



Softball Management in 2025: Planning, Organization, and Performance Optimization

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Abstract

This study aims to describe the condition of organizational management in a softball club under the auspices of PERBASASI (All Indonesia Baseball and Softball Association) of Central Sulawesi Province in 2025. The main focus of this study covers six managerial aspects, namely planning and organizing, human resource management, financial management, facility and equipment management, competition management, and stakeholder relations. This study uses a quantitative approach with a descriptive research type. Data were collected through a survey using a closed questionnaire instrument consisting of 30 questions, distributed to 7 respondents who are the core administrators of PERBASASI SULTENG. The data analysis technique used is descriptive statistics, by calculating the average value of each indicator and interpreting it into assessment categories using a Likert scale of 1–5. The results of the study show that all managerial aspects are in the good category, with average values ranging from 3.43 to 4.86. The planning and organizing aspects have the highest scores, especially in the clarity of vision and mission indicator (4.86) , while the indicator with the lowest score is found in the condition of training equipment (3.43). These results indicate that in general, club management has been running effectively, but still requires improvement, especially in the availability and quality of equipment and strengthening public communication strategies.

Keywords : Management, Sports, Softball, PERBASASI, Organization

Introduction

Softball is a sport that continues to grow in Indonesia. As a country with great athletic potential, Indonesia has demonstrated quite impressive achievements in various softball championships, both at regional and international levels. However, the development of this sport is not evenly distributed throughout Indonesia. Some regions have shown rapid progress, while others are still lagging behind in terms of development and achievement. Management in the context of sports, including softball, plays a very important role in determining the success of a club or team . According to (Harsuki, 2012), sports management is essentially a combination of management science and sports science. Therefore, someone who has graduated from a college of administrative science or from a science institution

Business management does not automatically master or be able to apply sports management.

In this case, Softball management is not only about how to manage the team on the field, but also how to manage the organization as a whole, including financial aspects, human resources, facilities, and relations with stakeholders.

Research conducted by (Prasetyo and Sulistyono, 2020) regarding "Analysis of Pencak Silat Achievement Development Management in Tulungagung Regency" shows that good management has a positive correlation with athlete achievement. Although this study focuses on a different sport, the management principles used can be applied to the softball context. This underscores the importance of in-depth research into the state of softball management in Central Sulawesi.

In the context of Central Sulawesi, initial observations indicate that existing softball clubs still face various management challenges. Some of the issues identified include:

1. Limited financial resources hamper the development of infrastructure and training programs.
2. Lack of professional staff in the club management structure, which impacts the effectiveness of decision-making and program implementation.
3. Lack of structured and sustainable long-term athlete development programs.
4. Limited access to adequate training facilities, which hinders the process of developing athletes' skills.
5. Lack of coordination between softball clubs and local governments and other stakeholders in the development of softball in Central Sulawesi.

These issues impact not only the performance of athletes and teams , but also the overall development of softball in Central Sulawesi. According to Djamarah (2019), in his research on "High-Achieving Sports Development Patterns in Indonesia," weak management can lead to the wasted potential of talented athletes and the loss of opportunities to achieve at a higher level.

Furthermore, in the context of regional development, sports play a strategic role that cannot be ignored. As Kusnaedi (2021) noted in his study "The Role of Sports in Regional Economic Development: A Case Study of West Java Province," success in sports can be a catalyst for economic growth and enhance a region's image. This further underscores the importance of building a strong foundation in sports club management, including softball in Central Sulawesi.

On the other hand , technological developments and globalization have brought significant changes to the world of sports, including softball. Research conducted by (Wijaya et al., 2023) on "Utilization of Information Technology in Sports Club Management in the Digital Era" shows that sports clubs that are able to adopt technology in their management systems tend to be more efficient and effective in achieving their goals. This opens up questions about the extent to which softball clubs in Central Sulawesi have integrated technology into their management systems.

Given the complexity of the issues faced and the enormous potential of Central Sulawesi for softball development, an in-depth study of the state of softball club management in the province is highly relevant and urgent. This research will not only provide a comprehensive overview of the current state of softball club management in Central Sulawesi but also serve as a foundation for formulating more effective development strategies in the future.

Through an in-depth analysis of various management aspects, from organizational structure and human resource management to financial management and athlete development strategies, this research is expected to identify the strengths, weaknesses, opportunities, and threats faced by softball clubs in Central Sulawesi. The results will serve as a valuable reference for stakeholders at the club, sports association, and local government levels in formulating more targeted softball development policies and strategies.

Moreover, this research is also expected to contribute to the development of sports management science, especially in the context of sports development in the regions. By understanding the specific dynamics and challenges faced by softball clubs in Central Sulawesi, this study can provide a new perspective in the study of sports management, especially in areas that are still in the development stage.

Therefore, this research entitled "Central Sulawesi Softball Club Management Conditions in 2025" is not only relevant from an academic perspective, but also has high practical significance for the development of softball in Central Sulawesi and Indonesia in general.

Research Methodology
Sample

The sampling technique used saturation sampling, meaning all members of the population were sampled due to their small size and significant role in the organization. There were a total of 7 respondents:

1. Softball Development Commission
2. Head of Organizational Division
3. Head of Public Relations/IT/Creative Division
4. Head of Research and Development
5. Head of Development and Achievement Division
6. Treasurer
7. Deputy Chairman I

Research Site

This research was conducted at PERBASASI SULTENG in Central Sulawesi province. The location was selected based on several considerations:

1. The Growth of Softball in Central Sulawesi: Central Sulawesi has seen significant growth in softball over the past few years, with an increasing number of clubs being formed in various districts and cities . This provides a significant opportunity for researchers to understand how these clubs are managed, particularly regarding athlete development, resources, training programs, and competitions.
2. The existence of the PERBASASI Central Sulawesi Provincial Executive: The establishment of the Indonesian Amateur Baseball and Softball Association (PERBASASI) Provincial Executive in Central Sulawesi has facilitated the growth of softball in the region. This organization plays a role not only in promoting softball but also in managing and developing facilities, coaches, and athletes.

Data Analysis Techniques

The data obtained were analyzed using descriptive statistics, with the following steps:

1. Answer Scoring: Give a score according to the Likert scale for each respondent's answer.
2. Calculate the Average Value per indicator.
3. Value Categorization based on interpretation:

No	Value Range	Category
1	4.21 – 5.00	Very good
2	3.41 – 4.20	Good
3	2.61 – 3.40	Enough
4	1.81 – 2.60	Not enough
5	1.00 – 1.80	Very less

Table 3.7 Value Categories

4. Data presentation in the form of tables and narratives.
5. Interpretation based on relevant theory.

According to Neuman (2014), descriptive statistics are used to present the distribution and trends of data from small samples and provide a numerical description of the phenomena being studied.

Research result

The research results obtained help the author answer and describe the formulation of the problems in this research. Data from the research results conducted since (March 20, 2025) are useful for describing the general description of PERBASASI SULTENG, explaining PERBASASI SULTENG MANAGEMENT IN 2025, describing the sporting achievements achieved by PERBASASI SULTENG.

Field research basically contains raw data so it needs to be processed and analyzed and developed into a scientific paper. This raw data can be in the form of tables or descriptions of

the results of respondents' responses to questionnaires on the research object. The data from this research helps the author in describing the formulations of the research problems.

This research uses a survey method with a structured questionnaire filled out by 7 key respondents from PERBASASI SULTENG:

- 1. R1: Respondent 1 (Softball Development Commission)
- 2. R2: Respondent 2 (Head of Organizational Division)
- 3. R3: Respondent 3 (Head of Public Relations/IT/Creative Division)
- 4. R4: Respondent 4 (Head of R&D)
- 5. R5: Respondent 5 (Head of Development and Achievement Division)
- 6. R6 : Respondent 6 (Treasurer)
- 7. R7: Respondent 7 (Deputy General Chair I)

The research instrument consists of 30 questions divided into 6 dimensions of organizational management.

Each item is rated using a Likert scale of 1-5, with the interpretation:

1 = Very Poor, 2 = Poor, 3 = Adequate, 4 = Good, 5 = Very Good.

The analysis was conducted by calculating the average score of the seven respondents for each dimension, providing a comprehensive perspective from various levels and functions of the organization.

4.2.1 Planning and Organizing

Aspect	R 1	R2	R3	R4	R5	R6	R7	Average	Category
Clarity of vision and mission	5	5	5	5	5	4	5	4.86	Very good
Long-term strategic plan	4	4	5	5	4	4	4	4.29	Good
Organizational structure	4	5	5	5	5	5	3	4.57	Good

Division of tasks and responsibilities	4	4	5	5	5	4	4	4.43	Good
Retrieval system	4	4	4	4	5	4	4	4.14	Good

Table 4.1. Research Results on Planning and Organizational Aspects

The results of the research on the Planning and Organizational aspects indicate that the club's management has been running well, even in some aspects it is classified as very good. The aspect of clarity of vision and mission obtained the highest average score of 4.86 with the Very Good category, indicating that the direction and goals of the club are very clear to all members. Meanwhile, other aspects such as the long-term strategic plan (4.29) , organizational structure (4.57), division of tasks and responsibilities (4.43), and the decision-making system (4.14) are all in the Good category.

This indicates that in general the club has a fairly structured planning and functional organizational system, although improvements still need to be made to achieve more optimal results.

4.2.2 Human Resource Management

Aspect	R1	R2	R3	R4	R5	R6	R7	Average	Category
Athlete recruitment system	4	3	5	4	5	4	4	4.14	Good
Trainer competency development program	4	4	5	4	5	4	4	4.29	Good
Performance evaluation system	5	4	5	5	4	5	4	4.57	Good
Awards program	4	3	4	4	4	4	5	4.00	Good
Athlete and staff retention strategies	4	4	5	4	4	4	4	4.14	Good

Table 4.2. Research Results on Human Resource Management Aspects

The results of the Human Resource Management study indicate that all indicators are in the Good category. The highest score was found in the performance evaluation system, with an average score of 4.57 , indicating that the club has a fairly effective evaluation mechanism. This was followed by the coach competency development program (4.29) , indicating a focus on improving coach quality.

The athlete recruitment system and the athlete and staff retention strategy both received scores of 4.14 , indicating that the recruitment process and human resource retention efforts were good but could still be improved. Meanwhile, the rewards program received the lowest score of 4.00 , which, while still in the Good category, indicates the need for improvement in providing appreciation to athletes and staff. Overall, the club's human resource management was deemed quite solid and structured.

4.2.3 Financial management

Aspect	R1	R2	R3	R4	R5	R6	R7	Average	Category
Diverse funding sources	3	4	4	4	5	4	4	4.29	Good
Transparency and accountability	5	4	5	4	5	4	4	4.43	Good
Clarity of program budget	5	3	5	4	4	5	4	4.43	Good
Fundraising strategy	5	2	5	4	4	4	5	4.14	Good
Periodic financial audits	4	3	5	4	4	4	4	4.14	Good

Table 4.3. Research Results on Financial Management Aspects

The results of the study on the Financial Management aspect show that all indicators are in the Good category. The transparency and accountability aspects and the clarity of the program budget obtained the highest average score of 4.43 , indicating that financial management is carried out openly and in accordance with a clear plan. Diverse funding

sources received a score of 4.29 , indicating that the club already has several funding sources, although they still need to be expanded.

The fundraising strategy and periodic financial audits both received scores of 4.14 , indicating that the club has made efforts to raise funds and conduct audits, but the consistency and effectiveness of their implementation could still be improved. Overall, the club's financial management was assessed as good, but still needs strengthening in terms of funding source diversity and the routine audit system.

4.2.4 Facilities and Equipment Management

Aspect	R1	R2	R3	R4	R5	R6	R7	Average	Category
Adequate training facilities	4	3	4	4	4	4	4	3.86	Good
Good equipment condition	4	3	3	3	4	4	3	3.43	Enough
Regular maintenance system	4	3	4	4	4	4	3	3.71	Good
Facility development plan	5	4	4	4	5	4	4	4.29	Good
Efficient use of facilities	4	3	4	4	4	5	5	4.14	Good

Table 4.4. Research Results on Facilities and Equipment Management Aspects

The results of the research on the Facilities and Infrastructure aspect show that most indicators are in the Good category, but there is one aspect in the Sufficient category. The aspect with the highest score is the facility development plan (average 4.29) , indicating that the club has a clear plan to improve the quality of facilities in the future. Efficiency of facility use (4.14) , adequacy of training facilities (3.86), and a regular maintenance system (3.71) are also rated Good, which means that the facilities are utilized and maintained optimally.

However, the equipment condition received the lowest score, 3.43 , in the "Sufficient" category, indicating the need for improvements or the provision of more adequate training equipment. Overall, the club's facilities and infrastructure are quite good, but training equipment is an aspect that requires more attention.

4.2.5 Competition Management

Aspect	R1	R2	R3	R4	R5	R6	R7	Average	Category
Participation in competencies	3	3	4	4	4	4	4	3.71	Good
Special competency preparation	4	4	5	5	5	4	4	4.43	Good
Post-competency evaluation	4	4	5	4	5	5	4	4.43	Good
Performance improvement strategies	4	4	5	4	4	4	4	4.14	Good
Clarity of competency targets	4	4	5	4	5	4	4	4.29	Good

Table 4.5. Research Results on Competition Management Aspects

The results of the research on the Performance Management aspect indicate that all indicators are in the Good category. The aspects of specific competition preparation and post-competition evaluation obtained the highest average score of 4.43 , indicating that the club has good planning and evaluation in participating in matches. The clarity of competition targets was also rated quite high with a score of 4.29 , indicating that competitive objectives have been clearly formulated.

The performance improvement strategy scored 4.14 , indicating a systematic effort to improve athlete performance. Meanwhile, competition participation scored the lowest at 3.71 , although it remained in the Good category, indicating a need to increase the intensity of

participation in various championships. Overall, the club's performance management has been running well, but active participation in competitions can still be improved to support maximum achievement.

4.2.6 Stakeholder Relations

Aspect	R1	R2	R3	R4	R5	R6	R7	Average	Category
Relations with local government	4	4	5	4	5	5	4	4.43	Good
Collaboration with sponsors	4	3	5	4	5	5	4	4.29	Good
Community activities	4	4	5	4	5	5	4	4.43	Good
Communication with athletes' parents	4	5	5	4	4	4	5	4.43	Good
Media and publication strategy	4	4	4	4	4	4	5	4.14	Good

Table 4.6. Research Results on Stakeholder Relations Aspects

The results of the study on the External Relations and Publication aspects show that all indicators are in the Good category. The aspects of relations with local governments, community activities, and communication with parents of athletes each obtained an average score of 4.43 , indicating that the club has established quite strong relationships with external parties, including the community and the families of athletes. Cooperation with sponsors received a score of 4.29 , indicating the existence of support from third parties although there is still room for improvement in terms of the number or sustainability of cooperation.

Meanwhile, the media and publication strategy received the lowest score, at 4.14, but remained in the Good category. This indicates that the club has implemented publicity efforts, although the effectiveness of information dissemination and promotion could still be

maximized. Overall, the club's external relations are well-established, but there are still opportunities to expand its network and improve its public communications strategy.

Conclusion

Based on the research description in the wetting section, facts about Central Sulawesi Softball Management have been explained. This description can be concluded as follows:

1. Human Resource Management

Human resource management at PERBASASI SULTENG is generally considered good, with an average score between 4.00 and 4.57. The athlete recruitment system is systematic, taking into account both technical quality and athlete potential. The trainer competency development program runs effectively through ongoing training and workshops. The performance evaluation system is the best aspect with the highest score, indicating consistent and comprehensive evaluation. However, the award program still needs to be improved to motivate athletes and staff more optimally. Retention strategies have been implemented well, but a more personalized approach and long-term programs are needed to keep athletes and staff committed.

2. Planning and Organizing

The club's vision and mission are very clear and received a very good rating, while other aspects such as strategic plans, organizational structure, division of tasks, and decision-making systems are in the good category, indicating fairly structured and functional management.

3. Financial management

The club's financial management is running well with high transparency and accountability. Funding sources are already diverse, but need to be further expanded. Fundraising strategies and financial audits are in place, but their consistency and effectiveness need to be improved.

4. Facilities and Equipment Management

The facilities and infrastructure are quite good with a clear development plan. However, the condition of the training equipment is still considered adequate and requires repair or new procurement to optimize training.

5. Competition Management

Competition preparation and evaluation were sound, with clear targets. Competition participation can still be improved to achieve maximum results.

6. Stakeholder Relations

Relations with local government, sponsors, communities and athletes' parents are good. Media and publication strategies are already in place, but their effectiveness needs to be improved to expand networks and support.

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