Management analysis of motivation and satisfaction in individual and team sports

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Abstrak

This research aims to analyze: (1) the influence of service quality on motivation in individual and team sports; (2) the influence of service quality on satisfaction in individual and team sports; (3) financial influence on motivation in individual and team sports; (4) financial influence on satisfaction in individual and team sports. This type of research is quantitative, correlational research with survey methods. The collection technique uses interviews and questionnaires which are distributed to respondents via Google Form, the instrument uses a Likert Scale. The research population was athletes and coaches of the PON regional training center, with a total sampling technique of 137 respondents. The sample consists of 31 individual and team sports. The data analysis technique uses Structural Equation Modeling (SEM) with a PLS approach. The results of research on individual sports are: (1) service quality has a positive and significant effect on motivation; (2) service quality has a positive and significant effect on satisfaction; (3) finances have a positive but not significant effect on motivation; (4) finances have a positive and significant effect on satisfaction. Meanwhile, the results of research on team sports are: (1) service quality has a positive and significant effect on motivation; (2) service quality has a positive and significant effect on satisfaction; (3) finances have a significant negative effect on motivation; (4) finances have a positive and significant effect on satisfaction. It was concluded that to motivate regional training center athletes by improving management, especially in service quality, finances for individual sports and team sports. It is necessary to pay attention that team sports have a more complex character such as; the number of athletes is greater, the need for greater equipment, the risk of injury, and the dominant teamwork factor, compared to individual sports which have a higher level of stress. In providing financial assistance between individual sports and team sports, KONI DIY does not need to differentiate, because the research results have no significant influence on the motivation of athletes at regional training center. Improving financial management at the KONI regional training center will have an impact on athlete satisfaction, which is expected to improve athlete performance.

Kata kunci: management; motivation; satisfaction; individual-team

INTRODUCTION

In facing major multi-event sports competitions, the Yogyakarta Indonesian National Sports Committee (KONI) held regional training camps which were attended by individual and team sports. The aim of holding a Puslatda is that athletes are better prepared to train, focus on training in the morning, afternoon and evening in a place that suits the actual competition. Regional training center activities require good, planned and systemized management such as; Procurement of facilities, training equipment, health services, insurance coverage, achievement encouragement and financial assistance, so that athletes have high enthusiasm and satisfaction in training. Careful preparation for good subject determination is also an indispensable asset (M. Sarkar and D. Fletcher, 2014). Good management produces success in sport, especially sport as a social activity that produces many benefits (Moreira, AC

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and da Silva, PM, 2015). KONI's training camps are held regularly and independently to prepare for multi-events. Eime, R.M., *et. al.* (2017) Increased sports performance can be associated with the provision of good sports facilities. Providing sports facilities is one factor that can contribute to participation in sports activities. The situation of inadequate sports facilities represents a worrying situation that can have an impact on satisfaction levels. In the implementation of Puslatda there is a strong and positive correlation between the quality of service facilities and athlete satisfaction.

Motivation is a conscious or unconscious action to do something, motivation is influenced by many factors (Solikhin *et. al.*, 2023). facts show that regional training center has poor facilities and equipment, therapy services are less than optimal, financial assistance is not appropriate between individual and team sports, athletes' lack of training motivation will result in dissatisfaction in training. In the implementation of training camps there is a strong and positive correlation between the quality of service facilities and athlete satisfaction, the quality of facilities influences satisfaction (Napitupulu, D., et al., 2018).

In-depth interviews with athletes and coaches show several problems. Firstly, because the number of athletes in individual and team sports is different, so the quality of service and priorities given are different. This includes financial assistance and bonuses or rewards for athletes who excel. The two athletes' motivations are different because individual sports are a sparring parter, and team work is limited, which has an impact on athlete satisfaction. Third, the stress level in individual sports is different compared to team sports, this is because the burden faced by individual sports is borne by oneself, while in team sports the burden is shared by the team.

Service quality which includes tangible, reliability, responsiveness, assurance, and empathy influences overall satisfaction (Barshan, G., *et al.*, 2017). It would be better if it was equipped with guarantee components, namely: communication, trainer credibility, safety insurance and training comfort, trainer competence, friendliness and politeness. Measuring the level of athlete satisfaction is the difference between expectations or desires and the reality obtained (Wicaksono, PD, & Aprianingsih, A., 2016). Good service quality has a significant effect on motivation, research shows that the quality of service measured includes: equipment, care, rooms and facilities (Nugroho Agung, *et al.*, 2021).

Regional training center activities require quite large funding, while KONI DIY funding is obtained from regional government grants proposed through the Department of Education, Youth and Sports. These funds are used for routine secretarial funds, championship departures, support for functional bodies and Regional Sports Weeks, and other supporting programs such as organizational management, cooperation, promotional publications (PR of KONI DIY, 2017: 7). The amount of funds obtained by each sport is different, the difference in funds for team and individual sports lies in the number of athletes and total costs, apart from that it was found that trauma injuries in individual sports spend much longer in hospital than in team sports (Matthew A. Siegel, *et al.*, 2023). Besides that, competitive activities, youth promotion and sports are the focus of being supported financially (Preckel, K., *et al*, 2018). Thus, providing funds to outstanding athletes allows for exclusive dedication to improving performance in national and international competitions (S. Enright, *et al.*, 2020). The ideal regional training center funds given to athletes include pocket money, extra food, and transportation provided every month.

Intrinsic motivation and extrinsic motivation have a strong influence on athlete satisfaction (Cardoso, VD, *et al.*, 2018). Athletes with high achievement motivation tend to choose activities that are challenging but not above their ability level. They tend to choose mid-level activities that are likely to be successful. Besides that, a lack of training facilities can cause stress and boredom. This happens because monotonous training cannot be separated from these facilities (Adam, F., & Kamase, J., 2019).

Satisfaction is an athlete's reaction to the condition that his hopes and needs are met, namely in terms of assessing the quality of services and finances provided at KONI DIY to athletes. Satisfaction is a person's feeling after experiencing a process where the experience obtained exceeds expectations. Analysis based on previous research shows that service quality has a significant effect on satisfaction. Furthermore, a training environment that is not conducive causes a negative influence on job satisfaction (Tella, A., & Ibinaiye, OA., 2020). In this case, the satisfaction of regional training center athletes depends on the desired expectations compared to the reality obtained during training. Meeting athletes' expectations and satisfying their needs is an important element in organizational efforts to retain athletes and gain a competitive advantage over opponents (Izogo, EE, & Ogba, IE., 2015). Athletes who are satisfied tend to use the service frequently, have high enthusiasm for returning to training, and

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recommend it to other athletes (Dhamija, P., *et al.*, 2019). Service quality factors positively influence each dimension of service satisfaction and willingness to practice intention. Greater athlete satisfaction results in a better reputation for KONI DIY. Recognition of the positive relationship between satisfaction and athletes' willingness to return to training emphasizes the need to identify and explain the conditions under which satisfaction must be developed (S., Andajani, E., & Rahayu, S., 2019). Management in the provision of sports facilities is one of the main factors that contributes to community participation in sports activities. Factors that influence athlete performance are: consistent coaches, athlete quality, athlete talent, assistance in providing facilities and infrastructure from the private sector, and organizing sporting events. Sports events are one of the keys to ensuring that sports can continue to exist in society. Several components that determine achievement in sports are: the condition of sports facilities, finances, competition conditions, the athlete's psychological state, skills and physical abilities of the athlete.

The importance of this research for KONI DIY is that it can make a positive contribution regarding the management of regional training center program preparations for National Sports Week (PON). Good regional training center management with sufficient financial support will increase achievement motivation and athlete satisfaction, especially in individual and team sports.

METHOD

This type of research is quantitative, correlational research with a survey method. The data collection technique is measured using a questionnaire distributed to respondents via Google Form. The research population was athletes and coaches of the PON regional training center, with a total sampling technique of 137 athletes. The sample consists of 31 individual and team sport sub-branches. The instrument uses a Likert scale according to table 1 below.

Statement	Score				
	Strongly agree	Agree	Don't agree	Very not Agree	
Positive	4	3	2	1	
Negative	1	2	3	4	

Table 1. Statement Value Scoring

Research data analysis techniques to test models and hypotheses using Structural Equation Modeling (SEM) with a PLS approach (M. Sarstedt, M. Schwaiger., 2012). Analysis using PLS consists of two parts, namely evaluation of the outer model and the inner model. The aim is to estimate the parameters of the research model and the correlation between indicators and variables. This research has two independent variables and two dependent variables. PLS-SEM data analysis is a multivariate analysis approach to estimate path models with latent variables. Previous studies have identified a sampling threshold for PLS-SEM in 100 samples. This research sample of 137 respondents is considered adequate (W. Reinartz, M. Haenlein, and J. Henseler, 2009).

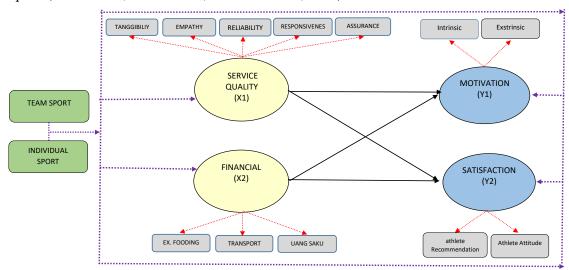


Diagram 1. Correlation Modeling Research Structure

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Diagram 2 below shows the independent variables, namely service quality and finance, while the dependent variable consists of motivation and satisfaction. Previous research has reported different levels of this relationship regarding the impact or influence of service quality on motivation or satisfaction (Suwono, LV, & Sihombing, SO., 2016; Ilker Günel and M. Duyan, 2020), as well as the influence of finances on motivation (L. Martin. et al. M. Bruner., 2015). In addition, it was found that financial support significantly influences motivation and satisfaction J. Moradi, et al., 2020). The findings reveal the following evidence.

The results of research based on SEM analysis in individual sports are: (1) service quality has a positive and significant effect on motivation; (2) service quality has a positive and significant effect on satisfaction; (3) finances have a positive but not significant effect on motivation; (4) finances have a positive and significant effect on satisfaction. The results in team sports are: (1) service quality has a positive and significant effect on motivation; (2) service quality has a positive and significant effect on satisfaction; (3) finances have a significant negative effect on motivation; (4) finances have a positive and significant effect on satisfaction.

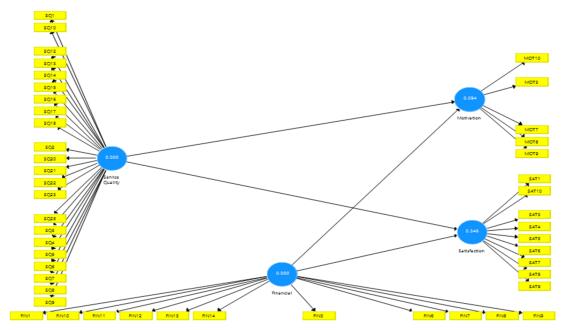


Diagram 2. Network Model Based on Research Variables

In diagram 3 below shows the correlation between indicators and variables. The research structural equation model has four main variables and twelve indicators distributed as follows: (1) service quality includes four indicators (tangibility, empathy, reliability, responsiveness, and guarantee), and (2) financial support includes additional meals, costs transportation, and pocket money. Meanwhile (3) the dependent variable motivation has two indicators, namely intrinsic and extrinsic factors, and (4) the satisfaction variable includes two indicators, namely the athlete's attitude and recommendations.

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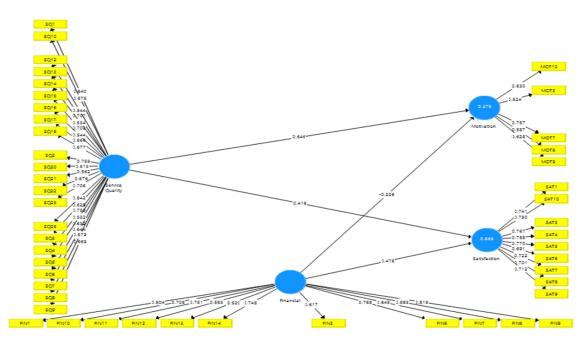


Diagram 3. Correlation between indicators and variables

Diagram 3 shows the correlation relationship between indicators and variables. Diagram 3 shows that there is an influence of the indicators on the variables or between the variables themselves. The results show a strong positive correlation from 1 to 0.5 and a strong negative correlation from -1 to -0.5. The correlation is weakly positive between 0.5 and 0.00, while the correlation is weakly negative from -0.5 to 0.00. The findings prove a strong correlation between almost all indicators ranging from 0.819 to 0.513.

RESULTS AND DISCUSSION

Results

The results of assessing the reflective measurement model require the reliability and validity of items for latent variables (WW Chin, 2010). Here it involves the value of the relationship between latent variables and related items through indicators. For (EH Hernández, *et al.*, 2014), (Ilham, *et al.*, 2021) construct validity is a test that shows the extent to which a test measures the construct theory on which the test is based. A construct is said to have good construct validity if the average variance extracted value (AVE > 0.5 and AVE value > 0.4) is still acceptable (Ingle & Mahesh, 2020). This means that the test still has acceptable internal consistency reliability and convergent validity is often assessed with two key coefficients: composite reliability and average variance extracted (AVE). As mentioned in the previous section, the measurement model used in this research includes four constructs along with twelve indicators.

Based on the model reliability assessment (Cardoso, *et al.*, 2018), the loading of each indicator on the related latent variable must be calculated and compared with the threshold. For output loading it must be higher than 0.7 (JF Hair, *et al.*, 2011), therefore, composite reliability is acceptable. In this study, all composite reliability values are cohesive with these assumptions and load above 0.70 as the recommended value. The lowest value is 0.76, while the highest value is 0.94. Based on the research results, it is known that all research variables have a loading value greater than 0.70. Thus, these results indicate that the measurement and calculation models have acceptable reliability. Rho_A is also used to assess construct reliability, which should be higher than 0.7 to establish internal consistency. The results of collinearity of statistical validity and reliability can be seen in table 2 below.

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Table 2. Validity and Reliability of Instruments

	Average Variance Extracted (AVE)	Composite Reliability	
Financial	0.44	0.90	
Motivation	0.40	0.76	
Satisfaction	0.54	0.91	
Service Quality	0.41	0.94	

Source: Results of data processing with PLS

Hypothesis testing is an analysis of the relationship between variables in accordance with the hypothesis formulated in this research. Hypothesis testing is part of the deep model output of Smart-PLS software. Output can be produced through the bootstrapping process, and the results of hypothesis testing can be seen in the path coefficient table. Hypothesis testing results from estimated path coefficients can be evaluated based on T-statistics and P-Value. The path efficiency estimate shows the estimated value that describes the relationship between latent variables obtained by the bootstrapping procedure.

The measurement items used are significant if the T-statistics value is greater than 1.96 and the p-value is less than 0.05 at the 5% significance level. Meanwhile, the parameter coefficient shows the direction of influence by looking at the positive or negative of the original sample (Ghozali, 2008). In hypothesis testing, data is divided into two groups, namely individual data and team data. The results of individual data testing are as follows.

Table 3. Individual Path Coefficient Data

	Original		Standard		
	Sample	Sample	Deviation	T statistics	
	(O)	Mean (M)	(STDEV)	(O/STDEV)	P value
Financial -> Motivation	0.10	0.09	0.22	0.44	0.66
Financial -> Satisfaction	0.44	0.43	0.13	3.41	0.00
Service Quality -> Motivation	0.39	0.43	0.18	2.13	0.03
Service Quality -> Satisfaction	0.37	0.40	0.13	2.98	0.00

Source: Results of data processing with PLS

Based on the path coefficient test results in table 3, the path test results prove the research hypothesis as follows:

- 1.In individual sports, finances have a positive and insignificant effect on motivation. This result is indicated by a positive original sample value of 0.10. The t-statistic value is <1.96. Namely 0-.44, and P-Value > 0.05, namely 0.66.
- 2. In individual sports, finances have a positive and significant effect on satisfaction. This result is indicated by a positive original sample value. The value is 0.44. The t-statistic value is > 1.96. The t-statistic value of this research is 3.41, P-Value < 0.05, and this research is 0.000.
- 3. In individual sports, service quality has a positive and significant effect on motivation. This result is indicated by a positive original sample value of 0.39. The t-statistic value is 2.13, and > 1.96. The P-value is 0.003. It is <0.05.
- 4. In individual sports, service quality has a positive and significant effect on satisfaction. This result is indicated by a positive original sample value of 0.37, a t-statistic value > 1.96, namely 2.98, and a P-Value < 0.05, namely 0.000.

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Table 4. Team Path Coefficient Data						
	Original	Sample	Standard			
	Sample	Mean	Deviation	T statistics		
	(O)	(M)	(STDEV)	(O/STDEV)	P value	
Finance -> Motivation	-0.44	-0.45	0.16	2.78	0.01	
Finance -> Satisfaction	0.45	0.43	0.11	4.20	0.00	
Service Quality -> Motivation	0.83	0.85	0.13	6.29	0.00	
Service Quality -> Satisfaction	0.56	0.57	0.09	6.00	0.00	

Table 4. Team Path Coefficient Data

Source: Results of data processing with PLS

Based on the path coefficient test results in table 4, the path test results prove the research hypothesis as follows:

- 1. In team sports, finances have a negative effect on motivation. These results are shown by the negative original sample value, namely -0.44. The t-statistic value is > 1.96, and the test result is 2.78. P-Value < 0.05, namely 0.01.
- 2. In team sports, finances have a positive effect on satisfaction. This result is shown by the positive original sample value, namely 0.45. The T-statistic is still > 1.96, and in this study it was 4.20. Then the P-Value < 0.05, namely 0.000.
- 3. In team sports, service quality has a positive effect on motivation. This result is shown by the positive original sample value, namely 0.83. T-statistic > 1.96. This study shows a t-statistic value of 6.29. Likewise, P-Value < 0.05, namely 0.003.
- 4. In team sports, service quality has a positive and significant effect on satisfaction. This result is shown by the positive original sample value, namely 0.56. The t-statistic value is > 1.96, namely 6. The P-Value value is < 0.05, namely 0.000.

Discussion

In individual and team sports, service quality has a positive and significant effect on motivation. This research is supported by (Griadhi *et al.*, 2018) which states that service quality influences achievement motivation, because there is a significant relationship between the two. Service quality consists of tangible dimensions, reliability, responsibility, guarantee and empathy which have a positive impact on achievement motivation. This means that the better the service quality management provided by KONI DIY, the better the achievement motivation of athletes in individual and team sports. KONI's quality service support provided can be in the form of: assistance with training equipment and facilities, response to athlete needs, monitoring, physical consultation, psychology, physio therapy and health insurance/BPJS.

Individual and team sports service quality has a positive and significant effect on athlete satisfaction. This research is supported by (Theodorakis, *et al.*, 2015) which proves that aspects of sports service quality are operationalized through the physical environment, interactions, and outcome factors that influence overall satisfaction with a pleasant experience. Napitupulu et al., (2018) also stated that there is a strong and positive relationship between the quality of service facilities and satisfaction. The PON regional training center management, which consists of students (66%) and the general public (34%), is generally satisfied with the services provided by KONI.

In individual sports, finances have a positive and insignificant effect on motivation, and also in team sports, finances have a significant negative effect on the motivation of regional training center athletes. Supported by the results of the study by Ormel et al. (2019) who say that motivation is negatively influenced by the gap in expectations related to incentives, including (1) financial incentives that are lower than expected, (2) late disbursement of funds every month, (3) small material incentives, and (4) distribute incentives unevenly to all athletes. It can be discussed that the pocket money received from KONI is small and "just barely" when used for other regional training center needs. This means that the finances provided by KONI do not have a significant effect on the motivation of individual sports athletes or team sports at Puslatda. Even though the assistance provided is small, regional training center athletes remain committed to training. It is recommended that the financial assistance of regional training center PON KONI DIY can be increased in value, such as: pocket money, extra food, and transportation money for training.

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However, finances have a positive and significant effect on satisfaction in individual and team sports. Supported by research by Hyun Kyung Chatfield, *et al.*, (2013) which connects financial urgency with job satisfaction and mediates financial urgency and job satisfaction. Satisfaction is significantly influenced by financial urgency. Factors that can be recommended for measuring athlete satisfaction include: professional features, care, financial aspects, and realizability (Pakurár et al., 2019). It can be discussed that the financial management provided to regional training center athletes in both individual and team sports produces significant results, although the amount is not large, but the athletes are satisfied. It is recommended that DIY PON regional training center athletes really understand the regional financial conditions, they will remain loyal and not move to other areas.

CONCLUSION

The following is the impact on individual sports. (1) service quality has a positive and significant effect on motivation; (2) service quality has a positive and significant effect on satisfaction (3). finance provided by KONI has a positive but not significant effect on motivation (4) finance has a positive and significant effect on satisfaction. The influence on team sports is as follows: (1) service quality has a positive and significant effect on motivation. (2) service quality has a positive and significant effect on satisfaction, (3) finances have a significant negative effect on motivation, (4) finances have a positive and significant effect on satisfaction.

It was concluded that to motivate regional training center athletes by improving management, especially in service quality, finances for individual sports and team sports. It is necessary to pay attention that team sports have more complex characters such as; larger number of athletes, greater equipment requirements, dominant teamwork factor. In providing financial assistance between individual sports and team sports, KONI DIY does not need to differentiate, because the results of research on financial assistance do not have a significant influence on the motivation of athletes at regional training center. Improving KONI's financial management will have an impact on athlete satisfaction, which is expected to improve athlete performance.

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