

Management in Sport Climbing

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DOI: <https://doi.org/10.52403/ijrr.20231159>

ABSTRACT

Sports management in Indonesia is faced with a lack of adequate attention and investment in sports development. The budget allocated for sports development is still limited, including in terms of coaching athletes and improving sports facilities. This can make it difficult to achieve excellence in national competitions and develop the potential of high-achieving athletes. The Rock-Climbing Federation (FPTI) PENGKAB Jember district is experiencing quite serious problems in organizational management. This is evidenced by several elements of management that are not fulfilled, such as limited funds, multiple jobs in management, senior athletes changing residence, inadequate facilities and infrastructure. The aim of this research is to examine the management functions within FPTI PENGKAB Jember district as follows: Planning, Organizing, Mobilizing and Controlling. This research uses a qualitative approach with data collection methods in the form of observation, interviews and documentation. The research objects in this study are organizational administrators, coaches and athletes. The data analysis process uses data triangulation 1) data reduction, 2) data presentation, and 3) drawing conclusions. Research findings include: 1) Management planning (FPTI) meets the categorization criteria, namely clear who, what, when, where and how to do it; 2) Organization and management (FPTI) meets the categorization criteria, namely comprehensive management, work mechanisms, no written job descriptions, and routine activities discussed at the beginning of the year; 3) Driving, management (FPTI) meets the categorization criteria, namely complete management, work mechanisms, and there are routine activities. The research conclusions show that: (1) Planning: management of the Indonesian rock-

climbing federation is very good; (2) Organization: the management of the Indonesian rock-climbing sports federation is quite good; and (3) Actuating: the management of the Indonesian rock-climbing sports federation is quite good. (4) Control: The Indonesian Rock-Climbing Sports Association is running quite well.

Keywords: Sport Climbing, Sports management, Indonesian rock-climbing

INTRODUCTION

Sport has a very important role as a basic human need. Physical activity carried out in sports not only provides benefits for physical health, but also has a positive impact on an individual's mental and emotional well-being. Apart from that, exercise can also help improve quality of life, reduce the risk of chronic disease, and improve the fitness of the heart and immune system. Thus, sport becomes an activity that cannot be ignored in maintaining balance and quality of human life (Siedentop et al., 2019).

Rock climbing is an activity that requires a strong physique and good climbing skills. In this sport, participants must have sufficient muscle strength to support body weight and climb to higher heights. Apart from that, balance and body stiffness are also very necessary to face the challenges of diverse terrain. By involving the body as a whole, rock climbing can help improve muscle strength, physical endurance, flexibility, and also mental skills such as focus and endurance in facing challenges (Schweizer, 2020).

Rock climbing is indeed a difficult and challenging sport. In this sport, participants are faced with high physical and mental challenges. Climbing a steep and rocky wall or cliff requires strength, balance, endurance, and strategic skills in determining the best route to reach the top. Apart from that, this sport also tests participants' courage and self-confidence, because they sometimes have to face extreme situations and make decisions quickly. Even though it is difficult, rock climbing provides satisfaction when you succeed in conquering challenges and achieving your desired goals (Nandasena et al., 2022)

The sport of rock climbing is increasingly popular in Indonesia, as evidenced by the increasing number of rock climbing associations in urban and rural areas joining the FPTI. In this modern era, rock climbing has become one of the most popular sports in Indonesia (Eka, 2020). Other evidence is the growth of talented young participants both in the city and district. Apart from that, the importance of developing athletes from an early age is also reflected in age group competitions (Soles, 2008)

FPTI aims to invite and develop students who have achievements in the field of sports, as well as being an important part of the national sports development system. This organization has a strategic role in producing athletes who excel not only at the provincial level, but also at the national level. FPTI focuses on developing achievements both academically and athletically. Apart from that, FPTI also pays attention to developing young athletes in order to prepare them to become outstanding athletes in the future (Rampai, 2022)

FPTI Jember district was founded in 2005 with financial support from the Jember district government. The Jember district FPTI team consists of men's and women's teams. The formation of the Jember district FPTI aims to develop the potential of student athletes in an integrated manner, so that they can take part in intensive training

while remaining focused on academic education. To advance FPTI as an educational institution and develop talented student athletes, stronger efforts need to be made so that it can provide maximum contribution to athlete achievements at the provincial and national levels.

Based on data analysis in 2019-2023, Jember district rock climbing sports athletes succeeded in achieving high achievements at the provincial and national levels, winning 6 medals in 2019, namely 2 gold medals in the men's speed classic youth A and B categories, 1 gold medal in the lead category youth A, 2 silver medals in the youth A women's speed classic and speed world record categories, and 1 bronze medal in the youth A women's speed classic category. In the next championship, namely in 2021, FPTI Jember district again brought home 3 medals in the provincial championship, including a medal gold in the men's Speed Classic Youth A event, bronze medal in the men's Lead Youth A category, and silver medal in the men's Youth A lead event. At the next event in 2021 at the KU National Championship in Aceh, FPTI Jember athletes succeeded in bringing a silver medal in the men's lead youth A category. Then continued in 2022, the Jember district rock climbing sports athletes again gave their best results by getting the highest champions, namely getting a gold medal and a bronze medal at the age group provincial championship in the Youth A and B individual men's numbers.

Jember district rock climbing athletes also achieved their best result, namely a silver medal in the men's Youth D individual lead category at the national age group championship. And in 2023 there will be a significant decline in the results of the Jember district rock climbing athlete championship, where the athletes only survive at the regional sports week, not a single Jember district rock climbing sports athlete will get a ticket to the next competition.

Based on initial observation data and conversations with coaches, administrators

and athletes, the progress of Jember district FPTI rock climbing athletes towards national achievements is less consistent than in 2019. The level of difficulty of rock climbing is also adjusted to the type of competition. In this scenario, athletes' achievements are closely related to management within the FPTI PENGAB Jember district organization, because management greatly influences athletes' achievements and sports progress, especially rock climbing. This research aims to analyze POAC management (Planning, Organizing, Actuating, and Controlling) in order to determine the strengths and weaknesses of the current management in the Jember district FPTI so that management can improve the performance of Jember district rock climbing sports athletes.

This national event was ranked 3rd in the 2021 KU FPTI National Championship which was held in Situbondo, so that researchers wanted know and comprehensively study the problems and phenomena related to the performance management of Jember district rock climbing athletes, so the researchers conducted research with the title "Management of Jember District PENGAB FPTI".

Rock climbing is a difficult sport and requires courage to participate. It is different from other sports, because rock climbing involves the activity of climbing walls or natural rock formations that are high and steep. Climbing enthusiasts must have good physical strength, technical skills, and the ability to overcome fears and challenges. Apart from stamina, this sport also requires concentration so that the hands and feet do not slip at the stepping point (FPTI JATENG, 2001: 8).

The government pays special attention to sports achievements because superior sports achievements can be considered as an indicator of the success of a country's development. Sports achievements must be planned through a systematic program. This coaching must be carried out continuously,

on a schedule, and have clear objectives (Saul, 2019). Management is the art or science of managing and processing existing resources, both human resources and other resources. These resources are processed and arranged to achieve certain goals (Cunningham et al., 2018). Meanwhile, management according to GR Terry (in Setio Nugroho, 2016) Management is a unique process, which consists of planning, organizing, activating and controlling actions carried out to achieve predetermined targets through the use of human resources and human resources. -other sources (Pierce, 2019). Management as a means of implementation involves the process of determining the tasks that must be carried out, formulating strategies to achieve them, understanding the appropriate way to carry them out, and evaluating the success of the efforts undertaken.

Management is an intangible process and has specific goals. Efforts in this management are directed at achieving certain results, which are usually expressed in the form of goals to be achieved. In management, there are various actions and decisions taken to organize resources, coordinate activities, and direct a team or organization towards achieving these goals. By using effective management principles, leaders or managers can optimize the performance and productivity of their organizations (Gammelsæter,

2021). Management is an important implementation tool in achieving organizational goals. In a company, management acts as a regulator who directs all resources, including people, time and materials, so that they can work efficiently and effectively. Management coordinates existing activities and makes strategic decisions to achieve predetermined goals (O'Brien, 2019). Through good management, companies can optimize performance and productivity, improve product and service quality, and achieve long-term success (McCullough, 2020).

Management has several important functions in achieving organizational

goals(Singer et al., 2019).By carrying out these functions effectively, management can help the organization achieve its stated goals and produce tangible effects, such as increased performance, personal satisfaction, and improved products and services. Management functions are divided into four stages, namely planning, organizing, implementing and controlling (West, 2021).

MATERIALS & METHODS

Researchers conducted a survey by conducting observations, interviews and initial documentation at the Indonesian Rock Climbing Federation in Jember district with administrators, coaches and athletes, and it was discovered that the performance of rock climbing athletes in Jember district has been unstable for the last 8 years. Researchers chose to investigate what type of management management uses to ensure that its achievements remain unstable.

This research is program management using POAC (Planning, Organizing, Actuating, Controlling Method),by knowing the existing plans at FPTI Jember district, understanding the organizational structure at FPTI Jember district, knowing the factors that encourage implementation at FPTI Jember district, and knowing the control mechanisms that have been established at FPTI Jember district.

In this research, the researcher seeks to actively engage or relate to the subjects or respondents being investigated in their natural environment, compared to artificial conditions, with the aim of obtaining data that represents genuine natural situations or events. The researcher is involved in the social environment of the research subject and seeks to understand and give meaning to the observed phenomena. Thus, this research focuses on in-depth observation and understanding of the actual conditions in the natural environment of the research subject/

The Jember district FPTI administrators are the general chairman as a member of the Jember district KONI, the daily chairman as

chairman of the Jember district FPTI, the Jember district FPTI secretary, and the Jember district FPTI treasurer, so that researchers can ascertain the type of management involved in the management of Jember district, such as funding, resources people, and infrastructure.

Data for 2019-2023, rock climbing sports athletes from Jember district succeeded in achieving high achievements at the provincial and national levels, winning 6 medals in 2019, namely 2 gold medals in the men's speed classic youth A and B categories, 1 gold medal in the lead youth A category, 2 silver medals in the youth A women's speed classic and speed world record categories, and 1 bronze medal in the youth A women's speed classis category. In the next championship, namely in 2021, FPTI Jember district again brought home 3 medals in the provincial championship, including a gold medal in the event Men's Speed Classic Youth A, bronze medal in the men's Youth A Lead category, and silver medal in the Men's Youth A lead event. At the next event in 2021 at the KU National Championship in Aceh, FPTI Jember athletes succeeded in bringing a silver medal in the men's lead youth A category. Then continued in 2022, the Jember district rock climbing sports athletes again gave their best results by getting the highest champions, namely getting a gold medal and a bronze medal at the age group provincial championship in the Youth A and B individual men's numbers.

And from 2016 to 2019 there was a very drastic decline, this was proven by the results of the Jember district rock climbing athlete championship which could only be maintained at the Regional Sports Week, where not a single Jember district rock climbing athlete was able to get a ticket to the next level. This research will be carried out at the Jember district Sport Center. Date and location of research on the management of the Indonesian Rock Climbing Federation in Jember district, East Java Province, November 11 to December 12 2023.

The method used in this research is qualitative, used to understand and explain phenomena in an in-depth and comprehensive context. The qualitative research process involves several important stages. The following is a narrative about the qualitative research process: First of all, researchers who use a qualitative approach will start by formulating research questions that are relevant to the topic they want to research. These research questions are usually open-ended and designed to allow the researcher to explore and understand the phenomenon in more depth. After the research question is formulated, the researcher will collect data through various data collection techniques. Techniques commonly used in qualitative research include in-depth interviews, participant observation, documentation studies, and literature analysis. The data collected can be in the form of field notes, interview transcripts, images, or relevant documents. Utilizing the FPTI management grid as follows: (Planning) determines the foundation, vision and mission, goals, training programs and funding; (Organization) establishes the organizational structure. Athletes and coaches are selected, Managerial responsibilities and functions of Coaches, (Drivers) and athletes Information about training programs, athletes, administrative requirements, Athletes, coaches and administrators are selected through a selection procedure. Training Schedule, Athletes, Coaches and Management Consuming the Welfare of Athletes, Coaches and Management, Assistance to Athletes, Coaches and Management, (Control), Supervision, Coordination and success reports. The first component of data

analysis is data collection, which includes searching, recording and collecting all data objectively and as is according to the results of field observations and interviews, as well as recording the data required for various types and forms. data in the field and obtained by researchers. as well as field recording, both data reduction means that the collected data is sorted and classified based on similar or identical data.

After the data is collected, the researcher will carry out data analysis. The data analysis process in qualitative research involves identifying themes or patterns that emerge from the data collected. Researchers will use an inductive approach to develop a deeper understanding of the phenomenon under study. Next, the researcher will interpret the data and compile research findings. This interpretation involves understanding and interpreting the data collected, by linking it to relevant theories or existing frameworks. The researcher will also describe the research context and provide a comprehensive explanation of the phenomenon under study. Finally, the researcher will prepare a research report that includes a complete description of the research questions, methods used, research findings, and interpretation of the results.

RESULT

Research Based on interview results,
 1) Planning, the context in this domain includes the vision and mission, work program design, and organizational funding sources. Rock climbing sport based in Jember district, East Java. It's clear who is responsible. The goals of this organization are clear, what is being achieved and when the plan will be realized is clear. It is clear where to do it and how to achieve the plan.

Table 1. Planning

Aspects revealed	Information
Background	The establishment of the Jember district FPTI would like creating outstanding athletes who are the pride of the country and are able to compete at the national level.
Vision and mission	The vision and mission of the FPTI program runs smoothly with collaboration between administrators, coaches and athletes
Program objectives	develop the athlete's potential as a whole, both in terms of physical, technical, mental and character. By providing comprehensive and quality training programs, helping athletes achieve their best achievements in the sports field they are involved in. The training program also focuses on developing values such as discipline, hard work, cooperation and mental toughness

Work program	The FPTI work program has been running well.
Source of funds	The source of funds is good because it comes from the APBD plus funds from sponsors

2) The results of the organization include organizational structure, selection of athletes and coaches, duties and functions of the organization, and the term of office of athletes, coaches and administrators. The Indonesian Rock-Climbing Federation (FPTI) is headquartered in Jember district,

East Java. Complete management, defined work runs less well due to multijobs, but mechanically, activities are well defined. There are regular activities (activities, championships and meetings) which are held once a month. There is an annual program.

Table 2. Organizing

Aspects revealed	Information
Organizational structure	There is
Selection of athletes and coaches	The selection of athletes and coaches was very good because they met the criteria set by management
Task and function management	This is very good because it has organized and divided the work tasks of each field to achieve goals in an organization, it's just that sometimes there are multijobs
Term of validity for coaches, athletes and administrators	The management period is over because there is a clear job description activity mechanism, there are routine activities (activities, championships, meetings and discussions at the beginning of the year).

3) Actuating which consists of a number of coaches, administrators and athletes. Information about training programs, athlete infrastructure and athlete consumption, welfare and performance. Training is carried

out every day from 14.00 to 17.00 WIB and holidays are on Friday and Monday. Trainers are given the opportunity to create their own training programs without regard to the established requirements.

Aspects revealed	Information
Program Implementation	The training program is going very well, carried out 5 times a week
Achievements achieved	The achievements of the athletes have reached the national level and are quite good
Implementation of planned activities	The activities carried out were quite good because the training camp was held three months before the championship
5 M Completeness (Man, Money, Method, Material, Machine)	The lack of transparency in the funding system means that the facilities and infrastructure that guarantee athletes' success are said to be poor.

4) Controlling results through supervision, coordination and reporting of success. There is supervision, reporting and assessment of the Indonesian Rock-Climbing Federation (FPTI) in Jember district, East Java, as well as KONI monitoring in Jember district

which is included in the good category in the FPTI Rubric for categorizing supervision in the development stage, because it meets the four criteria for supervising sports organizations.

Aspects revealed	Information
Survey	Starting from the general chairman to the administrators and coaches, they always supervise and control as long as the activities run well
Report	The written report to the Indonesian National Sports Committee PENGKAB Jember district regarding reporting documentation of training activities, achievements and funds has gone well
Evaluation	in this case, the management evaluation carried out by the coach at each training session and when participating in championships at both provincial and national levels.
Monitoring	Internal supervision is carried out by the Indonesian National Sports Committee, Jember Regency always monitors the activities carried out, the management's performance is good.

Based on the table above, effective planning, effective organizing, and less effective enforcement can be seen from FPTI's funding and infrastructure. Jember district, and effective supervision. This is

supported by previous qualitative research (Putri & Khamidi, 2021) with the title "FPTI Achievement Development Management in Lamongan Regency" the results were to determine the role of the FPTI

Management Lamongan city in how to manage achievement development management in the Rock Climbing Sport Branch at FPTI Lamongan city. The data collection used by researchers is by distributing questionnaires to parties who have a role in managing achievement development at FPTI Lamongan. Then the research results were obtained, namely the level of Rock-Climbing Sports Achievement Management at FPTI Lamongan district already well.

DISCUSSION

Planning According to the rubric for categorization of planning in sport climbing management at FPTI Jember district falls into the very good category because it meets the five categorization criteria. Organization in FPTI management Jember district, East Java categorized as good because it meets the four criteria in table 4.2 of sports categorization, namely having complete management, having activity mechanisms, having clear job descriptions, and holding meetings at the beginning of the year. It's just that there are no routine activities, such as training coaches. Implementation (Actuating) Based on the classification rubric, the development of rock climbing at FPTI Jember district classified as very good because it meets the four existing requirements. Supervision (Controller) Chairman or management of FPTI Jember district, always closely involved in every coaching activity or championship results that occur to get better results. Apart from that, the coach supervises each training and exercise program and carries out an evaluation at the end of the activity to overcome any deficiencies or developments each athlete has at the Garuda Sports Hall, Jember district. This is confirmed by previous qualitative research (Rukin, 2019). That the quality of athletes is better in terms of training programs. Then it was strengthened by previous research (Rosaeni, 2013) "Analysis of Management of Sports Performance Development of KONI Bantaeng Regency" revealed that there were

deficiencies in supervision and monitoring of coaches and athletes, regarding athlete achievements.

CONCLUSION

The following conclusions can be drawn from discussions by the management of the Indonesian rock-climbing sports federation in Jember district, East Java. The planning system for sports management of the Indonesian Mountain Climbing Federation (FPTI) in Jember district is now very effective, thanks to the coordination between the Chair of the FPTI Management, the Chair of Koni, coaches and athletes who fulfill all existing categorization requirements. The management organization system of the Jember Regency Indonesian Rock-Climbing Federation (FPTI) is effective because it aligns four of the three components between Management, Coaches and Athletes. The implementation system (Acting) for the management of the Indonesian rock-climbing sports federation in Jember district is quite good because it fulfills all areas, synchronization between FPTI administrators, coaches and athletes runs well. The Jember district FPTI supervision system is very good, because it covers all areas of administrators, coaches and athletes.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

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How to cite this article: Nilu Sur'atus Sa'adah, Bambang Budi Raharjo, Ipang Setiawan. Management in sport climbing. *International Journal of Research and Review*. 2023; 10(11): 513-520. DOI: [10.52403/ijrr.20231159](https://doi.org/10.52403/ijrr.20231159)
