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## Implementation of management function, organisational structures, leadership styles and function of sports organisations: A case study of YSU esports community

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### Abstract

The big obstacle to position themselves to be more professional for YSU Esports Community in an effort to manage in accommodating esports players in the YSU (Yogyakarta State University) campus environment is indicated to have negligence in understanding the POAC (Planning, Organising, Actuating, Controlling) management functions, organisational structure and the style and functions of leadership. This research has the following objectives: 1) to know the implementation of organisational management functions in YSU Esports Community, 2) to know the form of sports organisational structure in YSU Esports Community, 3) to know the implementation of leadership styles and functions in YSU Esports Community. This research uses a qualitative research approach with a case study research type. The data sources for this research were eleven people consisting of the chairman, secretary-treasurer, advisor and board members of YSU Esports Community. Data collection techniques used observation, in-depth interviews and documentation. The data validity test was carried out by triangulating sources and triangulating techniques. The data analysis method used is data analysis that refers to Miles & Huber man with an analysis strategy, specifically data reduction, data display and conclusion drawing. The results of this research indicated that: 1) the implementation of management functions in YSU Esports Community, especially in the Planning, Organising, Actuating, Controlling aspects, has been going well, although the organising and actuating aspects still need to be optimised and reviewed. The implementation of these two aspects is constrained by ineffective forms of communication, then the determination of roles and responsibilities does not have clear standards for occupying positions in the organisational structure and the method of mobilisation used has not maximised the performance of the board members, 2) the form of organisational structure used by YSU Esports Community is included in the category of bureaucratic structures, 3) the application of leadership styles and functions in YSU Esports Community affects the process of running the organisational work program. Generally, the leadership style applied by the chairman of this organisation is more dominant in the ethical leadership type, this is manifested by the way the chairman manages the organisation by positioning himself as a good counsellor and being able to become an intermediary between management.

**Keywords:** Sports management, sports organisation, management functions, organisational structure, leadership style, leadership functions

### Introduction

The growing popularity of esports is having an impact on the sport. Participants, spectators, and various media coverage and tournament organisers are also considering esports to be a sports competition. According to Hamari and Sjoblom (2017) <sup>[10]</sup>, esports is a form of sport with the main aspect facilitated by electronic systems, as inputs are players and teams and as outputs from esports systems mediated by human-computer interfaces. In more practical terms, esports usually refers to video game competitions (pro and amateur) coordinated by various leagues, tiers, tournaments, and where players often belong to teams or other sports organisations sponsored by various business organisations. According to Newzoo in Cunningham *et al.* (2017) <sup>[6]</sup> stated that there are a total of 191 million participants who feel

enthusiastic about esports around the world.

The presence of esports in Indonesia has also been fuelled by this enthusiasm. In 2021, Indonesia has organised the 20th National Sports Week in Papua, making esports for the first time competed as one of the exhibition sports. The esports numbers competed in the tournament include eFootball 2021, Mobile Legends and Free Fire. Esports tournaments began to appear in Indonesia with the aim of scouting for potential players. The establishment of organisations, teams and communities is necessary to accommodate athletes, up to the academic or campus level. At the last mentioned level, especially in the Yogyakarta State University environment, there is YSU Esports Community as an organisation that accommodates esports players whose status is a student. YSU Esports Community participated as a representative for Yogyakarta State University in a college-level sports tournament in Indonesia called LIMA (Student League) Esports 2021, although in the end it was not able to become a champion. According to Terry (2011), the process in organisational management consists of planning, organising, mobilising and controlling which are carried out to determine and achieve goals using human and other resources. Professional organisational management has an implementation based on management functions called POAC (Planning, Organising, Actuating, Controlling). According to Soedjatmiko (2020) <sup>[19]</sup>, there are 4 stages in the organisational planning process, namely: 1) setting a set of goals, 2) formulating the current situation and analysing it for future circumstances, 3) identifying strengths and weaknesses and 4) developing plans for goal achievement. The constraints of the planning function experienced in YSU Esports Community are leading to the lack of preparation of plans in the movement of organisational direction. According to Soedjatmiko (2020) <sup>[19]</sup>, the organising function is a series of activities to divide the tasks to be done and develop the organisational structure in accordance with the objectives so that the work can be completed properly.

There was confusion in adjusting the role of the board in being responsible for carrying out organisational tasks. This arises from the impact of recruitment, which results in the acceptance of new members who are not in accordance with the YSU Esports Community criteria. Even though the recruitment has been carried out from 2020 to 2021. According to Ruth in Lismadiana (2017) <sup>[14]</sup>, the actuating function is a whole of efforts, ways, techniques and methods to encourage members of the organisation to have the desire and sincerity to work as well as possible. Communication problems between YSU Esports Community board members are classic obstacles, meaning that these problems often occur in any organisation. Communication problems within YSU Esports Community began with the formation of the organisation with three active board members. Where that number does not allow for the smooth implementation of the actuating function, which is basically an effort in the process of mobilising the organisation's management to contribute to completing role responsibilities. According to Harman in Lismadiana (2017) <sup>[14]</sup>, the controlling function involves 4 elements, namely: 1) setting work performance standards, 2) measuring current work performance, 3) comparing work performance with the standard and 4) taking corrective action if there is a deviation. Observations obtained in this function, YSU Esports Community has not formulated clear control standards in the performance aspect, therefore it is clear that in the future a standard is needed that can align the management of this organisation in an effort to create good

work control. The organisational structure dimension consists of complexity, formalisation, and centralisation & decentralisation.

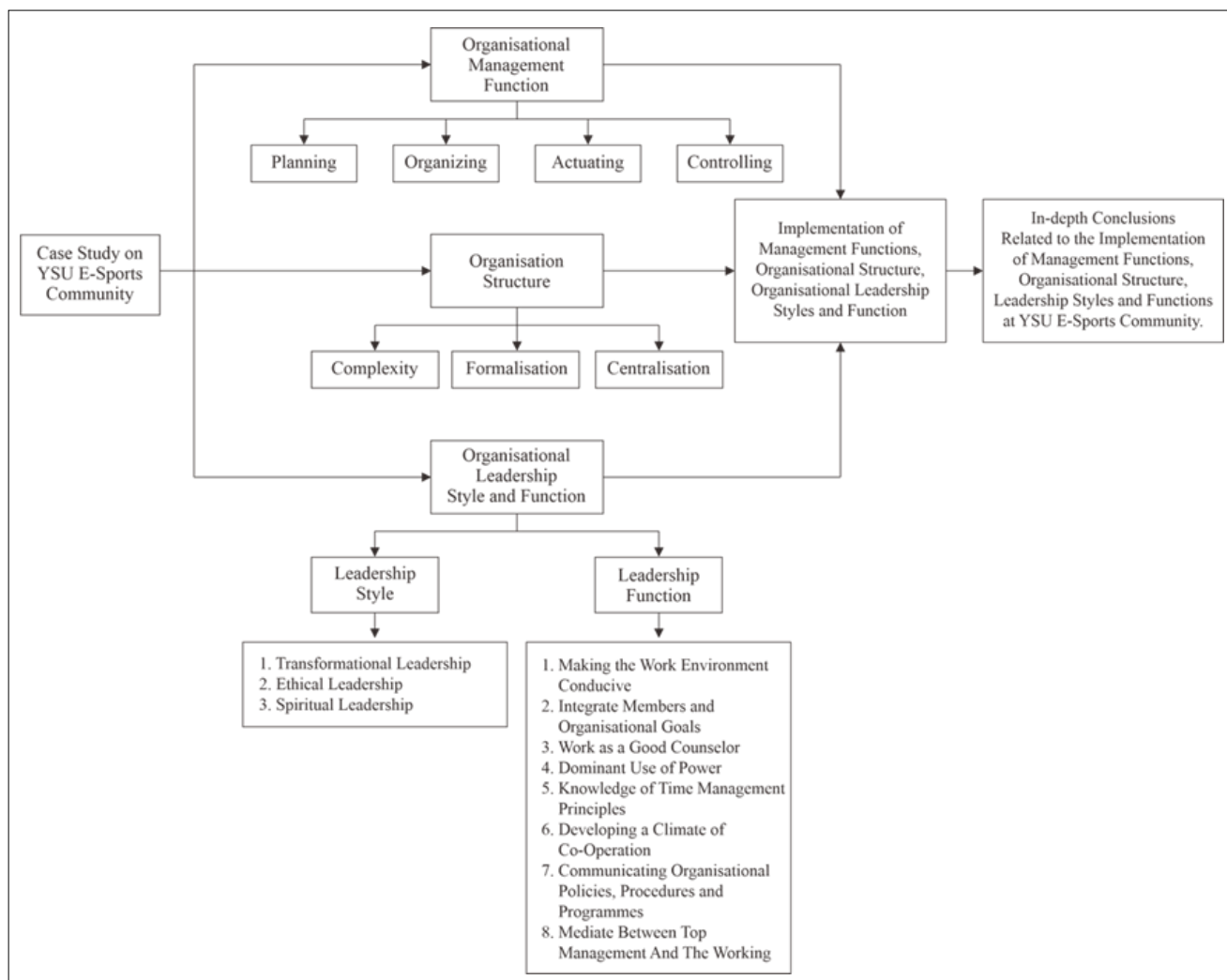
According to Kusdi in Pangarso *et al.* (2016) <sup>[17]</sup> stated that complexity is a description of the level of differentiation in an organisation. Complexity in organisational structure is considered important to focus the division of organisational work in YSU Esports Community. According to Daft (2013) <sup>[7]</sup>, formalisation is directly related to the amount of written documentation in the organisation. This documentation can be in the form of procedures, job descriptions, regulations and policy manuals. This form of written document can be a written direction for the YSU Esports Community management in it. According to Hoyer *et al.* (2015) <sup>[11]</sup> stated that centralisation refers to the extent to which decision-making is placed at the top of the organisation. The alternative an organisation has is decentralised when decisions can be made by lower-level employees who have been empowered to do so. The existence of the organisational structure dimension in the process of implementing the management functions at YSU Esports Community is an effort to understand in determining the adjustment of expertise and responsibilities owned by the management as a whole. According to Budur and Poturak (2020) <sup>[3]</sup>, a true leader is described as someone who has certain well-developed skills, strengths, and experiences. Where it does not see participants only as an underprivileged group, instead the leader seeks to find new opportunities for the group and helps to make some achievements. The hope is that the leader of the organisation at YSU Esports Community will be able to encourage all the potential of esports in the Yogyakarta State University environment with an appropriate leadership style and be able to lead the organisation properly. Such negligence is a big obstacle for YSU Esports Community, which has not been given much attention. For the researcher, this can be useful for YSU Esports Community in realising the importance of management functions, organisational structures, and organisational leadership styles and functions in an effort to manage the organisation, achieve organisational goals, and accommodate the students who want to explore themselves in the world of esports.

## Methodology

The research approach used by the researcher is to use a qualitative research approach. This research approach is used because it can provide an emphasis on meaning in generalising social phenomena naturally without treatment. According to Creswell (2018), a qualitative research approach is a research method that aims to explore and understand the meaning that exists in problems, both in research on individual problems and groups of people who depart from social or humanitarian problems. Derived from the above problems, the researcher decided to use a qualitative research approach as the most appropriate approach to be able to analyse, reveal, and describe problems related to the implementation of management functions, organisational structures, styles and functions of organisational leadership in YSU Esports Community. The type of research used by the researcher is case study research. According to Creswell (2015) <sup>[4]</sup>, case study research is one type of qualitative approach that is characterised. Case study research explores real life, contemporary limited systems (cases) or various limited systems (various cases), through detailed and in-depth data collection by including various sources of information such as interviews, observations,

audio-visual recordings, and documents or descriptive case reports. Research data sources are a collection of target information obtained from the observation process. Paying attention to the elements of organisational management functions with organisational management processes (planning, organising, actuating, controlling) will be able to overcome cases that occur for the implementation of these organisational management functions. The organisational structure established for the robustness of the programme and

the roles and responsibilities ranging from the peak of leadership to its recruited members. Leadership style and function are also important factors in the sustainability of the programme or organisational activities in meeting the targets that have been formulated later. As the framework below (Picture 1) for the successful implementation of the organisational management process at YSU Esports Community.



Picture 1: Research Framework

### Data Collection

Based on the data sources that have been collected in this study using primary data and secondary data. According to Zulfadrial (2012) [23], data sources in research are divided into two sources, namely the main data source (primary data) and supporting data sources (secondary data). The primary data sources of this research are from the YSU Esports Community (chairman of the organisation, secretary-treasurer of the organisation, MLBB division manager, PUBGM division manager, Valorant division manager, PIC Faculty of Economics, PIC Faculty of Social Sciences, Content Creator, and Public Relations) because it is in accordance with the relationship to the management functions, organisational structure, leadership style and function. The secondary data sources of this research are supporting data in the form of

documentation which includes photos, videos, and other supporting archives. Supporting subjects in the primary data source are the advisor at YSU Esports Community because they have an important role in the organisational management of YSU Esports Community. The total number of informants who are willing to provide information related to the research data that has been processed by researchers is eleven people. Based on the guidelines that have been given to the researcher, it is explained in table 2 below that the research instruments are directed to focus on obtaining information about management functions, organisational structures, leadership styles and leadership functions that take field data through available data sources with research data collection techniques using observation in the field, in-depth interviews with informants, and important related documentation.

**Table 1:** Data Collection Instruments

Discussion Focus	Field Data	Data Source	Data Retrieval Technique
Organisational Management Functions	Planning Stage Organising Stage Actuating Stage Controlling Stage	Chairman and Advisor of YSU Esports Community	Observation, Interview
	Planning Implementation Organising Implementation Actuating Implementation Controlling Implementation	Chairman, Advisor, and Board Members of YSU Esports Community	Observation, Interview, Documentation
Organisational Structure	Form of Organisation Structure Fulfilment of Position Performance in accordance with Roles and Responsibilities as Management	Chairman, Advisor, and Board Members of YSU Esports Community	Observation, Interview, Documentation
	Decision-making role of organisational structure	Chairman, Advisor, and Board Members of YSU Esports Community	Observation, Interview
Organisational Leadership Styles and Functions	Views on the Chairman's leadership style Views on the Chairman's leadership function Impact of the Chairman's leadership style Benefits of the Chairman's contribution to achieving organisational goals	Advisor and Board Members of YSU Esports Community	Observation, Interview

### Data Validity

Based on the research guidelines that have been directed to researcher for this research, researcher conducted data validity test by using triangulation technique, as a form of interpretation of the data that has been obtained. Researcher selected the answers from the research informants carefully

and chose answers that had relevance to this aspect of the research. The triangulation technique is divided into two parts, namely source triangulation (Table 2) and technique triangulation (Table 3). According to Nugrahani (2014) <sup>[15]</sup>, data validity is an important concept in qualitative research that shows the validity or reliability of research data.

**Table 2:** Interview Response in Source Triangulation

Questionable Aspects	1 <sup>st</sup> Informant	2 <sup>nd</sup> Informant	3 <sup>rd</sup> Informant	Summary
Organisational Management Functions	In the organising stage of the organisation, we first observe the activities that will be carried out by the YSU Esports Community such as conducting meetings to share ideas and discuss in-depth concepts for activities related to organizing.	In planning, according to my observations, they move to design activities when there is event preparation first. From the results of communication with the chairman of organisation, there seems to be no mature planning from the beginning. In addition, there is also a matrix calendar of activities for one management period.	Usually we do things like monitoring the ideas that we want to programme and then conducting work meetings.	The planning stage at YSU Esports Community is carried out through observation activities related to activities that will be realised, at this stage a meeting is held to discuss activity ideas that will then be programmed and a work meeting is held related to in-depth discussion of activity concepts.
Organisational Structure	We determine the board in the organisational structure based on the ability or mastery of the field that is suitable for the role.	Clearly, they determine the roles and responsibilities to fill the positions in the organisational structure based on fellow esports enthusiasts and their backgrounds.	We have a work programme for each division, which will measure how much responsibility they have. The board members who carry out the work programme get other roles depending on the theme of the activity.	The division of roles and tasks of members is largely based on the interests of members, other considerations in determining the roles and tasks of members are based on their abilities and backgrounds.
Organisational Leadership Styles and Functions	For me, it would be Ethical Leadership.	From what I see, our chairman tends to have an Ethical Leadership style. Because, he tries to embrace and support his administrators.	In my point of view, our chairman is more inclined to the Ethical Leadership style. Because, I highlight our chairman more on the decisions he often makes in organisational activities.	Based on the results of the interview, it can be concluded that the leadership style applied by the chairman of the YSU Esports Community organisation is ethical leadership.

**Table 3:** Data Retrieval in Triangulation Technique

Research Aspects	Observation	Interview	Documentation	Summary
Organisational Management Functions	The implementation of work programme planning so far still depends on the work programme prepared by each division of the YSU Esports Community.	The planning stage at YSU Esports Community is carried out through observation activities related to activities that will be realised, at this stage a meeting is held to discuss activity ideas that will then be programmed and a work meeting is held related to in-depth discussion of activity concepts.	DN/III/Work Meeting Agenda/Appendix 4/PG.	The implementation of planning depends on the work programme prepared by each division, the realisation of this activity is held through a work meeting agenda which will discuss activity ideas and activity concepts.
Organisational Structure	The determination of the position still uses the election of the chairman by acclamation.	The division of roles and tasks of members is largely based on the interests of members, other considerations in determining the roles and tasks of members are based on their abilities and backgrounds.	DN/VIII/Organisational Structure sue Sports.com Appendix 4/PG.	The division of roles and tasks of members is based on their interest in esports and their qualifications based on their background and abilities. Task assignment decisions are also based on the decision of the chairman of the organisation
Organisational Leadership Styles and Functions	-	Based on the results of the interview, it can be concluded that the leadership style applied by the chairman of the YSU Esports Community is ethical leadership.	-	The organisational leadership style applied by the chairman of YSU Esports Community is ethical leadership.

### Data Analysis

Based on in-depth interview data that has been collected by researcher with voice recording and transcribed into the form of notes at a certain period, researcher analyses the data carefully using methods that refer to Miles and Huberman's data analysis. According to Miles and Huberman in Sugiyono (2016) <sup>[20]</sup>, qualitative data analysis is carried out interactively and continues continuously until completion so that the data obtained is saturated. More details regarding the data analysis strategy carried out in this study are explained as follows: 1) data reduction, reducing data means summarizing, selecting key things, focusing on important things, looking for themes and patterns, 2) data presentation, data presentation in qualitative research presents in the form of brief descriptions, charts, relationships between categories, flowcharts, and the like, 3) conclusion drawing, this is the final step in qualitative data analysis, namely data conclusion drawing and verification, the findings of the conclusion drawing can be a description or description of an object that was previously still grey after research can become clear with casual or interactive relationships and even hypotheses or theories.

### Results and Discussion

#### Implementation of the Management Functions of YSU Esports Community

In the planning aspect, the realisation of YSU Esports Community organisational activities depends on the work program, from this realisation, a work meeting agenda is held which will discuss the relationship with activity ideas and in-depth activity concepts. Organisational planning carried out by YSU Esports Community board is carried out based on observations of ideas that will be programmed. The purpose of this planning is so that the activity program and its realisation can be carried out in accordance with the objectives of the YSU Esports Community organisation. The planning process goes through a series of systematic processes in order to get the right planning results. As according to Webber in Hudalah and Sujarto (2016) <sup>[12]</sup>, a planning process is interpreted as a series of continuous and rational thinking activities to solve a problem or achieve certain goals in the future systematically.

In the organising aspect, YSU Esports Community starts with the recruitment of board members first. Recruitment in this organisation is generally based on interest in esports.

Positions are assigned based on background or experience in esports. The division of responsibilities is matched based on the qualifications of interest and background or experience with the needs of the existing division. This process is included in the grouping of activities. As according to Economics Discussion (N.D.), grouping of activities is a step taken in the work that has been given to people who perform similar activities grouped in the same department.

In the actuating aspect, YSU Esports Community communication moves by conducting work meetings to discuss activities to be carried out. Communication and coordination between board members as far as information obtained through the work meeting agenda. This activity aims to create cooperation so that the achievement of organisational goals can run optimally and efficiently. As according to Akbar *et al.* (2021) <sup>[1]</sup> stated that taking action moves all members of the organisation to achieve goals in accordance with the predetermined planning.

In the controlling aspect, YSU Esports Community focuses on pre-activity steps and overall evaluation related to the ongoing process of activities. The implementation of controlling aspect is carried out using the Whatsapp application media and personally by asking about the work status of each planned work programme. This implementation was also carried out internally when the activity was completed. As according to Iswandir (2014) <sup>[13]</sup> states that measuring the implementation of activities repeatedly and continuously.

#### Organisational structure of YSU esports community

YSU Esports Community is an organisation that is categorised as a community. This categorisation is in accordance with Ruyhley and Li's (2021) <sup>[18]</sup> view that categorising sports organisations can be community-based or local, inter-school, inter-college, club system, professional sports, and Olympic/Paralympic-based sports. Community sports organisations are usually non-profit, voluntary organisations that provide many recreational and competitive sporting opportunities enjoyed within the community. The organisational structure of YSU Esports Community consists of the chairman of the organisation, secretary who also concurrently serves as treasurer, public relation, content creator, MLBB division, PUBGM division, Valorant division, PIC of the Faculty of Social Sciences and PIC of the Faculty of Economics. The structure has a vertical line of

responsibility with the secretary-treasurer and divisions accountable for their performance to the chairman. The structure is in accordance with Robbins' view in Ugbombe and Dirisu (2011) <sup>[22]</sup>, which stated that organisational structure has dimensions identified as complexity, formalisation and centralisation. The complexity dimension is seen from the fulfilment of the existing organisational structure. The complexity of the structure is fulfilled by the existence of sections such as public relations in charge of planning the introduction of the organisation, both internally and externally, content creators in charge of creating content on the organisation's social media related to YSU Esports Community activities, PIC (Person Incharge) in charge of being responsible for empowering student interest and enthusiasm in the faculty environment, as well as existing divisions such as Valorant, PUBGM and MLBB. The dimension of centralisation or concentration of authority in YSU Esports Community is shown by the form of coordination lines that lead to the top position, namely the chairman of the organisation. This coordination line shows that in carrying out his duties, the chairman of the organisation is assisted by the secretary and treasurer, each of whom has certain authority based on his position.

This division of roles and responsibilities is based on the ability and mastery of certain fields owned by the board. Although the final decision-maker of the organisation remains with the head of the organisation whose position is at the top of the chain of command. The equal position between divisions in the YSU Esports Community organisational structure shows the level of horizontal differentiation based on the duties of each element in the organisation. Vertical differentiation is indicated by the existence of tiered levels of elements, but aspects of vertical differentiation are still found to be incompatible due to the existence of duplicate positions that occur, namely the secretary doubles as the treasurer of the organisation. Based on the data obtained, this happened due to the lack of human resources who are joined in YSU Esports Community. The formalisation dimension is shown by the norms of behaviour applied in the YSU Esports Community organisation. These norms are applied in verbal form and are not yet contained in written rules. In general, the organisational form of YSU Esports Community falls into the category of bureaucratic structures. In accordance with one of the views according to Hoyer (2015) <sup>[11]</sup>, the bureaucratic structure seeks to standardise organisational operations to maximise coordination and control over staff and activities.

### **Leadership style and functions of YSU esports community**

Based on the facts in the field related to the leadership style at YSU Esports Community, it is known that the leadership style applied by the chairman of the organisation is ethical leadership. This statement is in line with the view according to Amin, Durmaz, and Demir (2021) <sup>[2]</sup>, which stated that ethical leadership is a type of leadership that is based on the theory of morality and chooses right over wrong. This is done in an effort to make changes that have a positive influence on the participants. Based on the facts in the field related to the role of leadership functions owned by the chairman of the YSU Esports Community, the chairman plays more of a role as an appropriate counsellor and is able to become an intermediary between top management and a good work group. This is shown by the way problems are solved. The chairman is also able to position himself as an intermediary between management by communicating existing policies. The facts found are in line with the statement according to

Economics Discussion (N.D.) which states that one of the leadership functions is the right counsellor, meaning that the leader provides counselling to members to eliminate the imbalance created in the organisation. Likewise, the intermediary between management means that the chairman is able to integrate the entire organisation.

### **Conclusion**

The implementation of management functions in YSU Esports Community, especially POAC, has been going well, although the aspects of organising and actuating still need to be optimised and reviewed. Implementation in these aspects has experienced obstacles in the lack of effective communication, positioning and responsibilities that do not have clear standards. The way of mobilising the performance of the management of this organisation also tends not to be maximised. Overall, there are organisational constraints that occur, but they do not hinder or affect the running of the organisation. The complexity that occurs in the process of implementing the POAC management functions is part of the sports strategy management carried out by YSU Esports Community. The form of organisational structure used by YSU Esports Community falls into the category of bureaucratic structure. The formalisation dimension is manifested by the norms that apply even though it is in verbal form and has not yet formed written norms or rules. The dimensions of centralisation, complexity and formalisation are already visible in the form of the organisational structure used, although in the complexity dimension, especially vertical differentiation, multiple positions are still found. This situation directly causes confusion in the existing structure, because there are two responsibilities carried out by one person. This research also provides clarity on YSU Esports Community as a non-formal organisation in the form of a community. The application of leadership styles and functions in YSU Esports Community affects the running of the organisation. Overall, the leadership style applied by the head of the organisation is more inclined to the ethical leadership type. This is manifested in the way the chairman manages the organisation by positioning himself as a good counsellor and being able to mediate between management. The leadership style used by the chairman certainly affects the implementation of leadership function, although there are some obstacles, the managerial function of YSU Esports Community can still run properly. The leadership style applied also contributes positively to the growing enthusiasm of the board in the scope of the organisation, the activities that have been carried out show the results of the managerial applied.

### **Implications**

Implication is a direct result that occurs because of something, such as findings or research results. The implications in this research are needed to see the relationship between the results of research based on theory, managerial, and methodology. Based on the research and conclusions, information was obtained about the form of implementing the management function in YSU Esports Community. The determination and selection of the form of organisational structure used as well as the leadership style applied and the contribution made. The findings of this information are able to become a reference according to the concept theory according to Gonzales (2014), which stated that management is about standardisation, in the form of procedures to obtain maximum benefits from the organisation, namely, exploiting available human and

physical resources to maximise goals. The leadership style used by the chairman of the organisation and the implementation of leadership functions that has been applied are able to make a positive contribution, both internally and externally. The implementation of the management functions is also inseparable from the support of the role given by the board of this organisation which helps in running and developing the organisation according to their respective duties and responsibilities. Considering the urgency of organisational management, this research has implications for the management process, especially the implementation of management functions in YSU Esports Community. This shows the need for standardisation in determining roles and responsibilities as well as the process of actuating the organisation. Standardisation is based on the need to implement organisational management functions.

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