

## Analyst Structure and Performance Organization in SMAMDA Futsal Club

Husain Ichsanuddin Saleh<sup>1</sup>, Kenneth Alexander Zefanya Sihombing<sup>2</sup>, Andita Nurul Azizah<sup>3</sup>, Lutfhi Abdil Khuddus<sup>4</sup>

<sup>1,2,3,4</sup> Universitas Negeri Surabaya, Surabaya, Indonesia



### ABSTRACT

#### Keywords:

Futsal Management  
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*This study examines the management of futsal organization at SMAMDA FC to understand how current management practices support team achievement and youth leadership development. The research method is descriptive quantitative with a Likert questionnaire distributed to 25 respondents, including coaches, players, staff, and club managers. The survey results showed that most respondents (76%) stated that each team member knows their duties and responsibilities well, 88% considered the relationship between administrators, coaches, and players to be harmonious, and 80% thought the club's organizational structure was clear and easy to understand. These findings indicate that SMAMDA FC management has been running effectively. It is recommended to prepare a more planned work program, improve cross-team coordination, and provide ongoing training for administrators and club members. Thus, the expected good management of futsal organization can continue to be improved to support the achievements and educational leadership of club members.*

## INTRODUCTION

Futsal is a small-format (five-a-side) football branch that is internationally recognized by FIFA and UEFA. The name "futsal" itself comes from the combination of the Spanish words sala (hall) and fútbol (football). This sport is popular as a means of developing technical skills, fitness, and social values for young people. As noted by Berdejo-del-Fresno (2014), futsal also has a strategic role in developing modern sports talent. In the context of an organization, management plays an important role in achieving club goals and supporting the development of its members. According to Pardi et al. (2025), management is defined as a process that involves planning, organizing, implementing, and controlling resources to achieve organizational goals effectively and efficiently. Specifically in sports management, various functions such as leadership and division of tasks must also be applied so that achievements can be achieved.

SMAMDA FC is a youth futsal club that not only pursues sports achievements but also educates members as future leaders. Within this framework, the club aims to build collaborative experiences for administrators, players, and staff to be able to develop soft skills of leadership on the field and in community life (Candra et al., 2020). Therefore, this study focuses on three questions: (1) How to build better management at SMAMDA FC, (2) How can management effectively develop team performance, (3) What is the role of management in shaping the reputation of the SMAMDA FC futsal team. This exploration is expected to provide an overview of the optimal management system according to field data and related literature.

## RESEARCH METHOD

This study is an applied research with a quantitative descriptive research design. A Likert-scale questionnaire was used to explore respondents' opinions on task clarity, team coordination, and organizational structure. This approach allows researchers to analyze numerical data to determine the management status at SMAMDA FC in detail (Sugiyono, 2013).

The research population was SMAMDA FC administrators who actively participated in club activities. A total of 25 individuals were selected as samples through total sampling (small census). The sample included 1 manager, 2 coaches, 17 players, and 5 staff. Each respondent has a different role and authority within the club organization, so the data collected can represent various perspectives on team management.

Primary data were obtained through closed questionnaires distributed directly to respondents. This

questionnaire contains statements about work planning, task division, coordination between members, and organizational structure. In addition, researchers also conducted participatory observations in training sessions and matches to record team communication dynamics. Secondary (supporting) data were collected through documentation studies in the form of SMAMDA FC work program notes and club activity reports. According to Sugiyono (2013), the documentation method is often used as a complement to observation in quantitative research to verify field data (Sugiyono, 2013).

The data from the questionnaire were processed using descriptive statistics to display the percentage and frequency of answers to each statement. The data were analyzed using descriptive statistics to describe respondents' perceptions of organizational management at SMAMDA FC. As an initial step, researchers reduced the data by summarizing the main findings to make them more focused (Sugiyono, 2013). Furthermore, the data was presented in the form of tables and diagrams to facilitate interpretation. The final stage is drawing conclusions based on the patterns found, according to the descriptive data analysis procedure (Sugiyono, 2013). The main instrument of the study was a structured questionnaire that had been tested for validity and reliability. After data collection, a total of 25 returned questionnaires were declared eligible for analysis.

## RESULTS AND DISCUSSION

The survey results, table 1 shows that most respondents (76%) stated that each team member knows their duties and responsibilities well. As many as 28% of respondents strongly agree and 48% of respondents agree with the statement, while 24% are neutral. This finding indicates a clear division of tasks in the club organization, which is an important aspect in team management.

**Tabel 1.** Description of the Level of Understanding of Duties and Responsibilities of SMAMDA FC Team Members

| Level of Understanding of Duties and Responsibilities of SMAMDA FC Team Members |                |
|---|----------------|
| Category  | Percentage (%) |
| Strongly Agree  | 28             |
| Agree   | 48             |
| Netral  | 24             |
| Total Respondents Agree (Strongly Agree + Agree)                                | 76             |

Table 2 shows that 88% of respondents considered that the relationship between administrators, coaches, and players was harmonious. In detail, 44% strongly agreed and 44% agreed that communication and cooperation between team elements were well established. This proportion shows

effective team coordination and positive interpersonal relationships at SMAMDA FC.

**Tabel 2.** Description of the Overall Perception of Team Communication and Harmony

| <b>Overall Perception of Team Communication and Harmony</b> |                |
|---|----------------|
| Category  | Percentage (%) |
| Strongly Agree  | 44             |
| Agree   | 44             |
| Total Respondents Agree (Strongly Agree + Agree)            | 88             |

Table 3 shows that the majority of respondents (80%) stated that the organizational structure of SMAMDA FC is clear and easy to understand. From the data, 32% strongly agree and 48% agree, while 16% are neutral and 4% disagree. These results illustrate that the majority of members understand the hierarchy and their respective roles in the club, which supports the effectiveness of team management.

**Tabel 3.** Description of the Structure Understanding in SMAMDA FC

| <b>Structure Understanding in SMAMDA FC</b>      |                |
|--|----------------|
| Category   | Percentage (%) |
| Strongly Agree                                   | 32             |
| Agree  | 48             |
| Netral   | 16             |
| Disagree   | 4              |
| Total Respondents Agree (Strongly Agree + Agree) | 80             |

Overall, the findings above conclude that the organizational management of SMAMDA FC is considered good by the team members. Certainty of tasks, harmonious cooperation, and transparent structure are the main indicators of the success of the management of this futsal club.

The research findings confirm that SMAMDA FC management is effective, consistent with sports management literature. Akhmad et al. (2024) emphasized that effective coaching management is a key element in shaping superior sports team performance. In this study, high clarity of tasks and

responsibilities of members contributed to the smooth operation of the team, in accordance with the results of Akhmad et al. (2024) which showed that clear division of roles and responsibilities significantly affected team performance. This emphasizes the importance of organizational structure and open communication, as identified as key factors in sports team performance. With these elements in place, coaching management can focus more on developing effective strategies and training. Furthermore, the study by Candra et al. (2020) showed that the integration of leadership aspects in futsal training had a positive effect on the development of players' leadership skills.

In the context of SMAMDA FC, the dynamics of teamwork and clear responsibilities have the potential to strengthen collective leadership values. The finding that the relationship between team members is harmonious is in line with the concept of situational leadership in sports, where the ability of leaders (managers and coaches) to motivate and encourage members plays a major role in team performance. Thus, mature management at SMAMDA FC not only maintains operational functions but also supports leadership education for young team members. These results also emphasize the need for continuous improvement in club management practices. Referring to the literature, the development of a shared vision and improvement of internal communication (Akhmad et al., 2024) need to be continuously strengthened, for example through forums joint

planning and management training for administrators. These practices are in line with the recommendation that coaches and sports managers need to focus on developing leadership skills so that the strategies implemented have maximum impact. By adopting effective leadership management strategies as recommended by Akhmad et al. (2024) and emphasizing youth leadership development as Candra et al. (2020) show, SMAMDA FC can further optimize its performance.

## CONCLUSION

This study concludes that organizational management at SMAMDA FC has been running well based on the perspective of team members. The data shows a high perception of role clarity, harmonious cooperation between team elements, and a clear understanding of the club's organizational structure. These findings are in line with the principles of effective management and strong leadership roles in team sports (Akhmad et al., 2024; Candra et al., 2020). With structured management, SMAMDA FC is able to support team achievements while educating young members to become future leaders.

So, SMAMDA FC can continue to optimize the club's management function for sports achievements and continuous leadership learning. The suggestions that can be given from the results of the research and discussion that have been explained are, first, the SMAMDA FC management prepares a focused and measurable annual work program, accompanied by increased coordination between managers, coaches, and players in implementing team activities. A clear organizational structure helps direct tasks and responsibilities throughout the organization. Robbins and Coulter (2010) define that organizational structure is the arrangement of formal tasks in an organization. Second, the management and coaches actively facilitate constructive dialogue, agree on common team goals, and divide responsibilities specifically so that the training and match processes are more focused. The elements of cooperation and coordination are key behaviors in the execution of sports team tasks. McEwan and Beauchamp (2019) note that the implementation of team tasks involves "communication, cooperation, and coordination" This finding confirms that to achieve common goals, team members need to collaborate with each other with good coordination. Therefore, effective club management must develop a culture collaboration so that each player can work in sync in training and matches.

Third, Urdaneta et al. (2021) administrators must consistently uphold transparency and professionalism, by activating public relations to build strong two-way communication between the organization and the public. Open club management, for example with regular financial reporting and clear decision-making, encourages stakeholder trust and organizational professionalism. These practices are consistent with FIFA/AFC standards that emphasize professionalism and transparency

as the foundation of good club governance. defines evaluation as the average given to a team member by other team members, with team results defined as what is expected as a result of teamwork.

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