was not the inventor of the game. Badminton is just a name because that is where the game widespread among the high-class society and the widespread, badminton became the only sport whose name came from the place name (Syahri Alhusin, 2007: 2).

Badminton is a typical sport and game that ingrained for Indonesian society. That means so much as one proof that this game and sport thrives in the midst of society and has become part of the Indonesian community (Muhammad Muhyi Faruq, 2008: 2). Badminton is a sport that is played using the racket, net, and ball with beating techniques that vary from relatively slow to exceptionally quickly accompanied by deceptive movements. (Sutono 2008: 1).

International Badminton Federation (IBF) is an international organization which supported Badminton. Nine states member established the IBF in 1934. In

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1993, the IBF developed with member states totaling 120 countries that were widespread around the globe. The championship supported by IBF is the men's badminton team of the world championship for Thomas Cup, the women's team badminton world championship named uber cup, individual world championships, mixed players to *Sudirman* cup and Grand Prix finals. Currently, the world's best players come from China, Malaysia, Korea, and Indonesia. One of the men's doubles players owned by Indonesia is ranked second in the world, and mixed doubles players are ranked second in the world, in the name of *Hendra Setiawan / Muhammad Ahsan* and *Tantowi Ahmad / Lilyana Natsir*.

Badminton is a sport that is very popular in Indonesia after football. Almost every corner of the city and village of badminton sports is favored by young and old, and many of the individual badminton divisions established by *DISDIKPORA* (Education, youth and sports office) spread throughout Indonesia. For example, the badminton division developed by *DISDIKPORA* Seruyan district which is an example that has stood for a long time and has quite good achievements in advancing the results of altitude, especially badminton division. *DISDIKPORA* Seruyan Regency, located in Kuala Pembuang city, more precisely in Seruyan Hilir District, Seruyan district, Central Kalimantan, which established in 2003, has 25 athletes consisting of age groups namely early age, children, beginners, and teenagers. Circumstances and problems in the Badminton division regarding the implementation of achievement coaching which includes training program, aspects of infrastructure and facilities, organizational aspects, and aspects of achievement which are the result of badminton development division.

The achievements earned by badminton division in the last few years mainly in championship between clubs have good performances at the local and provincial levels. The accomplishments of student-age athletes such as *PORPROV* (Provincial level of the sports event) in Central Kalimantan are athletes who are mostly trained by *DISDIKPORA* Seruyan badminton division.

Coaching in badminton division is quite good. However, *DISDIKPORA* Seruyan badminton division is only capable of achieving at the provincial level and has not been able to accomplish at the national level. Therefore, *DISDIKPORA* Seruyan badminton division is exciting to be analyzed if viewed from the aspect of guidance, the organization condition, achievements and infrastructure facilities of the badminton club, which has a reasonably good consistency in the achievement development program despite its presence in this small town in Central Kalimantan Province precisely in Kuala Pembuang city. Based on the elaborated reason above, the writer tries to advance the theme of the thesis entitled **"Perfromance of Badminton Division in Seruyan Education, Youth and Sports Office 2017."**

1.2. Research Question Formulation

The problem formulation of this research are:

1.2.1. How is the management of the organization in the *DISDIKPORA* Seruyan badminton division?

1.2.2. How is the process of developing athletes in the badminton division at *DISDIKPORA* Seruyan?

1.3. Research Objectives

This research has its ultimate purpose not only for the authors in analyzing the phenomenon of governmental dynamic, but they are also:

1.3.1. Gaining a deeper understanding of DISDIKPORA Seruyan badminton division organization.

1.3.2. Knowing and understand the guidance process in the DISDIKPORA Seruyan badminton division deeply.

1.4. Research Benefits

This study has the following benefits:

1.4.1. Researchers

1. Giving knowledge and understanding about achievement coaching done by the DISDIKPORA Seruyan badminton division.

2. Giving broad perspectives about the administrators of the DISDIKPORA badminton division Seruyan to improve the coaching process for athletes, increase achievement for athletes, and become an evaluation material for badminton sports facilities and infrastructure in the DISDIKPORA Seruyan badminton division.

1.4.2. For Public

For the public as an addition to the study of the development of knowledge about the organization, and about sports regarding the survey of organizational achievement and as reference material for the public.

1.5 Literature Review

In this sub-section will be discussed relevant research to this research. The first study, entitled "*Pembinaan Prestasi di Sekolah Bola Voli Bima Loka Kabupaten Jember Pada Usia 16-18 Tahun*". This study is that exercise to unite the nation and also as a measure of achievement in each sport. Coaching athletes in the games to get peak performance is closely related to human resources, infrastructure, and training programs that exist. Formulation of the problem in this research is how coaching accomplishments the volleyball in Bima Loka Volleyball School of Jember and has a goal to know the results of sports performance coaching volleyball at the school.

This study included in the quantitative descriptive survey. The method used is SWOT(strength, weakness, opportunity, threat). By using the SWOT, the method is expected to get optimal results in the development of volleyball in the school observing the Bima Loka Volleyball School of Jember. The type of instrument used was a questionnaire. Results from this study showed that coaching accomplishments in Bima Loka Volleyball School of Jember are outstanding. The coach already has a coaching license, and the existence of

good communication between administrators, coaches, and athletes. Facilities and infrastructure in Bima Loka Volleyball School of Jember are sufficient to carry out the coaching and training. Bima Loka Volleyball School of Jember is good in exercising the coaching and training. There is a training program weekly, monthly, and yearly, and always be evaluated after carrying out training or competition.

Bima Loka volleyball school in Kabupaten Jember is a sports organization formed as a forum fostering the performance of volleyball athletes in the Regency Jember and structurally still in the shade of KONI (Indonesian National Olaraga Committee) Jember Regency as the parent organization of the existing sports sector in the country. Bima Loka volleyball school goal in Jember Regency is developing achievements volleyball sports in Jember Regency, so they can compete at a higher level and also can contribute to the performance of volleyball sports in Jember.

Facilities and infrastructure are factors support for achieving achievement. Means and the infrastructure owned by the Bima Loka volleyball school in Jember Regency is adequate, but there are many things which still has to be improved because the field is just an outdoor field, so when carrying out training again depends on natural factors. Even so, the Bima Loka volleyball school have more than one area to practice. Other facilities and infrastructure such as balls, net, and tools for heating before practicing it are still excellent. The coaching and training system is a

process of forming athletes by trainers through a directed, integrated and continuous training program plan including training programs.

Long-Term and short-term. Volleyball school Bima Loka implemented a long-term training program, that is, more emphasis on physical factors, namely

agility, and endurance. Then for the term program, little attention is more on engineering and tactics programs to face a tournament or competition. The coaching program is carried out starting from the preparation process seedlings of early athletes by opening registration to children who are interested in sports volleyball and want to be an athlete. After going through the process coaching carried out by the coach, then held selection and coaching again for athletes who will later take part in tournaments or competitions.

The second study entitled "Evaluasi Program Pembinaan Olahraga Tenis Lapangan di Kota Padang." The aims of this research are: (1) evaluate the coaching program plan, (2) implementation of athletes enrollment selection (3) practice/training program, (4) the success of coaching program and the model of tennis coaching program policy in Padang.

The result showed that: (1) the plan socialization of tennis coaching program in Padang have been run well; (2) Proper execution of the implementation of athlete, coach, and coach's assistant selection; (3) the administrative system depended on athletes "parents and club"; (4) Low implementation of the coordination, property, and the existence of supporting

elements of tennis coaching program at Padang; (5) The result of tennis coaching program at PT. Semen Padang PTL UNP tennis club that their athlete already had some achievement.

The conclusion: (1) the government carries out a long-term training program, the development of coaching science for tennis coaches, (4) athletes should have hight commitment.

Both of these studies examined the practice of planning in two different locations, with different perspectives. The analysis of the first study used the theory of space cultural production, while the second study used public policy theory. However, both of the above research used qualitative research methods and similar data collection methods, through interviews of the parties which directly involved, experts and practitioners to obtain primary data sources.

1.6 Theoretical Framework

1.6.1 Organization and Management

1.6.1.1. Organization

The organization is a group of people arranged in groups, which work together to achieve common goals, the organization is a system of cooperation between two or more people, or an organization is any form of cooperation for the achievement of common goals, organization is a structure of division of labor and structure of work relations between a group of people holding positions who collaborate in certain ways to jointly achieve specific goals. With the existence of an organization, it is expected that everything can go well and correctly.

Organizations can control every activity that is being carried out. Organizations According to Stoner, are a pattern of relationships of people under the direction of managers (leaders) to pursue a common goal. Organization According to James D. Mooney, Organization, is a form of every social union to achieve a common goal. Organization According to Chester I. Bernard, Organization, is a system of collaborative activities carried out by two or more people whereas Stephen P. Robbins states that an organization is a social entity that is consciously coordinated with a predetermined boundary that cooperates continuously to reach one or a group of common goals. With the existence of an organization, the activities - activities that will run and organized.

Organizing means uniting essential resources in an orderly way and arranging people in such a way that they can carry out activities to achieve their intended goals (Harsuki, 2012: 105).

In Article 25 sub 8 of Law Number 7 the Year 2008 about Organization And Local Agencies Management in Seruyan District. The Seruyan District Education, Youth and Sports Service has the task of carrying out the authority of decentralization and deconcentration tasks in the fields of education, youth, and sports. To carry out the functions referred to in Article 25, the Office of Education, Youth and Sports organizes functions: a. Technical policy formulation in the framework of planning the development and development of education, youth, and sports following the policies stipulated by the Regent based on laws and regulations. b. Development of primary education and special education, secondary and tertiary education, non-formal and informal education. c. The

implementation of youth development and development policies includes coordination, institutions, productivity and development programs for children, youth and youth. d. The implementation of policies for fostering and developing sports that include the organization of surveillance, talent development, improving the achievement and coordination of sports activities. e. Formulation of planning policies, utilization of controls and evaluation of infrastructure, facilities for education, youth, and sports. f. Drafting of the implementation of licensing policies or recommendations in the field of youth and sports activities. g. Guidance, service, supervision, control, monitoring, evaluation and reporting of the implementation of education, youth, and sports. Also,h. Formal business affairs implementation.

Organizing also means uniting people on interrelated tasks. The term organization comes from the words "organism," which is an entity with integrated parts in such a way that their relationship with the whole elements influences their contact with each other. If a group of two or more people collaborates towards a common goal, the relationship between them can cause problems, for example, who makes the decision, who does the work and the actions that need to be taken if there are certain conditions.

Organizing is the act of seeking effective behavioral relationships between people so that they can work together efficiently and thus obtain personal satisfaction concerning carrying out specific tasks in certain environmental conditions in order to achieve particular goals or objectives according to George R. Terry (1986) in (Harsuki, 2012: 105).

An organization is a body, a container, a place of people who work together to achieve a specific goal. Besides, the organization is also a structure of the function and system of cooperation, namely the existence of a structure and method of collaboration carried out based on rules and the formulation of formal job functions.

Organizations also defined as groups of people who interact and work together to realize shared goals. Based on this definition it is clear that in an organization there are at least three each other's elements are difficult to separate. The three aspects of the knowledge are as follows (Amirullah, Haris Budiyono, 2004: 166):

    a. Consists of a group of people

    b. The existence of interaction and cooperation

    c. Have a common goal

The central element of an organization is the presence of a group of people who knowingly combine themselves with the formulated norms, rules and policies and each party is prepared to carry out responsibility. The second element is that in an organization consisting of a group of people who mutually reciprocate, give and take each other, and also work together to give birth and realize a purpose, objectives, and goal.

The final element is that in an organization that consists of a group of people who interact and collaborate is directed at a certain point which is a common goal. Every organization has a specific purpose that has been formulated together by the people who are bound in it. The common goal to be accomplished

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can be both long-term and short-term goals. Including the goals that are on a regular basis need to achieve as well as the goals of achievement which carried out regularly (Amirullah, Haris Budiyono 2004: 166 -167).

1.6.1.2. Definition of Informal and Formal Organization

Formal organization is a group of two or more people who tie themselves together with a common goal consciously, as well as with a rational working relationship. Example: Limited liability company, North Sumatra, State, and so on.

The informal organization is a collection of two or more people who are involved in a common activity and goal that is not realized. Example: Arisan of housewives, learning with elementary school children and others.

1.6.1.3. Characteristics of the Organization

Each form of organization will have certain elements, including the following:

1) As Containers or To Cooperating Organizations is a place where people can together to achieve a goal that has been set in the absence of organization become time for people to execute a collaboration because everyone does not know how can work together will do in a right way. Understanding the place here in a concrete sense, but an abstract sense, so that the place here is in the sense of the function of accommodating or responding to the desire for the cooperation of several people to

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achieve specific goals. In a general sense, the organization can change into a group of people who have specific objectives such as labor organizations, women's organizations, student organizations and so on.

2) The work process is at least between two people. An organization, besides being a place of cooperation, is also a process of cooperation between at least two people. In practice, if cooperation is done with many people, then the organization is structured to be perfect in other words the process of cooperation is carried out in an organization, can be carried out better. This means that without an organization, the cooperation process is only temporary, where the cooperation relationship between the parties concerned cannot be adequately managed. With the cooperation process, it is expected that all activities can run well.

3) The assignment of each position with the existence of an organization, the task, and position of each person or party with one another will be clearer. Thus, the conclusion of double work and so on will be avoided. In other words, without the good they will be confused about what the task - the task and how the relationship between one another.

4) There are specific goals How vital is the ability to organize for a manager. A planner is not good but the excellent organization will tend to better result than proper planning, but the organization is not good. However, it will be better if both can be fulfilled. Because then it will produce balance and every planned activity will run well too.

1.6.1.4. Elements of the Organization

In simple terms, the organization has three elements. Namely, there are people, there is cooperation, and there is a common goal. The three elements of the organization do not stand alone but are interrelated or interconnected so that it is a unified whole. The detailed elements of the organization are:

1) Man (people), in organizational life or institutionalization, is often referred to as some employee or personnel. Employees or personnel consist of all members or citizens of the organization, which according to function and level consists of elements of leadership (administrators) as the highest leadership element in the organization, managers who lead a unit of work by their respective functions and workers. All of them together is human strength (workforce) organization.

2) Cooperation Collaboration is an act of assisting-assisting an act carried out jointly to achieve a common goal. Therefore, all members or all citizens who according to their levels are distinguished into administrators, managers, and workers (workers), together constitute a humanitarian power organization.

3) Shared Objectives. Objectives are the direction or goals achieved. The purpose is to describe what will be achieved or expected. The goal is the end point of what needs to be done. Interest also describes what must be achieved through procedures, programs, patterns (network), wisdom

(policy), strategy, budget (budgeting), and regulations (regulation) that has been set.

4) Equipment. The fourth element is equipment or equipment consisting of all facilities, in the form of materials, machinery, money, and other capital goods (tan ah, buildings/buildings/ offices).

5) Environment. Environmental factors such as social, cultural, economic and technological conditions. Included in the elements of the environment, among others: 1) Conditions or situations that directly or indirectly affect the power of movement of the organization because conditions or situations will always change. 2) The place or location is very closely related to communication and transportation issues that must be carried out by the organization. 3) The operational area that is targeted by the organization's activities. The operating area is divided into: a). The area of activity, which concerns the type of activity or what kinds of activities may be carried out by the objectives of the organization b). The area coverage, or geographical area or sectional area, concerns the area or area of operation of the organization. c). Regional personnel, involving all parties (people, agencies) who have relationships and interests with the organization. d). Areas of authority or power, concerning all matters, problems, obligations, duties, responsibilities, and policies that must be carried out within certain limits that must not be exceeded following the rules of the game that have been determined and following the provisions of the applicable legislation. 4) Natural Wealth Included in this natural

wealth such as climate, air, water, weather (geography, hydrography, geology, climatology), flora and fauna.

1.6.1.5. Organization goals

The purpose of an organization greatly influences the performance of the organization itself and for seeking mass or new members in the development of an organization and for maintaining the regeneration of members. Cadre formation aims to keep an organization able to survive and exist for an extended period. There are several levels of grouping that define the priority of an organizational goal.

1) General Objectives or Missions: Broad statements, or goals on a general scale that define how an organization is created, usually do not change from year to year and are often the first statement in the institution of an organization.

2) A goal is a statement that explains what an organization wants to achieve. Being part of the goals and mission of an organization, goals like this can be like this can change from year to year depending on the agreement of the group.

3) The purpose is a description of what must be done comes from a specific, clear goal. Task reports specially to achieve the expected goals of a group, usually have a short term and a certain time limit. The choice of goals from each organization is very important because, with this, it can be a

moral, and a sense of responsibility, commitment, and motivation from each member in a group.

1.6.2. Management

1.6.2.1. Understanding of management

The word management comes from Latin, which is from the origin of the word manus which means hand and agree on which means to do. These words are combined into a manager verb which means to handle. Management according to Parker Follet (1997), is the art of completing work through other people (management is the art of gettings thing done through people). According to Hasibuan (2001), the management is the science and art of regulating the process of utilization of human resources and other power sources effectively and efficiently to achieve a goal that has been set or a particular purpose. Although many definitions of management expressed by experts in accordance outlook and approach each - each, but none were satisfactory. Nevertheless, the essence of management can be viewed, both as a process and as a task. As management said by Nickels and McHugh in Sule and Saefullah (2005), namely, that management is a process that is carried out to realize organizational goals through a series of activities in the form of planning, organizing, directing and controlling people and other organizational resources. Management is art or process in completing something related to achieving goals. In resolving something, there are three factors involved;

1) The use of organizational resources, both human resources and other production factors. Alternatively, according to Griffin (2002), these resources include human resources, natural resources, financial resources, and information,

2) There is a gradual process from planning, organizing, directing and implementing, to controlling and controlling,

3) There is art in completing work. The role of management in the present needs to be studied in depth because of the growing development of knowledge that continues to expand and the progress of the age that requires humans to continue to learn so as not eroded by globalization. In the field of management, the need for hard work to advance the organization to run neatly and regularly is undoubtedly in need of a highly dedicated, responsible and competent in the activities of planning, controlling, organizing, mobilizing and controlling. These activities are related to each other. According to Prof. Dr. H. Harsuki, M .A, management is at the core of the administration; leadership is at the core of management, human relations are at the core of leadership (Sondra P. Siagian).

As we know that RI Law No. 3 of 2005, concerning the national sports stem, in chapter IV it mentions the existence of 3 scopes of sports which include educational sports activities, recreational sports, and sports achievements. Therefore, it is known that sports education management is applied in the school environment both formal, non-formal and tertiary education. Recreational sports

management is applied to community sports organizations. Besides, there is also a division of government sports management and non-government management or non-governmental sports management, such as the management of the sports industry. Division according to its functions, such as management planning, organizing, mobilizing, controlling, and marketing. In particular, management in this research is a process in which people are arranged to work following their functions in order to carry out their vision and mission. In this study also intends to determine the extent of the role of management in supporting the achievements of sports organizations to achieve goals that are expected to be according to the targets that have been planned and determined, both long-term plans and short-term plans.

1.6.2.2. Management Theory

1.6.2.2.1. Scientific Management Theory

Scientific management theory began in the 19th century when engineers from the United States and Europe sought and developed new ways to manage a company. Some variables that are noticed in scientific management are as follows: 1) The importance of managers in moving and increasing company productivity. 2) Appointment and utilization of labor with all its requirements. 3) Responsibility for employee/employee welfare. 4) Adequate conditions to increase work productivity. The pioneers of scientific management theory:

Robert Owen (1771-1858) In his theory he emphasized the role of human resources as the key to success. Qualified human resources will be able to manage management well and correctly.

Frank B. Gilbreth (1868-1924) and Lilian M. Gilbreth (1879-1972) Both were pioneers of scientific management who based their theories on the results of research on the relationship of movement and fatigue in work. According to Frank, that between movement and fatigue are interrelated, every movement that is removed also causes fatigue. Whereas according to Lilian, in order to achieve active movement can reduce fatigue, and thus also influence efforts to optimize the ability of workers.

1.6.2.2.2. Classical Management Theory

A famous French industrialist as the father of operational management. He developed management as written in his general book and industrial management. According to the respondent, in the industrial companies the activities carried out by management teams can be shared in several groups of tasks as follows:

1) Technical: is an activity to produce and make products.

2) Commercial: includes the activity of buying materials needed and selling goods produced.

3) Financial: spending activities, which include activities seeking capital and how to use the capital.

4) Security: i.e., activities are done to maintain security, safety, and property in company or organization.

5) Accounting: includes activities that consist of recording, calculating, calculating the costs that have been carried out, calculating and determining the profits obtained.

1.6.2.3. Management functions

The management function can be divided into two parts, namely functions that are organic and inorganic functions. The cellular function is where this function must exist, and if it is not carried out, it will cause the management to collapse. While inorganic functions are supporting functions, where if available, management will run more comfortably and effectively. For example, transportation equipment, communication equipment, computers, and working furniture are safe.

1.6.3. SWOT Analysis

SWOT refers to strengths, weaknesses, opportunities and threats. SWOT analysis is a process where the management team identifies the internal and external factors that will affect the organization's future performance. The organization's strengths and weaknesses are the internal factors. Opportunities and threats deal with factors external to the organization-environmental factors. SWOT analysis is done as part of the overall corporate planning process in which financial and operational goals are set for the upcoming year and strategies are created to accomplish these goals. Organizational strategies are the means through which companies accomplish their missions and goals. Successful strategies

address four elements of the setting within which the company operates: (1) the company's strengths, (2) its weaknesses, (3) the opportunities in its competitive environment, and (4) the threats in its competitive environment. This set of four element strengths, weaknesses, opportunities, and threats when used by a firm to gain competitive advantage, is often referred to as a SWOT analysis. SWOT was developed by Ken Andrews in the early 1970s. An assessment of strengths and weaknesses occurs as a part of organizational analysis; that is, it is an audit of the company's internal workings, which are relatively easier to control than outside factors. Conversely, examining opportunities and threats is a part of environmental analysis the company must look outside of the organization to determine opportunities and threats, over which it has lesser control. Andrews's original conception of the strategy model that preceded the SWOT asked four basic questions about a company and its environment: (1) What can we do? (2) What do we want to do? (3) What might we do? and (4) What do others expect us to do? The answers to these questions provide the input for an effective strategic management process. While Andrews' original conception of this analysis has been developed and changed to the more streamlined SWOT analysis that we know today, his work is the foundation of this activity.

Strengths, in the SWOT analysis, are a company's capabilities and resources that allow it to engage in activities to generate economic value and perhaps competitive advantage. A company's strengths may be in its ability to create unique products, to provide high-level customer service, or to have a presence in multiple retail markets. Strengths may also be things such as the

company's culture, its staffing and training, or the quality of its managers. Whatever capability a company has can be regarded as strength.

A company's weaknesses are a lack of resources or capabilities that can prevent it from generating economic value or gaining a competitive advantage if used to enact the company's strategy. There are many examples of organizational weaknesses. For example, a firm may have a large, bureaucratic structure that limits its ability to compete with smaller, more dynamic companies. Another weakness may occur if a company has higher labor costs than a competitor who can have similar productivity from a lower labor cost. The characteristics of an organization that can be strength, as listed above, can also be a weakness if the company does not do them well.

Opportunities provide the organization with a chance to improve its performance and its competitive advantage. Some opportunities may be anticipated, others arise unexpectedly. Opportunities may arise when there are niches for new products or services, or when these products and services can be offered at different times and in different locations. For instance, the increased use of the Internet has provided numerous opportunities for companies to expand their product sales.

Threats can be an individual, group, or organization outside the company that aims to reduce the level of the company's performance. Every company faces threats in its environment. Often the more successful companies have stronger threats, because there is a desire on the part of other companies to take some of that success for their own. Threats may come from new products or services from

other companies that aim to take away a company's competitive advantage. Threats may also come from government regulation or even consumer groups.

A strong company strategy that shows how to gain competitive advantage should address all four elements of the SWOT analysis. It should help the organization determine how to use its strengths to take advantage of opportunities and neutralize threats. Finally, a strong strategy should help an organization avoid or fix its weaknesses. If a company can develop a strategy that makes use of the information from SWOT analysis, it is more likely to have high levels of performance.

Nearly every company can benefit from SWOT analysis. Larger organizations may have strategic-planning procedures in place that incorporate SWOT analysis, but smaller firms, particularly entrepreneurial firms may have to start the analysis from scratch. Additionally, depending on the size or the degree of diversification of the company, it may be necessary to conduct more than one SWOT analysis. If the company has a wide variety of products and services, particularly if it operates in different markets, one SWOT analysis will not capture all of the relevant strengths, weaknesses, opportunities, and threats that exist across the span of the company's operations.

1.6.2 Sports Achievement Development

1. Coaching

Coaching is an effort, action, and activity carried out efficiently and successfully to obtain better results. Several adequate supporting factors are

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necessary to achieve the maximum and optimal performance of athletes, programmatic, directed and continuous guidance. Furthermore, to achieve optimal performance of athletes, also needed training power as outlined in the written training program plan systematically as a guide to the direction of activities to achieve goals effectively and efficiently.

The achievement of maximum sports performance must be developed through programmed, directed, planned development activities through tiered activities in a relatively long time. The creation of top accomplishments is the result of the careful preparation of athletes, based on a highly detailed training program, planned in stages, objectively, and applied continuously. (Harsuki 2003: 308)

The most fundamental strategy in achieving the improvement of Indonesia's human resources, especially in the field of sports, is to focus attention and orientation on sports development as early as possible, namely by conducting training and developing games for the younger generation since an early age. The concept of sports coaching as soon as possible is that if we want to earn a high achievement. It is necessary to apply the theory as early as possible because that's when it is most appropriate to provide basic skills and provide basic skills and form the character of playing badminton, foster sportsmanship, and the spirit of unyielding, so that the achievements can be genuinely maximum (Indonesian National Sports Committee 2000: C-65).

The consideration of coaching pattern has two aspects, adaptive to the child's growth and development. Coaching models based on child growth and development include:

1) Exercise from sports from specialization must suit the growth and development of athletes,

2) Attention concerning muscle groups, the flexibility of joints, stability, and activation of body members, which are related to one of the branch requirements specialization sports,

3) the development of functional and morphological abilities to the highest level that will be needed to build high levels of technical skills and tactics efficiently.

4) the development of mastery of powers is an essential requirement required to enter the stage of specialization and achievement,

5) the principle of developing the ability of techniques and skills must be based on the fact that all of them are interdependent.

2. Achievement Guidance

Coaching is an effort, action, and activity that is carried out efficiently and is successful in improving or obtaining better results. The maximum guidance is needed programmed, directed and continuous and supported with adequate support to achieve the athlete's accomplishment. In order to make an optimal performance by athletes, they also need intensive and constant training sometimes leading to boredom. Intensive and constant

training can be the cause of the decline in achievement; therefore, prevention is required, namely by planning and conducting various exercises. Intensively practicing is not enough to ensure result gained because of the achievement improvement achieved in addition to intensive, quality and quality training. (Tohar, 2002: 10)

Excellent and right coaching accompanied by physical, technical and mental preparation can lead an optimal sports achievement. Regular, systematic, programmed and continuous coaching with the knowledge and technology approach applied in the training program so that it can improve the quality of its abilities. Constant practice will support the desired achievement. The purpose of achieving maximum performance, sports must be developed through programmed, directed, planned development activities through tiered activities in a relatively long time.

3. Development Guidelines

Coaching existed in three stage levels, namely the stage of talent scouting, nursery and the maturation stage of the champion. Described in a pyramid as follows:

Figure 1.1
Development of Sports Achievement concerning Pyramid Theory, Practicing Age, Level of Athletes, and Athlete's Growth and Development Rate

Senior athletes	Achievement guidance	Age of achievement peak achievement = post adolescence (18 years and over)
Junior continued	Nursery	Age of specialization = Adolescence (13-18 years)
Beginner	Idling	Age starts exercising = children (6-12 years old)

a. Idling

Idolization is the patterning of skills and physical fitness multilaterally and specialization. Sports segregation aims to encourage and mobilize the community to understand better and appreciate the nature and benefits of sport as a necessity of life, especially the types of games that are easy, cheap, attractive, useful and mass. (Islahuzzaman, 2010: 62).

Sports parallels function to foster the health and physical fitness of Indonesian in building qualified human beings by making sports a part of the Indonesian lifestyle. Therefore, in sports development, it is necessary to increase and expand segregation. In sports achievements, slaughtering should begin at an early age. When associated with child growth and development, slaughtering is very good if it starts from childhood, especially at the end of childhood age (6-12 years old) this time is the stage of developing basic motion skills. (Islahuzzaman, 2010: 62)

b. Nurseries

The nursery is an effort that is applied to attract talented athletes in sports achievements, which are researched purposefully and intensively through parents, teachers, and trainers in a sport. This effort aims to provide gifted athletes in various sports, in the result, it can be followed by coaching more intensively with a more innovative system and able to utilize the results of scientific research and modern technology tools. The

nursery is a pattern that is applied to capture talented athletes who are scientifically researched (Said Junaidi, 2003: 50).

c. Achievement Guidance

Achievement guidance is an effort made to estimate the opportunities of a talented athlete in order to succeed in undergoing an exercise program to be able to achieve performances peak (Said Junaidi, 2003: 51). Talented players determine the achievement of maximum achievement. Player talent likened to the raw material that will be processed for the development of his accomplishments in badminton, so it is necessary to find a talented seed player. Examining for players in their response can be taken through match-observation or conducting a player measurement test. Skilled players usually found in schools, badminton associations, youth and family organizations. For seeding gifted players, there needs to be a grouping of age, skill levels according to the needs in the training program.

1.6.3 Definition of Exercise

Exercise is an effort to improve the functional quality of body organs and the psychic of the subject. Therefore, the practices carried out must be prepared and carried out correctly following the objectives to be achieved. Exercise in a way that is not right will affect children's development, both physiologically and psychologically. (Sanusi Hasibuan Dkk, 2009: 12)

1. Exercise intensity

    The quality that indicates the severity of the exercise is called energy. The strength depends on the type and purpose of the training. Aerobic exercise uses a standard increase in heart rate. Exercise to burn body fat using an intensity of 65% - 75% of the maximum heart rate done 20-60 minutes of each exercise and done 3-5 times a week (Djoko Pekik, 2004: 83).

2. Duration of training

    The length of training for sports achievements is 45-120 minutes in training zones, while for health sports such as training programs to lose weight between 20-30 minutes in the training zone. The point is that exercises will not be efficient, or result in worst results if the portion of the practice is not achieved the standard. The length of training to improve fitness and lose weight is carried out for 20-60 minutes. (Djoko Pekik, 2004: 21)

3. Frequency of activity

    The rate of exercise is closely related to the intensity of use and length of exercise. In doing the exercises, the frequency should be carried out at least three times a week, both for health sports and for sports achievement. To improve fitness, need to exercise 3-5 times per week (Djoko Pekik, 2004: 17)**.**

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4. Training objectives

The purpose of exercising is to maintain and improve the physical condition or physical fitness. Physical freshness plays an essential role in achieving a brilliant achievement.

1.6.4 Definition of Coach

The trainer is a professional whose job is to help athletes and teams to improve sports performance. Because the trainer is a profession, the coach should be able to provide services that are following existing professional standards/measures. Whereas following the job, the trainer must be able to offer training services following the latest developments in scientific knowledge in the field of study according to Pate Rotella (Sanusi Hasibuan Dkk, 2009: 8).

1.6.5 Coach Management

A trainer shows that training is a diverse task field that demands different and broad skills competencies. As a trainer, they must have the ability to develop a term program both short and long-term and organizing the team's efforts to achieve goals. A coach must have the ability to communicate with various layers of society which include high-level sports administrators to athletes.

A trainer must be able to budget the available human and financial resources to develop a program. The function of the trainer as an attractive leader to be studied and evaluated, because one of the critical

points in the success of the athletes lies in the ability of a coach to lead the athlete, this happens from the interactions that occur in the field. That suggests the coach has the task of being a planner, leader, friend, mentor, and exercise program controller. Because of the many factors that can make a coach successful, it is necessary to develop sports management skills, especially adequate coaching that can deliver a trainer in order to maximize the effectiveness of his training.

1.6.6 Potential Athletes

The athlete's resources have a very strategic role in coaching sports performance, especially badminton because athletes are objects that influence the success or failure of a sport can be an achievement that is entire must be possessed by a game to achieve optimal performance. Athletes in this term are someone who has carried out training from a sport continuously at a particular time and have shown gradual improvement in achievement (Harsuki, 2012: 104).

1.6.7 Talent

Talent is the basis for the intelligence, nature, and character that is born since they were birth. Skill is generally defined as an innate ability which is a potential that still needs to be further developed and trained, that is, that the abortion can be realized.

The use of talent identification is to predict a high degree of possibility that the athlete's means will be able to adjust and complete the junior training program

well in the chosen sport, so that it can be adequately measured, doing the next stage. The general purpose of identifying child and adolescent talents is to improve sports achievement standards, namely increasing the standard of achievement in national competition maximized through the skills of athletes in individual sports branches to be successful in competing internationally (Yudiana, 2007: 53).

1.6.8 Facilities and Infrastructure

Sports Facilities and Infrastructure are a permanent form of both the room outside and inside: all fields and sports buildings and their equipment to carry out program activities.

Sports Infrastructure means everything that is supporting the implementation of a process (business or development). In sports, infrastructure is defined as something that facilitates or smoothens the task and has a relatively permanent nature (Soepartono, 2000: 5).

Based on this definition, it can be mentioned several examples of sports infrastructure such as basketball courts, tennis courts, sports buildings (halls), sports stadiums, athletic stadiums, and others. The sports building is a multipurpose function infrastructure that can alternately be used for several sports competitions. Sports buildings can be used as an infrastructure for volleyball matches, badminton matches and so on. Understanding infrastructure is not just limited to matters related to the arena of sports

activities only. However, everything outside the field facilitates the running of sports activities also called infrastructure.

Sports facilities are all sports infrastructure that includes all fields or sports buildings along with their facilities to carry out sports activities. Based on the limitation above, the term sports facilities include the understanding of equipment facilities and infrastructure. There are difficulties if the next term is sometimes used (Soepartono, 2000: 6).

The term sports facility is a translation from "facilities," which is something that can be used in sports activities or physical education. Sports facilities can be divided into two groups, namely:

1. Equipment (kit), is something that is used, for example jumping crates, and parallel bars.

2. Equipment (device) that is

   a. 1) Something that complements the needs of infrastructure such as the net, flags for signs, boundaries and so on.

   b. 2) Something that can be played or manipulated by hand or foot, for example, balls, beating racquets and others.

As with sports infrastructure, the facilities used in sports activities in each of the sports branches used as the material for movement (Soepartono, 2000: 6).

1.7 Conceptual definition

The purpose of conceptual clarity is to explain the restriction between one concept with another concept in order to avoid misunderstanding or confusion. While the idea is a term or definition used to describe abstractly the event, the state of the group or the individual who becomes the center of studies.

The process of organizing, planning, leading and controlling resources within an entity with the overall aim of achieving its objectives. The corporate governance of a business needs to be able to make decisions and resolve issues in order to be both effective and beneficial. The Factor that influences the success of the well-managed organization are:

1) Planning
2) Organizing
3) Staffing
4) Lead
5) Controlling
6) Time Management
7) Motivation

1.8 Operational Definition

The operational definition is the variables that have been discussed in the conceptual clarity and theoretical framework. In simplifying the data analysis, it is compulsory to provide the limitation and scope of research which identified with the purpose to answer the research problem. The indicator used in this research are, as follows:

Management Organization	Variable(s)
Planning	Planning through integrated coordination and good communication inside the organization
	The ability to measure the upcoming challenges and opportunities and formulated into good planning
Organizing	The policy of resources using to achieve maximum performances by the manager
	Classifying the athletes based on age and ability to organize the team
Staffing	The appropriate recruitment of capable coach and badminton club staff
	Qualified manager/ coach in Badminton that can provide good coaching for athletes
Lead	The performance of coach in directing the team to achieve target, short-term and long-term
Controlling	The ability of coach in becoming the first act as control of every activities that involves the athletes or any resources
Time Management	The commitment of the coach of becoming stick to discipline for the athlete's improvement
	The appropriate reward and punishment implementation of time-management by the athletes
Motivation	The implementation of reward and punishment system in achieving the target that has been set
	The capability of coach to identify the issues of lack of motivation by the athletes and its cause and set to support them

1.9 Research Methods

Researchers can choose various types of methods for carrying out their research. It is clear, the mode selected is closely related to the procedures, tools, and research designs used. The research design must be following the chosen research method. The systems and devices used in the study must match the research method used. Therefore, before carrying out the research, a researcher needs to answer three main questions as follows:

1) What work must the order be carried out in carrying out the research?

2) What tools are used in measuring or collecting data?

3) How to carry out the research?

1.9.1   Type of Research

Descriptive research is a method of examining the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present. In this study using qualitative descriptive, namely, the data collected is in the form of words, pictures, and not numbers. (Lexy J. Meleong, 2001: 11)

1.9.2 Research Variables

The variables in this study are regarding the development of athletes, organizations, facilities, and infrastructure in the *DISDIKPORA* Seruyan badminton division

1.9.3 Research Sites

This study was conducted in the *DISDIKPORA* Seruyan badminton division in Central Kalimantan.

1.9.4 Types and Data Sources

The primary data sources in qualitative research are words, activities, and the rest are additional data such as documents and others (Lexy J. Meleong, 2001: 157). In this study, researchers used respondents, facilities, club activities, and records.

    1. Respondents

It is the person who answers when interviewing. In this case, the researcher interviewed with the respondent of the chairman of DISDIKPORA, the administrator, coach and athlete of the DISDIKPORA Seruyan badminton division.

    2. Facilities of the DISDIKPORA Seruyan badminton division

The facilities in question are facilities and infrastructure in the form of training sites, as well as tools used for the development of badminton sports performance.

    3. Club Activity

All actions and behavior of a person related to aspects of coaching sports achievement that takes place in the place of activities associated with the development of badminton sports achievements.

    4. Document

Written records and photos or images obtained from the place of the researcher relating to aspects of production and can be used as accurate data.

1.9.5 Data Collection Techniques

1. Interview

The interview is the process of obtaining information for research purposes through question and answer while meeting face to face between the interviewee or interviewer or respondent by using a tool called an interview guide (Moh. Nazir, 2009: 193).

Although the interview is a process of conversion in the form of questions and answers with face to face, meetings are the process of collecting data for a study. Some things can distinguish transcripts from everyday conversations, including:

a. Interviewers and respondents usually do not know each other before.

b. Respondent always answers questions.

c. The interviewer does not direct the question to an answer, and it must always be neutral.

d. Questions that are stated following the guidelines previously made (Moh. Nazir, 2009: 194).

Table 1.1
Question Grid

Concept	Aspect	Discussion
The effort to reach achievements in sports is a complicated thing, that is covering several factors including the organization of training programs, advice and infrastructure and the accomplishme	I. Achievement Development	1. athlete's interest and motivation 2. the role of athletes in improving performance 3. the part of the trainer in increased achievement 4. aspects of training 5. training method 6. coaching stages 7. training program period 8. special coaching strategies
	II. Organization	1. the role of the organization in the development of achievement 2. governance / administration

2. Observation

Observations include the activity of loading attention to an object by using all senses. Observing can be done through sight, smell, hearing, touch, and taste. What this says is the direct observation in the mind that tests, questionnaires can do observational research, recording images, sound recordings (Suharsimi Arikunto, 2010: 199-200).

3. Documentation

Documentation is looking for data about things or variables in the form of notes, transcripts, books, newspapers, magazines and so on (Suharsimi Arikunto, 2006: 231).

1.9.6   Data analysis techniques

Data analysis is an essential part of the scientific method because the study of the data can be given meaning and meaning that is useful in solving research problems (Moh. Nazir, 2009: 346).

1. Data Reduction

The data obtained is written in the form of reports or detailed data. Reports prepared based on the data collected are reduced, summarized, selected vital points, focused on important matters. Result data read and sort according to the specific concept, theme, and category units giving a sharper picture of the results of the observation also makes it easier for researchers

to retrieve the data in addition to the previous data obtained if needed (Wiratna Sujarweni, 2014: 35).

2. Presentation of Data

Data obtained and made are categorized according to the subject matter and are formed in a matrix so that it makes it easier for researchers to see patterns of relationship between one data and other data.

1.9.7 Draw conclusions or verification

Inference activities are a further step from data reduction and presentation activities. Data that has been reduced and presented systematically will be concluded temporarily. The conclusions obtained in the early stages are usually less clear, but in the later stages they will be more assertive and have a strong foundation. Techniques that can be used to check are the triangulation of data sources and methods, peer discussions, and member checking (Wiratna Sujarweni, 2014: 35).

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