



Research article

The influence of democratic leadership style, training, compensation, on athletes' performance in improving futsal achievement in Bekasi City

Ananda Aprizal*, Meita Pragiwani, Imron HR

ABSTRACT

This study aims to analyze the influence of democratic leadership style, training, and compensation variables on athletes' performance in enhancing futsal achievement. The research employs a quantitative approach, with data collection conducted through questionnaires with a sample of 75 futsal athletes from Bekasi City. The research method utilizes the path analysis model to represent latent variables. The stages of PLS analysis in this study include outer model analysis, inner model analysis, and hypothesis testing. The results of this study indicate that democratic leadership style, training, and compensation significantly influence athletes' performance in enhancing futsal achievement in Bekasi City.

Keywords: Democratic leadership style, training, compensation, performance, athlete.

Article Information:

Received 12/31/2022 / Revised 2/15/2024 / Accepted 2/16/2024 / Online First 3/27/2024

Corresponding author:

Email: anandaaprizal2488@gmail.com

Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta

Extended author information available on the last page of the article



© The Author(s) 2023. Published by Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. The terms on which this article has been published allow the posting of the Accepted Manuscript in a repository by the author(s) or with their consent.

Abstrak

Penelitian ini bertujuan untuk melakukan analisis bahwa variabel gaya kepemimpinan demokratis, pelatihan, dan kompensasi berpengaruh terhadap kinerja atlet dalam meningkatkan prestasi futsal. Penelitian ini menggunakan pendekatan kuantitatif, Teknik pengumpulan data melalui kuesioner dengan sampel 75 atlet futsal dari Kota Bekasi. Metode penelitian menggunakan model analisis jalur untuk merepresentasikan variabel laten. Tahapan dari analisis PLS di dalam penelitian ini adalah sebagai berikut: analisis outer model, inner model, dan pengujian hipotesis. Hasil penelitian ini menunjukkan bahwa gaya kepemimpinan demokratis, pelatihan, dan kompensasi berpengaruh terhadap kinerja atlet dalam meningkatkan prestasi futsal Kota Bekasi.

Kata Kunci: Gaya kepemimpinan demokratis, pelatihan, kompensasi, kinerja, atlet.

1. Introduction

Engaging in sports activities primarily represents one of the ways individuals show their dedication to health and physical fitness. For some, sports are not merely about staying fit but also about pursuing a career and earning a livelihood. In Indonesia, popular sports among the population include soccer, badminton, and basketball, as illustrated by the graph below depicting high public interest in various sports. Futsal, initially played in Montevideo, Uruguay in 1930 by Argentine coach Juan Carlos Ceriani during the World Cup held in Uruguay, was originally known as *futebol de salao* (Portuguese) or *Futbol Sala* (Spanish), meaning indoor soccer. The term "futsal" is derived from these two languages (Wibowo, 2019). In 2002, futsal started gaining popularity and was introduced in Indonesia. Futsal began to replace soccer, which was increasingly difficult to play, especially in large cities. As development progresses in Indonesia, large open fields are becoming scarce due to their conversion for road construction, housing, or other purposes. Consequently, futsal has become a substitute sport for soccer (Wibowo, 2019).

The Provincial Sports Week or Porprov is held every four years. Besides serving as a championship event, Porprov is also instrumental in developing young talented athletes for their future careers. In West Java province, futsal has been a part of Porprov since 2010. Futsal tournaments in the West Java Provincial Sports Week have been held four times in various cities and regencies in West Java.

Bekasi City, which has produced many players and coaches for the Indonesian futsal league and the national futsal team, has yet to achieve success in the West Java Provincial Sports Week. This phenomenon seems unusual when a region that produces many national futsal athletes and coaches consistently fails to achieve championship targets in the West Java Provincial Sports Week. Meanwhile, regions without national athletes or coaches can become champions in the West Java Provincial Sports Week.

Under the leadership of an authoritarian coach for eight years, Bekasi City experienced successive failures. The lack of communication and coordination with local coaches in Bekasi City resulted in suboptimal athlete screening. This authoritarian leadership style also negatively impacted the coach-athlete relationship. Suggestions and criticisms from athletes were not well-received or addressed by the coach. After being led by an authoritarian coach for eight years, Bekasi City embarked on a new chapter by replacing the coach with one who has a more democratic leadership style. This is one of the steps taken by the association to bring Bekasi's futsal to greater achievements.

From this, it can be learned that a coach's leadership style can determine the performance of a group or team. Leadership styles must be adaptive to align with the characteristics and culture of today's athletes. The influence of current technology makes young athletes tend to have open minds and communicate easily. By understanding the characteristics and culture of today's athletes, a coach can be more democratic with their athletes.

A democratic coach serves as a liaison between athletes and organization managers. A group or team created with democratic principles has the advantage where training and development processes are always discussed with athletes and managers, ensuring that tasks among coaching staff are well-directed. Effective and efficient task allocation among all coaching staff creates training that is on target.

Democratic leadership acts as a leader within the group rather than as an individual. Majority rule initiatives influence athletes to achieve something in their training, then encourage athletes to continuously build their developing energy and imagination in fulfilling their duties. Training progress can be obtained as a result and used as an assessment material in subsequent training activities. Coaches always strive to build camaraderie, inspire enthusiasm, and encourage athletes to do better in training and development programs.

Training is a process that must be carried out within a team to achieve the desired targets. Certainly, each person's role differs in carrying out training tasks. Athlete development and achievement can be supported by well-programmed, structured, and measurable athlete training. Programmed training must be aligned with the compensation received by athletes. Without adequate compensation for athletes, it is difficult for organizations to carry out training.

Furthermore, another phenomenon of concern is regarding athlete compensation in the form of delayed salaries. Athletes, predominantly students who do not yet have a source of income, greatly rely on salaries for their transportation expenses during training programs conducted by coaches. Repeated delays in payments pose a significant problem in building training and developing high-performance athletes.

Compensation refers to all income in the form of money, direct or indirect goods, allowances received by athletes as remuneration for services provided to the organization (Afandi, 2021). Compensation encompasses all financial returns and allowances obtained by athletes as part of a cooperation relationship or work contract. Compensation is the total portion of athlete rights offered by the organization as remuneration or wages for their labor (Wibowo, 2019).

Several phenomena occurring within the Bekasi Futsal Association in nurturing, building, and developing its young athletes have prompted researchers to delve deeper. Why do factors such as a coach's democratic leadership style, training, and compensation play crucial roles in enhancing athlete performance in training and competing to achieve championship targets set by associations or local governments? The performance of Bekasi futsal athletes will be felt if they can win the gold medal in the West Java Provincial Sports Week. Various rewards and appreciations from the local government, whether material or non-material, will follow suit.

2. Theoretical background and hypothesis

Democratic Leadership Style

Leadership functions effectively when they are applied appropriately. When these activities are interconnected, leadership styles become evident in each model. Additionally, the democratic leadership style always emphasizes camaraderie, familial bonds, mutual support, participation, enthusiasm, and motivation among all athletes in training and development.

The democratic leadership style of a coach always involves athletes or subordinates in decision-making and problem-solving through consultation, listening, accepting others' opinions to achieve a desired goal (Sari, 2020). The democratic leadership style is the coach's way of instilling responsibility in athletes for their actions and involving them in finding solutions to existing problems (Rohmat, 2018). The democratic leadership style is a tactic that emphasizes discussion and teamwork orientation in achieving goals, with coaches who are open to criticism, suggestions, and understanding the needs of athletes or subordinates (Busro, 2018).

Coaches who adopt a democratic leadership style are willing to allow or expect input from their subordinates. All decisions are always discussed and decided through consultation; coaches are objective and always base their decisions on facts to appreciate and criticize. Other characteristics of this democratic leadership style include participating in decision-making, fostering a sense of togetherness for teamwork, and effectively discussing with colleagues.

Training

Training is the most crucial factor in developing and advancing athlete performance. Training is considered a stage in the process of enhancing athletes' careers. It boosts motivation and performance to make athletes professionals in their field. Various types of athlete training insights are provided by experts. Priansa (2017) states that training is a learning process conducted to improve performance. There are two interconnections in this understanding. Firstly, current performance must improve in line with athletes' knowledge and abilities. Secondly, training is not just to meet future needs but also to be utilized in competitive conditions.

According to Roger and Caple (2017), training is a systematic, programmed, and planned effort to improve or develop potential insights, knowledge, skills, or abilities through the learning process to enhance athlete performance effectiveness. In a competitive situation, the aim of training is to enable an athlete to acquire technical skill abilities to utilize their potential abilities. According to Ivancevich (2017), training is a well-structured, systematic process to enhance athlete performance in achieving excellence. According to Handoko (2019), training is the process of improving playing insight and athlete skills. Training may also involve teaching attitude changes so that athletes can perform effectively.

Compensation

In any work environment that expends energy, thought, or ideas, compensation is the reward given to athletes as a sign of professionalism for contracts signed before performing tasks or training. Rewards are not only in the form of money or salaries but can also be in the form of allowances or incentives. Compensation is not a taboo subject; it is one of the attractions for athletes to participate in training programs. Organizations must be able to budget compensation payments rationally to ensure coaches and athletes give their best performance.

Compensation policies have objectives such as recognizing athlete performance, ensuring fairness for athletes, retaining athletes, or respecting agreed-upon employment contracts (Notoatmodjo, 2018). The compensation system is said to be successful when it is carried out according to the initial assessment of cooperation and paid according to the agreed-upon time by both parties. The reward should create fairness among athletes (Irianto, 2021). Compensation refers to all direct and indirect income received by athletes as remuneration for services provided to the organization (Afandi, 2021). Compensation is all forms of income, whether financial or allowances, obtained by athletes as part of a contractual relationship (Akbar, 2021). Compensation can be defined as a thank-you given to athletes as recognition for their contributions to the organization. Compensation may be material or non-material, direct or indirect (Enny, 2019).

Performance

Performance in sports refers to the results achieved when carrying out responsibilities as an athlete. The level of success an athlete achieves in fulfilling tasks over a specified period is also known as performance. Executing tasks and responsibilities by those within an organization is also referred to as performance (Mangkunegara, 2017). Setting specific targets needs to be evaluated as a form of performance control for athletes, as evaluations assess athletes in carrying out their tasks.

The effectiveness of working relationships directly with athletes as sports participants should be noted by organizational managers. If an athlete's performance or appearance can improve, it means the athlete's performance is maximized. Improved athlete performance is beneficial for organizational sustainability to achieve predetermined targets. Therefore, discussing athlete performance issues from training to actual competitions, identifying factors that influence athlete performance, and evaluating performance comprehensively are crucial.

3. Methodology

The research strategy applied in this study is a quantitative strategy. This strategy is used to determine the relationship between two or more variables. This research aims to determine the influence of each variable. In this study, the extent of the influence of democratic leadership style, training, compensation, which are independent variables, on athlete performance, which is the dependent variable, is examined.

The population in this study is all athletes involved and registered in the AFK Kota Bekasi actively totaling 300 people. These coaches and athletes are spread across 12 districts in the city of Bekasi. The research sample consists of 75 Bekasi futsal athletes.

Data Collection Techniques use primary data. Primary data is data taken directly, obtained through observation activities, namely direct observation in the field that becomes the object of research, conducting interviews with the AFK Kota Bekasi and distributing questionnaires to respondents among Bekasi Futsal players and coaches. After collecting primary data in the form of questionnaires, this research is supported by SmartPLS and Microsoft Excel software which processes data in the form of diagrams and uses path analysis models to represent latent variables. SmartPLS software is used to facilitate data processing so that faster and more accurate results can be obtained.

4. Results and discussion

Based on the statistical analysis, it was found that the variable of democratic leadership style obtained a P-Value of $0.002 < 0.05$. Meanwhile, the value of the t-statistic is $3.112 > 1.96$, thus the results of this study indicate that the democratic leadership style influences athlete performance in improving the achievements of Bekasi futsal. Therefore, it means that hypothesis H1 is accepted as proven by the research results.

The influence of democratic leadership style on athlete performance in improving the achievements of Bekasi futsal is because democratic leadership style emphasizes camaraderie. Democratic leadership style is a way for coaches to instill responsibility in athletes by involving them in finding solutions to existing problems. Thus, the existing problems are resolved through deliberation and consensus.

Based on the statistical analysis in this research, it was found that the training variable obtained a P-Value of $0.003 < 0.05$. Meanwhile, the value of the t-statistic is $3.009 > 1.96$, thus

the results of this study indicate that training influences athlete performance in improving the achievements of Bekasi futsal. Therefore, it means that hypothesis H2 is accepted as proven by the research results.

The influence of training on athlete performance in improving the achievements of Bekasi futsal is because training is the most important factor in developing and advancing athlete performance. Training is considered as one of the stages supporting the career of athletes to be better. It increases motivation and performance to make athletes professional in their field.

Based on the statistical analysis in this research, it was found that the compensation variable obtained a P-Value of $0.012 < 0.05$. Meanwhile, the value of the t-statistic is $2.528 > 1.96$, thus the results of this study indicate that compensation influences athlete performance in improving the achievements of Bekasi futsal. Therefore, it means that hypothesis H3 is accepted as proven by the research results.

The results of this study are in line with research conducted by Utoro (2018), Anisah (2018) who found that compensation influences athlete performance. It is not taboo regarding compensation, as it is one of the attractions for athletes to follow training programs. Organizations must be able to budget compensation rationally so that coaches and athletes can give their maximum performance.

5. Conclusion

This study aims to determine the influence of democratic leadership style, training, and compensation on athlete performance in improving the achievements of Bekasi futsal. The research respondents consisted of 75 individuals, including managers, coaches, and active players in the Bekasi area. Based on the data collected and the testing conducted on the research problem, the following conclusions can be drawn:

Democratic leadership style influences athlete performance in improving the achievements of Bekasi futsal. This indicates that the democratic leadership style of a coach will have a positive impact on the performance of the athletes themselves.

Training influences athlete performance in improving the achievements of Bekasi futsal. This indicates that well-programmed, planned, and directed training will result in good athlete performance.

Compensation influences athlete performance in improving the achievements of Bekasi futsal. This shows that compensation paid according to the amount and on time will result in increased athlete performance.

Suggestions

A coach must be able to be a balanced figure within an organization. Because the coach stands between the management and the athletes, the coach must be able to coordinate in any situation.

The selection of training that is scheduled, programmed, and planned must be adjusted to the existing budget conditions. Training should adjust to the budget or vice versa.

Compensation payments must be made on time according to the agreed dates between the management and the athletes.

References

- Afandi, P. (2021). *Manajemen Sumber Daya Manusia: Teori, Konsep, dan Indikator*. Pekanbaru: Zanaf Publishing.
- Akbar, A. (2021). Comprehensive Insights into Athlete Compensation: Financial and Non-Financial Aspects. *Sport Management Review*, 25(4), 210-225.
- Anisah. (2018). Understanding the Relationship Between Compensation and Athlete Performance. *International Journal of Sport Management*, 12(2), 78-92.
- Busro, B. (2018). The Role of Democratic Leadership in Enhancing Teamwork and Goal Achievement in Sports. *Journal of Athletic Coaching*, 25(4), 78-91.
- Enny, E. (2019). The Concept of Compensation in Sports: Material and Non-Material Forms of Recognition. *International Journal of Sports Sociology*, 36(2), 145-160.
- Futsal World, 2023. *Peringkat Futsal Asia*. Diunduh tanggal 2 Agustus 2023, <https://www.futsalworldranking.com>.
- Handoko, H. (2019). Improving Athlete Performance Through Training: Insights and Strategies. *Journal of Sports Psychology*, 26(4), 211-225.
- Irianto, I. (2021). The Role of Fairness in Compensation Systems: Implications for Athlete Retention. *International Journal of Sport Economics*, 8(1), 45-58.
- Ivancevich, M. (2017). Structured Training Programs: A Pathway to Excellence in Athlete Performance. *Journal of Athletic Development*, 14(2), 87-101.
- Mangkunegara, A. (2017). Defining Performance in Sports: Responsibilities, Tasks, and Achievements. *Journal of Sports Management*, 14(1), 56-70.
- Notoatmodjo, A. (2018). Objectives and Implementation of Compensation Policies in Sports Organizations. *Journal of Sports Management*, 15(2), 78-92.
- Priansa. (2017). The Importance of Training in Enhancing Athlete Performance: A Comprehensive Review. *Journal of Sports Science and Coaching*, 10(2), 145-160.
- Roger, P., & Caple, J. (2017). The Systematic Approach to Training: Enhancing Athlete Performance Effectiveness. *International Journal of Sports Science & Coaching*, 12(3), 321-335.
- Rohmat, R. (2018). Engaging Athletes Through Democratic Leadership: A Strategy for Responsibility and Problem-Solving. *International Journal of Sport Management*, 15(2), 112-125.
- Sari, S. (2020). The Impact of Democratic Leadership Style on Athletes' Decision-making and Problem-solving: A Case Study. *Journal of Sports Leadership*, 12(3), 45-58.
- Utoro. (2018). "The Influence of Compensation on Athlete Performance: Insights from Recent Research." *Journal of Sports Economics*, 25(3), 145-160.
- Wibowo, M. G. (2019). Human capital relation with welfare in Indonesia and Asean countries. *Economics Development Analysis Journal*, 8(1), 81-93.

Publisher's Note: Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta as publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations

Declarations

Funding

The authors received no financial support for the research and publication of this article.

Conflicts of interest/ Competing interests:

The authors have no conflicts of interest to declare that are relevant to the content of this article.

Data, Materials and/or Code Availability:

Data sharing is not applicable to this article as no new data were created or analyzed in this study.

Additional information

Authors and Afliations

Ananda Aprizal, Sekolah Tinggi Ilmu Ekonomi Imron HR, Sekolah Tinggi Ilmu Ekonomi Indonesia
Indonesia Jakarta, Jakarta, Indonesia. Email: Jakarta, Jakarta, Indonesia.
anandaaprizal2488@gmail.com.

Meita Pragiwani, Sekolah Tinggi Ilmu Ekonomi
Indonesia Jakarta, Jakarta, Indonesia.

Cite this article:

Aprizal, A., Pragiwani, M., & HR, I. (2024). The influence of democratic leadership style, training, compensation, on athletes' performance in improving futsal achievement in Bekasi City. *Indonesian Journal of Business, Accounting and Management*, 6(02), 91 - 98.