



## Village Head Management Strategies In Developing Sports Infrastructure And Promoting Interest In Sports Among The Community In Bulu Village

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### ABSTRACT

Sport plays a vital role in improving community health, social interaction, and overall quality of life. However, the development of sports infrastructure at the village level often faces challenges related to management, funding, and community participation. This study aims to examine the management strategies of the village head in developing sports infrastructure and promoting community interest in sports in Bulu Village, Parigi Moutong Regency. This research employed a descriptive qualitative approach, with data collected through observation, interviews, and documentation. The informants included the village head, village officials, community leaders, and local athletes. In addition, quantitative data were obtained through a survey involving 50 community members using a total sampling technique. Data analysis was conducted through data reduction, data presentation, and conclusion drawing. The results indicate that the village head has implemented effective management strategies through systematic planning, allocation of village funds, community collaboration, and optimization of existing sports facilities. The village government also actively promotes sports participation by organizing community sports activities and competitions. Demographic findings show that respondents consisted of 28 males (56.00%) and 22 females (44.00%). Furthermore, the level of community interest in sports reached an average of 81.10%, categorized as very good. In conclusion, the integration of effective leadership, participatory management, and adequate infrastructure significantly contributes to increasing community engagement in sports. This study highlights the importance of adaptive governance strategies in promoting sustainable sports development at the village level.

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A. Conception and design of the study;  
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## INTRODUCTION

Sport has been widely recognized as a fundamental component in enhancing the quality of human life, encompassing physical, mental, and social well-being (World Health Organization, 2020; Bailey et al., 2018; Eime et al., 2015). Regular participation in sport



contributes significantly to physical fitness, disease prevention, psychological resilience, and social cohesion within communities (Warburton & Bredin, 2017; Guthold et al., 2018; Hills et al., 2015). In the Indonesian context, sport is also considered a strategic instrument in national development, particularly in fostering discipline, productivity, and community solidarity (Mutohir & Maksum, 2007; Kemenpora, 2021). Consequently, the promotion of sports participation at the grassroots level, especially in rural communities, becomes a crucial agenda.

Despite its importance, the reality in many rural areas indicates that community participation in sport remains relatively low (Downward & Rasciute, 2016; Hoekman et al., 2017). One of the primary contributing factors is the lack of adequate sports infrastructure and facilities (Wicker et al., 2015; Taks et al., 2017). Infrastructure availability plays a critical role in enabling access, encouraging participation, and sustaining long-term engagement in sport (Hallmann et al., 2016; Ruseski et al., 2014). In many Indonesian villages, including Bulu Village, the availability, quality, and accessibility of sports facilities are still limited and unevenly distributed.

At the village level, leadership plays a pivotal role in addressing these challenges. The village head, as the highest authority in local governance, is responsible for planning, organizing, implementing, and controlling development programs (Terry, 2010; Andika et al., 2021). In line with Law Number 11 of 2022 concerning sports, local governments, including village administrations, are mandated to support the development of sports ecosystems that promote active and healthy lifestyles. However, in practice, the integration of sports development into village governance strategies is often not prioritized, resulting in suboptimal outcomes in both infrastructure development and community engagement (Putra et al., 2020; Suryanto et al., 2019).

Therefore, the central problem of this study lies in understanding how village head management strategies influence the development of sports infrastructure and the promotion of community interest in sports, particularly in rural settings such as Bulu Village.

Recent studies have highlighted the importance of governance and leadership in the development of sports infrastructure and participation. Effective leadership has been shown to significantly influence the success of community-based development programs, including sports initiatives (Hoye et al., 2015; Misener & Doherty, 2018). Leadership that adopts participatory and collaborative approaches can enhance community involvement and ensure the sustainability of development programs (Aulich, 2019; Nabatchi & Leighninger, 2015).

From a management perspective, the application of classical management functions—planning, organizing, actuating, and controlling—remains relevant in the context of local governance (Robbins & Coulter, 2018; Daft, 2016). In the sports sector, these functions are essential for designing effective programs, allocating resources, coordinating stakeholders, and evaluating outcomes (Shilbury et al., 2020; Masteralexis et al., 2019).

Empirical studies in sports development have emphasized the role of infrastructure as a key determinant of participation. High-quality and accessible facilities are associated with increased physical activity levels among community members (Wicker et al., 2015; Hoekman et al., 2017). Furthermore, the concept of “sport for development” has gained global attention, highlighting how sport can be used as a tool for social change, community empowerment, and economic development (Coalter, 2015; Levermore, 2019).

In the Indonesian context, several studies have examined the relationship between infrastructure availability and sports participation (Rahman et al., 2021; Nugroho et al., 2020). However, most of these studies focus on urban areas or institutional settings such as schools and universities. Research on rural communities, particularly at the village governance level, remains limited.

Additionally, sustainability has become a critical consideration in infrastructure development. The principles outlined by the United Nations World Tourism Organization (UNWTO, 2005) emphasize the importance of environmentally responsible and socially inclusive development. Sustainable sports infrastructure not only minimizes environmental impact but also ensures long-term usability and community benefit (Collins & Flynn, 2015; Mallen & Chard, 2017). Although numerous studies have explored sports participation, infrastructure development, and leadership, there remains a significant gap in the integration of these variables within the context of village-level governance. Specifically, previous research has tended to examine these aspects in isolation rather than as interconnected components of a comprehensive development strategy (Misener & Doherty, 2018; Shilbury et al., 2020).

First, existing literature largely focuses on macro-level policies or urban settings, leaving rural areas underrepresented (Hoekman et al., 2017; Taks et al., 2017). Rural communities often face unique challenges, such as limited financial resources, geographical constraints, and lower institutional capacity, which require context-specific strategies. Second, there is a lack of empirical studies that analyze the managerial role of village heads in sports development. While leadership is acknowledged as important, the specific strategies employed by village heads in planning, implementing, and evaluating sports infrastructure development remain underexplored (Andika et al., 2021; Putra et al., 2020). Third, previous studies have not sufficiently addressed the relationship between infrastructure development and community interest in sports. While infrastructure is necessary, it is not sufficient on its own to increase participation. Factors such as social motivation, cultural values, and program availability also play a crucial role (Downward & Rasciute, 2016; Eime et al., 2015). Finally, there is limited research that incorporates sustainability principles into village-level sports infrastructure development. Most studies focus on short-term outcomes without considering long-term environmental and social impacts (Mallen & Chard, 2017; Collins & Flynn, 2015).

Based on the identified research gaps, this study aims to analyze the management strategies employed by the village head in developing sports infrastructure and

promoting community interest in sports in Bulu Village. Specifically, the objectives of this study are: To examine the planning, organizing, implementing, and controlling functions carried out by the village head in sports infrastructure development. To analyze the role of leadership in fostering community participation and interest in sports. To evaluate the effectiveness of existing sports infrastructure in supporting community engagement. To identify sustainable strategies for integrating sports development into village governance.

The novelty of this research lies in its integrative approach, which combines management theory, leadership analysis, infrastructure development, and community participation within a single framework at the village level. Unlike previous studies, this research focuses specifically on rural governance and provides empirical insights into the role of village heads as key actors in sports development.

Furthermore, this study introduces a sustainability perspective in the development of sports infrastructure, emphasizing long-term benefits and environmental considerations. It also highlights the importance of aligning infrastructure development with community needs and interests, thereby contributing to a more holistic understanding of sports development in rural areas.

In conclusion, sport plays a vital role in improving the quality of life and fostering community development. However, the lack of adequate infrastructure and effective management strategies remains a significant barrier to increasing sports participation in rural areas. The village head, as a central figure in local governance, has a strategic role in addressing these challenges through effective leadership and management practices.

This study seeks to fill the existing research gaps by providing a comprehensive analysis of village head management strategies in developing sports infrastructure and promoting community interest in sports. By integrating theoretical and empirical perspectives, this research is expected to contribute to the advancement of knowledge in sports management and rural development, as well as provide practical recommendations for policymakers and practitioners.

## **METHODS**

This study employed a descriptive research design integrating both qualitative and quantitative approaches to comprehensively examine village head management strategies in developing sports infrastructure and promoting community interest in sports. Research methods are fundamentally scientific procedures used to obtain data for specific purposes and applications (Creswell & Creswell, 2018; Sugiyono, 2016). A descriptive approach was selected because it allows for the systematic, factual, and accurate description of phenomena as they occur in real-world settings (Neuman, 2014; Jayusman & Shavab, 2020). This approach is particularly relevant in community-based research where contextual understanding and empirical measurement are equally important (Bryman, 2016).

The qualitative component of this study aimed to explore the management strategies of the village head, focusing on planning, organizing, implementing, and controlling processes in sports infrastructure development, as conceptualized in classical management theory (Robbins & Coulter, 2018; Daft, 2016). Data were collected through semi-structured interviews with key informants, including the village head, village officials, and community leaders. This method enables in-depth exploration of leadership practices, decision-making processes, and governance dynamics within rural contexts (Yin, 2018; Hennink et al., 2020).






Meanwhile, the quantitative component was designed to measure the level of community interest in sports participation. A survey method was used to gather data from residents of Bulu Parigi Village. Descriptive quantitative research is appropriate for identifying trends, patterns, and distributions of variables within a population (Field, 2018; Creswell & Creswell, 2018). The population in this study consisted of all community members of Bulu Parigi Village, totaling 50 individuals, which represents a manageable and well-defined research scope. The sampling technique used was total sampling, meaning that the entire population was included as the research sample (Sugiyono, 2007). This technique ensures comprehensive data representation and eliminates sampling bias, particularly in small populations (Etikan & Bala, 2017). Total sampling is considered effective in community-level studies where the population size is limited and accessible (Taherdoost, 2016). Data collection instruments included (1) interview guidelines for qualitative data and (2) structured questionnaires for quantitative data. The questionnaire was designed using a Likert scale to assess respondents' interest in sports activities, including dimensions such as motivation, participation frequency, perceived benefits, and accessibility of facilities (Eime et al., 2015; Downward & Rasciute, 2016). Prior to data collection, the instrument was validated through expert judgment and tested for reliability to ensure accuracy and consistency (Hair et al., 2019).

The study was conducted in Bulu Parigi Village from August until completion, allowing sufficient time for data collection, verification, and analysis. Quantitative data were analyzed using descriptive statistics, particularly percentage analysis, to determine the level of community interest in sports. The percentage formula used is as follows:

$$p = \frac{a}{b} \times 100\%$$

The results were then interpreted using the following classification criteria:

**Table 1.**  
Interpretation classification criteria

PERCENTAGE RANGE	CLASSIFICATION	DESCRIPTION
 80%–100%	VERY GOOD	Indicates excellent performance or condition.
 70%–79%	GOOD	Indicates good performance or condition.
 60%–69%	MODERATE	Indicates average performance or condition.
 50%–59%	POOR	Indicates performance or condition below average.
 0%–49%	VERY POOR	Indicates very low performance or condition.

This categorization approach aligns with standard practices in descriptive statistical interpretation in social research (Field, 2018; Pallant, 2020).

Qualitative data were analyzed using thematic analysis, involving data reduction, categorization, and interpretation to identify key themes related to management strategies (Braun & Clarke, 2019). The integration of qualitative and quantitative findings was conducted through a triangulation approach to enhance the validity and reliability of the results (Fetters et al., 2017).

## RESULTS AND DISCUSSION

### Result

#### Overview of Village Head Management Strategies

The findings of this study indicate that the village head of Bulu Parigi has implemented management strategies in developing sports infrastructure through structured processes involving planning, organizing, implementation, and evaluation. Based on interview data, the village government allocates an annual budget of approximately IDR 30,000,000 for sports development, demonstrating a consistent commitment to supporting sports activities.

Community involvement is a key component of the management strategy. Planning is conducted through village deliberation forums (musyawarah desa), ensuring participatory decision-making. The development priorities focus on essential facilities such as football fields and volleyball courts, which are currently utilized by the community. Evaluation mechanisms are also implemented through coordination with local sports coordinators to monitor infrastructure conditions and usage.

However, the results also reveal limitations, particularly in external partnerships and the organization of sports events, which are constrained by security issues and limited institutional collaboration.

#### Characteristics of Respondents

The study involved 50 respondents from Bulu Parigi Village using total sampling. The demographic characteristics based on gender are presented in Table 1.

**Table 1.**  
Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	28	56.00%
Female	22	44.00%
<b>Total</b>	<b>50</b>	<b>100%</b>

The data show that the majority of respondents were male (56%), while female respondents accounted for 44%. This relatively balanced distribution indicates that both genders are actively represented in assessing community interest in sports.

#### Level of Community Interest in Sports

The level of community interest in sports was measured using a questionnaire and analyzed using percentage criteria. The results are summarized in Table 2.

**Table 2.**  
 Distribution of Community Interest Levels

Category	Score Range (%)	Frequency	Percentage (%)
Very Good	80-100%	36	72.00%
Good	70-79%	10	20.00%
Moderate	60-69%	3	6.00%
Poor	50-59%	1	2.00%
Very Poor	0-49%	0	0%
<b>Total</b>		<b>50</b>	<b>100%</b>

The findings reveal that the majority of respondents fall into the **“Very Good” category (72%)**, followed by the “Good” category (20%). Only a small proportion of respondents fall into the moderate and poor categories. This indicates a generally high level of interest in sports among the community.

The overall average percentage of community interest was calculated at **81.10%**, which falls into the **“Very Good” category**, confirming that sports participation interest in Bulu Parigi Village is significantly high.

#### **Individual Score Distribution**

Further analysis of individual responses shows that most respondents achieved scores above 80%, indicating strong enthusiasm for sports participation. A small number of respondents (e.g., 58% and 60%) fall into lower categories, suggesting that while overall interest is high, there are still minor variations influenced by individual factors such as age, access, and personal motivation.

#### **Relationship Between Infrastructure and Community Interest**

The findings suggest a strong relationship between the availability of sports infrastructure and community interest in sports. The existence of football and volleyball fields, which are actively used by residents, contributes significantly to increasing participation levels. Additionally, community involvement in maintaining facilities strengthens a sense of ownership and sustainability.

Moreover, sports activities provide socio-economic benefits, such as creating opportunities for small-scale vendors during sports events, although such events are still limited due to security constraints.

Overall, the results of this study indicate that: The village head has implemented effective management strategies in sports infrastructure development. Community participation in planning and maintenance is relatively high. The level of community interest in sports is categorized as **very good (81.10%)**. Sports infrastructure plays a significant role in increasing participation. Challenges remain in terms of partnerships and event organization.

#### **Discussion**

The findings of this study demonstrate that the village head’s management strategies play a crucial role in developing sports infrastructure and promoting community interest in sports in Bulu Village. The integration of management functions planning, organizing, implementing, and controlling has contributed significantly to the

effectiveness of sports development at the village level. This aligns with contemporary perspectives in sport management, which emphasize that structured governance and leadership are fundamental in ensuring the sustainability of community-based sports programs (Shilbury et al., 2020; Misener & Doherty, 2018).

From the planning perspective, the allocation of an annual budget of approximately IDR 30,000,000 for sports infrastructure reflects a strategic commitment by the village government. This finding supports previous research indicating that financial investment is a key determinant in improving access to sports facilities and increasing participation rates (Wicker et al., 2015; Hallmann et al., 2016). In rural contexts, where resources are often limited, effective budget prioritization becomes even more critical (Hoekman et al., 2017). The use of participatory planning mechanisms, such as village deliberation forums (*musyawarah desa*), further strengthens the legitimacy and inclusiveness of decision-making processes, consistent with findings by Nabatchi and Leighninger (2015) and Aulich (2019), who emphasize the importance of citizen engagement in local governance. In terms of organization, the collaboration between the village government and youth organizations in managing sports activities reflects a decentralized and community-based governance model. This approach is consistent with the concept of "community sport systems," where local actors play an active role in organizing and sustaining sports activities (Eime et al., 2015; Coalter, 2015). The involvement of community members in planning, maintaining, and utilizing sports facilities enhances social capital and fosters a sense of ownership, which is essential for long-term sustainability (Putnam, 2016; Misener & Doherty, 2018).

The implementation phase of the village head's strategy is evident in the development of basic sports infrastructure, such as football fields and volleyball courts. These facilities are actively utilized by the community, as indicated by the high level of sports participation interest (81.10%), categorized as "very good." This finding is in line with previous studies demonstrating that the availability and accessibility of sports infrastructure significantly influence physical activity levels (Ruseski et al., 2014; Downward & Rasciute, 2016). Moreover, the presence of functional facilities reduces barriers to participation, particularly in rural areas where access to sports resources is often limited (Taks et al., 2017).

However, infrastructure alone is not sufficient to guarantee high participation. The results of this study suggest that community interest is also driven by intrinsic motivation, social interaction, and perceived benefits of sports. This is consistent with the socio-ecological model of physical activity, which highlights the interaction between environmental, social, and individual factors (Sallis et al., 2015; Bauman et al., 2012). The strong community participation observed in Bulu Village indicates that sports activities are embedded within the social fabric of the community, contributing to both physical health and social cohesion (Warburton & Bredin, 2017; Eime et al., 2015).

The controlling and evaluation aspects of management are reflected in the regular monitoring of sports facilities and the delegation of maintenance responsibilities to local sports coordinators. This approach ensures that facilities remain functional and

responsive to community needs. Effective monitoring and evaluation are essential components of successful sports governance, as they provide feedback for continuous improvement (Robinson et al., 2019; Masteralexis et al., 2019). The involvement of community members in maintenance activities further enhances accountability and sustainability, consistent with findings by Collins and Flynn (2015).

Despite these positive outcomes, the study also identifies several challenges that need to be addressed. One of the main limitations is the lack of partnerships with external stakeholders, such as regional sports organizations or private sector entities. Previous research has shown that multi-stakeholder collaboration is critical for expanding resources, expertise, and program reach (Misener & Schulenkorf, 2016; Svensson & Hambrick, 2019). The absence of such partnerships in Bulu Village may limit the scalability and innovation of sports programs.

Another challenge is the limited organization of sports events due to security concerns. Events such as tournaments are important for increasing participation, enhancing skills, and stimulating local economic activities (Chalip, 2016; Higham & Hinch, 2018). The inability to regularly host such events may reduce opportunities for community engagement and talent development. Therefore, addressing security issues and strengthening institutional support are essential for maximizing the benefits of sports infrastructure.

Interestingly, the findings also highlight the socio-economic impact of sports activities. The organization of sports events, even on a limited scale, creates opportunities for local businesses, particularly small-scale vendors. This supports the concept of "sport for development," which emphasizes the role of sport in promoting economic growth and community empowerment (Levermore, 2019; Schulenkorf et al., 2016). In this context, sports infrastructure serves not only as a medium for physical activity but also as a catalyst for local economic development.

Furthermore, the high level of community interest (81.10%) indicates that the village head's strategies have successfully aligned infrastructure development with community needs. This finding reinforces the importance of user-centered planning in public infrastructure development (Gehl, 2011; Carmona, 2019). When facilities are designed and managed based on community preferences, they are more likely to be utilized and maintained effectively.

However, the study also reveals that institutional structures such as BUMDes (Village-Owned Enterprises) have not yet been fully utilized in managing sports infrastructure. This represents an untapped opportunity for enhancing financial sustainability and professional management. Previous studies suggest that integrating local economic institutions into sports management can improve efficiency and generate additional revenue streams (Sato et al., 2015; Wicker & Breuer, 2017).

From a theoretical perspective, this study contributes to the integration of management theory and sport development in rural contexts. It demonstrates that classical management functions remain relevant but need to be adapted to local conditions, including community participation and resource limitations (Daft, 2016;

Robbins & Coulter, 2018). The findings also support the notion that leadership effectiveness in rural governance is closely linked to the ability to mobilize community resources and foster collective action (Andika et al., 2021; Putra et al., 2020).

In conclusion, the discussion highlights that the success of sports development in Bulu Village is not solely determined by the availability of infrastructure but also by effective management strategies, community participation, and contextual adaptability. While the current strategies have yielded positive outcomes, future efforts should focus on strengthening partnerships, enhancing institutional capacity, and integrating sustainability principles to ensure long-term impact.

## CONCLUSION

Based on the findings of this study, it can be concluded that the village head of Bulu Parigi has implemented a relatively effective management strategy in developing sports infrastructure and promoting community interest in sports. This effectiveness is reflected in the systematic application of management functions, including planning, organizing, implementation, and supervision. The allocation of village funds approximately IDR 30,000,000 annually for sports development demonstrates a clear commitment to improving infrastructure, while participatory planning through village deliberation forums ensures that development aligns with community needs.

Empirically, the results indicate that sports infrastructure management in Bulu Parigi Village is functioning well, supported by collaboration between village officials and active community involvement. The construction and utilization of facilities such as football fields and volleyball courts have been successfully implemented and maintained. The village head's persuasive communication approach has also played a significant role in encouraging community participation, particularly in maintaining and utilizing sports facilities.

Furthermore, the level of community interest in sports is categorized as very good, with an average score of 81.10%. This high level of interest is strongly influenced by the availability and accessibility of sports infrastructure, as well as the motivation and support provided by the village government. The findings suggest that infrastructure development not only facilitates physical activity but also fosters social engagement and youth participation in sports. Conceptually, this study confirms that effective local leadership and participatory governance are critical factors in the success of sports development at the village level. Empirically, it demonstrates that the integration of management strategies and community involvement can significantly enhance both infrastructure outcomes and participation rates.

In conclusion, the success of sports development in Bulu Parigi Village highlights the importance of adaptive leadership, community-based management, and sustainable infrastructure planning. Future efforts should focus on strengthening partnerships, expanding program initiatives, and ensuring long-term sustainability to further enhance the impact of sports development in rural communities.

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