

Analysis of Karate Sports Achievement Management in the Sangkareang Dojo 93

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Abstract

This study aims to analyze the relationship between POAC management functions (Planning, Organizing, Actuating, And Controlling) on the performance of karate athletes at Dojo Sangkareang 93, East Lombok. The study used a descriptive quantitative approach involving 50 respondents (5 coaches and 45 senior athletes) as a saturated sample. Data were collected through a closed questionnaire that had been tested for validity and reliability ($\alpha = 0.848$), then analyzed using correlation, Pearson Product Moment, multiple correlation, and F test. The results of the study showed that the four management functions were in the very good category. Partially, planning ($r = 0.655$), organizing ($r = 0.631$), and supervision ($r = 0.638$) each had a strong relationship with achievement, while motivating showed a moderate relationship ($r = 0.457$). Simultaneously, the four management functions had a strong and significant relationship with athlete achievement ($R = 0.775$; $F = 15.040$; $\text{Sig. } 0.001$), with a contribution of 60.1% to athlete achievement. This finding confirms that effective achievement coaching is the result of synergy between management functions, with planning as the most determining element.

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1. INTRODUCTION

Karate is a martial art that has grown rapidly in Indonesia, both as a competitive sport and as a recreational sport. Its development is inextricably linked to the role of local dojos, which provide a platform for developing athletes from an early age. The success of karate achievement development is largely determined by various interrelated factors, one of which is the availability of adequate facilities and infrastructure, a fundamental component in supporting the training process, developing techniques, and enhancing athletes' physical and mental abilities.

Dojo Sangkareang 93, located in Masbagik, East Lombok Regency, West Nusa Tenggara, was established in 2022 and has a long history of producing high-achieving athletes at the regional and national levels. However, little is known about how coaches and athletes perceive the implementation of management functions, namely training planning, organizing resources, driving implementation, and program control. If this perception is negative or inaccurate, the implementation of coaching management will not be optimal, even if it is theoretically sound.

Training program planning is a crucial initial stage, but it is often structured in a general manner without considering individual athlete characteristics, appropriate training periodization, or short- and long-term targets. Furthermore, the availability of facilities and infrastructure, as well as operational funding for coaching, are often classic obstacles

suspected of affecting athlete performance. Considering that in the reality of coaching, the four management functions—planning, organizing, motivating, and supervising (POAC)—operate simultaneously, a study is needed to determine whether these four functions collectively have a significant impact on karate athlete performance.

Previous research shows that input dimensions in the form of human resources, facilities and infrastructure, and adequate funding also support the effectiveness of athlete development programs (Firmansyah et al., 2025) and that the weak role of management in development can have an impact on the decline in the sustainability of a club or dojo (Yusradinafi, Mardiana, & Indrayana, 2023). Based on this description, this study aims to (1) analyze the perceptions of athletes and coaches towards the POAC management function in development, (2) determine the partial relationship between each management function and the achievements of karate athletes, and (3) determine the simultaneous relationship of the four management functions of development to the achievements of karate athletes at the Sangkareang 93 dojo.

2. RESEARCH METHODS

This study used a descriptive method with a quantitative correlational approach. The descriptive method aims to provide a detailed description of the research results based on numerical data or descriptive statistics, without drawing broader generalizations (Sugiyono, 2005). The study was conducted at Dojo Sangkareang 93, Masbagik, East Lombok Regency, West Nusa Tenggara, from May to June 2026.

The study population was all 214 athletes at Dojo Sangkareang 93 (Sugiyono, 2017). The sample was determined using a purposive sampling technique (Sugiyono, 2019) with the consideration that informants were assumed to know each other's focus of the study, namely performance coaching management and infrastructure conditions. The study sample consisted of 50 respondents, consisting of 5 coaches and 45 senior athletes, as a saturated sample.

The research instrument was a closed questionnaire on a Likert scale with four answer categories (very good, good, sufficient, less) which measured two factors, namely the athlete's internal factors (talent, motivation, mentality) and external factors (coach, facilities, funds, organization, competition), which were described in the variables *Planning* (X1), *Organizing* (X2), *Actuating* (X3), *Controlling* (X4), and achievement (Y).

Table 1. Research Questionnaire Grid

NO	Variable	Indicator	Data source	Amount
1	X1: <i>Planning</i>	Clarity of annual training program, analysis of athlete weaknesses, performance targets	Athletes & Coaches	12
2	X2: <i>Organizing</i>	Adequate operational funds, condition of dojo/equipment, medical/nutrition team support	Athlete, Coach, Manager	13
3	X3: <i>Actuating</i>	Consistency of trainer presence, variety of training methods, motivation	Athlete	12
4	X4: <i>Controlling</i>	Frequency of technique evaluation, feedback, recording of athlete progress	Coaches & Athletes	13
5	And: Achievement	Number of medals, latest ranking, belt/technical ability test scores	Official Documents	5

(Source: Primary research data, processed 2026)

Validity testing was carried out using correlation techniques of *Pearson Product Moment* at a significance level of 5%, and the reliability test uses *Cronbach's Alpha* (Arikunto, 2006). Next, the relationship between variables was analyzed using multiple correlation techniques (*Multiple Correlation*) to determine the tendency of the relationship between the dependent variable (athlete's performance) and the independent variable (*Planning, Organizing, Actuating, And Controlling* Simultaneous significance testing used the F test and partial significance testing used the T test (Ghozali, 2016), as well as a multicollinearity test to ensure there was no serious intercorrelation between the independent variables. All data were processed using SPSS statistical software.

3. RESULTS AND DISCUSSION

Research result

Research data were collected over four weeks (May 18–June 14, 2026) through three stages of questionnaire distribution to 5 coaches and 45 athletes, resulting in a total of 50 respondents. Of the 50 questionnaire items piloted to 20 respondents, 9 were invalid, resulting in 41 items being used in further analysis. The reliability test results showed a coefficient of *Cronbach's Alpha* of 0.848, which is in the high category, so the research instrument is declared reliable.

Table 2. Summary of Correlation Results for Each Variable and Simultaneously

Connection	Correlation Coefficient	t/F count	Say.	Category	Is.
X1→ And (<i>Planning</i>)	r = 0,655	t = 5,680	<0,05	Strong	Say.
X2→ And (<i>Organizing</i>)	r = 0,631	t = 5,331	<0,05	Strong	Say.
X3→ And (<i>Actuating</i>)	r = 0,457	t = 3,374	<0,05	Currently	Say.
X4→ And (<i>Controlling</i>)	r = 0,638	t = 5,431	<0,05	Strong	Say.
X1+X2+X3+X4 → Y (Simultaneous)	R = 0,775	F = 15,040	0,001	Strong	Say.

(Source: SPSS data processing results, 2026)

The F-test results show a calculated F-value of 15.040 with a significance level of 0.001 (<0.05) and a multiple correlation coefficient R of 0.775, which means that simultaneously, the four POAC management functions are strongly and significantly related to athlete performance. With a contribution of 60.1%. Interestingly, the partial test results (T-test) show a contrast with the simultaneous test results: of the four independent variables, only the variable *Planning* has been proven to have a significant individual influence on athlete performance, whereas *Organizing, Actuating, and Controlling* are not partially significant. The multicollinearity test shows that all independent variables have a Tolerance value above 0.10 and a VIF below 10 (X1: Tolerance 0.679, VIF 1.473; X2: Tolerance 0.396, VIF 2.528; X3: Tolerance 0.746, VIF 1.341; X4: Tolerance 0.443, VIF 2.258), so there are no serious symptoms of multicollinearity. Thus, the contrast between the partial and simultaneous test results is more appropriately interpreted as an indication that the four management functions work in a complementary and overlapping manner in influencing athlete performance.

Discussion

The relationship between planning (*Planning*) and athlete achievement. The planning variable has a correlation coefficient of 0.655 (strong category) and is the only

variable that has a significant individual effect on athlete achievement. This finding is in line with Terry's (2008) view that places planning as the most fundamental management function, because the next management stage is basically a derivative of the plan that has been prepared. Clarity of the annual training program, accuracy of athlete weakness analysis, and firmness of achievement targets are the factors that are most felt by athletes at Dojo Sangkareang 93.

The relationship between organizing (*Organizing*) and athlete performance. The organizational variable showed a correlation coefficient of 0.631 (strong category), although its effect was not partially significant. This is in line with Terry's (1986) view that organizing essentially organizes relationships and division of tasks so that implementation runs effectively, so that its role is to support the implementation of planning rather than stand alone.

The relationship between movement (*Actuating*) and athlete achievement. The motivation variable obtained a correlation coefficient of 0.457 (medium category), the lowest compared to other variables. This is in line with Wibowo's (2006) opinion that *Actuating* is an implementation of what has been planned and organized previously, so its quality is very dependent on the maturity of the planning stage.

The relationship between supervision (*Controlling*) and athlete performance. The monitoring variable showed a correlation coefficient of 0.638 (strong category). This finding supports Harsuki's (2012) view that monitoring is a checking activity at all stages of a program to ensure implementation is proceeding according to plan, so that deviations can be immediately identified and corrected.

The simultaneous relationship of the four management functions to athlete achievement. Simultaneously, the four POAC management functions are strongly and significantly related to athlete achievement, with a contribution of 60.1%, in line with Stoner's opinion (in Swastha & Handoko, 2002) that management is the process of planning, organizing, motivating, and supervising the integrated utilization of organizational resources. The remaining 39.9% is likely influenced by other factors outside this research model, such as physical condition, mental and psychological aspects, individual talent, and family support.

This finding reinforces the research findings of Firmansyah et al. (2025) that adequate human resources, facilities and infrastructure, and funding support the effectiveness of athlete development programs, and is relevant to the findings of Yusradinafi, Mardiana, and Indrayani (2023) that weak management roles impact the declining sustainability of clubs or dojos. In contrast to the research findings of Yudha Sakti (2023), which showed that the evaluation of development programs was still lacking, this study found that the four POAC management functions at Dojo Sangkareang 93 were in the very good category, so that the management of development at this dojo was relatively more mature compared to several other dojos studied previously.

In practice, strengthening the planning aspect needs to be a top priority for the management and coaches of Dojo Sangkareang 93, considering its most significant partial contribution to athlete achievement without neglecting the functions of organizing, mobilizing, and supervising which must be carried out in an integrated manner so that achievement is optimal and sustainable.

4. CONCLUSION

Athletes' and coaches' perceptions of the implementation of management functions (planning, organizing, motivating, and supervising) in karate achievement development at Dojo Sangkareang 93 are generally in the good to very good category. Partially, only the planning variable is proven to have a significant individual effect on athlete achievement, 2103 | **Analysis of Karate Sports Achievement Management in the Sangkareang Dojo 93** (M. Khaerul Bayyani)

while organizing, motivating, and supervising are not partially significant, which indicates that these three functions work in a complementary manner with the planning function. Simultaneously, the four POAC management functions are proven to have a strong and significant relationship with karate athlete achievement ($R = 0.775$; $F = 15.040$; $\text{Sig.} = 0.001$), with a contribution of 60.1%. Thus, effective karate achievement development at Dojo Sangkareang 93 is the result of synergy between the four management functions, with the planning function as the most determining element, but still requiring optimal support from other functions so that athlete achievement can be achieved sustainably.

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