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Formation of Field-Based Pedagogical Resources: The Role of Leadership of Regional Heads in Educational Sports and Sports Achievement

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Abstract

This study is inspired by the limited educational resources in sports education, especially those that discuss the role of leadership in improving the quality of education and training of athletes in achieving the quality of human resources in the form of improving performance in sport. Through this research, it is hoped that a pedagogical resource can be used as a model, that improving the achievements of the young generation in the field of sport is not enough with the education and training of athletes, but strong leadership is needed by the Regional Head of Kediri, East Java, Indonesia, and the Indonesian National Sports Committee of Kediri City is the parent of the research. This method of research is qualitative. Data was collected using in-depth interviewing and participatory observation techniques. The results showed that the role of leadership in the education and training of athletes plays a very important role in improving the performance of sport in the area. Its form may be in the form of a leader's decision on the allocation of funds, monitoring, motivation and maximum moral support.

Introduction

It is specified in the Act that the regional government leadership has a leadership responsibility to enforce policies and organize the growth and development of sports and to standardize them. Referring to the provisions of the 1945 Constitution of the Republic of Indonesia, it states that, by granting the widest possible autonomy, decentralization takes place. According to the concept of autonomy and assistance duties, regional heads should carry out leadership in the form of efforts to take care of their own government affairs. The aim of granting regional heads the widest possible autonomy is also to provide regional heads with flexibility to conduct leadership in the form of efforts to accelerate the realization of people's welfare by improving facilities, empowerment, growth and participation functions (Sujamto, 1984).

Implementation of the realization of the Act has been determined through Law Number 32 of 2004 concerning Regional Government, and through Law Number 23 of 2014 concerning Regional Government. Through this

law, it is expected that regional heads in carrying out leadership functions can regulate and manage their own government affairs according to the principle of autonomy and their assisting tasks can accelerate the realization of community welfare, specifically improving services, empowerment, development and community participation, and increasing regional competitiveness by taking into account the principles of democracy, equality, justice and the uniqueness of an area in the system of the Unitary State of the Republic of Indonesia (Manshur, 2020; Nurkholis et al., 2020).

Regional leaders are currently playing an important role to boost regional competitiveness by promoting sports of success, as mandated in law No. 3 of the Republic of Indonesia of 2005, relating to the national system of sports. This law states that the nation's intellectual life through the instruments of national sports growth is an attempt to impose. Constitution stipulates sports in the fields of schooling, leisure sports and sports of achievement. Regional leaders, along with elements involved in promoting sports achievement, are required to be able to increase the capacity and ability of athletes to enhance the integrity of the nation and to be carried out with the help of sports science and technology through a scheduled, tiered, and sustainable growth and development process (Pont, Nusche & Moorman, 2008). The importance of sports in the field of national development is explained in Act No. 3 of 2005, which defines sports as one of national goals and achievements (Explanation of Law No. 3 of 2005). Sports, in particular sports achievements, are important factors for regional leaders to take note of.

As mandated in the Act, the leadership of the City Government of Kediri is required to conduct coaching (education and training) and sports development, including sports, employees, organisation, finance, methods, infrastructure and facilities, as well as sports awards. As of now, some people are trained to become coaches and develop athletes. Indonesian National Sports Committee (henceforth, KONI) of the City of Kediri serves the services of sports achievements both at the regional, national and international levels. To support the achievement of sports development activities in the area, the regional leaders gave a grant to the City of Kediri KONI for coaching activities (education and training of athletes), procurement of sports infrastructure and the organization of sports championships. Therefore, through the rationale in this study, there is an implementation that good leadership will be able to significantly improve achievement and factors that are expected to support an increase in sports performance. Concretely, the research conducted at KONI Kediri City wants to analyze and describe the role of leadership in improving sports performance.

Successful leadership is also determined by equitable leadership capabilities that are able to bring an atmosphere of quality organizational education (Moore, 2020; Tarman, 2016; 2017). Organizational goals will be achieved well when there is involvement of all parties who are members of the organization (Suswandari et. al, 2020). Leadership will determine the level of organizational success in achieving organizational goals. Organizational goals will be easily achieved when there is a collaborative effort between one element to another (Solikhah & Budiharso, 2019). Various advantages of achieving organizational goals can be enjoyed by all elements of the organization (Ilyasin, 2019). Leadership capacity greatly influences the organization's success in achieving organizational goals (Plaatjeis, 2019).

In every change of vision and mission, of course faced with various challenges that must be faced together so that organizational goals can be achieved and the organization can perform high (Hamzah, 2018). The leadership of the organization has a role in reducing the resistance of members of the organization's vision and mission (Chandan, 1987). Various vision and mission challenges must be overcome together between leaders and members of the organization through a network of policies in the organizational environment (Dube & Cias, 2019). In achieving organizational goals, organizational leaders can reduce resistance by sitting together with members of the organization (Dube & Cias, 2019).

Review of Literature

Leaders have to implement public policies to attain their objectives. Public policy is defined as an action either taken by an individual official or groups of government institutions aimed at the achievement of the objectives indicated in the policy decision. Monitoring policy implementation is another aspect of policy analysis, along with policy formulation. Policymaking is, according to Pasolong (2012), a series of activities: sets the agenda, adopts the policy, puts the policy into practice, evaluates the policy. Our definition on leadership is relied upon Yukl (2006) stating that leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Koyuncuoglu, 2021).

There are three major indicators that are related to the implementation of the program, namely, Organizing, Interpreting, and Applying. First, we define organizing as an orderly arrangement of resources, units and methods. Then we see how the policies the group is trying to implement can produce results or impacts. And the second part of the administrative process is defined as the activity of interpreting the language of policy into an appropriate plan and direction that can be accepted and implemented. Third, is the definition of implementation of a program, which is a routine provision of services, payments, or other that is tailored to the objectives or equipment of the program (Budiharso & Tarman, 2020; Koyuncuoglu, 2021).

According to Agustino (2008) that there are six factors that influence the implementation of policies, namely the size and objectives of the policy, resources, characteristics of implementing agencies, attitudes/dispositions of the implementers, communication between organizations and implementing activities, economic, social, and political environment (Yukl, 2006; Solikhah & Budiharso, 2020). Authentic leadership can be applied by the leaders of an organization, because it will greatly affect the success in achieving organizational goals. Through good daily communication between leaders and members will be able to accelerate the organization's success in achieving the organization's vision and mission. The competence of leaders in the delegation of authority also greatly influences the quality of leadership (Bahzar, 2019; Tarman, 2012).

Walumbwa, et.al. (2008) explain that authentic leadership is very important in achieving the success of the organization's vision and mission is no exception in achieving the goals of the organization. Authentic leadership is also very good in being a member of the organization in carrying out all the leadership

instructions. Authentic leadership can be applied by leaders because it greatly influences the success in achieving the organization's vision and mission (Bahzar, 2019). Leadership carried out by organizational leaders is a form of professional identity (Martinez & Tadeu, 2018). Authentic leadership approaches can be learned by anyone by studying the biographies of famous leaders. By reading the whole story of a leader's life journey, authentic leadership from one leader to another can be learned (Shamir & Eilam, 2005).

There are so many authentic leadership development models, among others, by carrying out various self-innovations and developing various leadership theories in daily life (Luthans & Avolio, 2003). Leaders can develop authentic leadership to a positive form of leadership. All of that in order to improve optimal organizational performance that is able to defeat its competitors (Avolio & Gardner, 2005). The authentic leadership dimension is appropriate for any organization, any ethnicity, any religion, and in any situation (Marinakou, Evangelia & Nikolic, 2016; Robbins et al. 2019).

There are several positive impacts with the application of authentic leadership that is able to improve the performance of all members of the organization while increasing the performance of the organization itself. Here also explained that psychological capital has a positive role for followers of the organization and the relational process between leaders and members, as well as fellow members themselves (Wang, et.al, 2014). Theoretically, Wachira et al. (2017) explain that the leadership style affects the work of all members of the organization. The democratic style played by the leader is very appropriate when the majority of the organization's members are highly educated. They are all adults and their opinions can be asked at any time whether requested or not requested.

The right leadership style can improve teacher performance. A leader's mistake in applying his leadership style will have an effect on the performance of the organization, even many members of the organization may leave or secretly do not follow the leader's orders. It happened because the leader was wrong in applying the leadership style (Shulhan, 2018). Leadership style is very influential on organizational performance. There is no difference in performance between the sexes of members of the organization between men and women. All are closely related to the type of leadership, organizational climate, member satisfaction, clarity of delegation (Magee, 2012). Leadership style will be able to increase organizational member satisfaction (Mumbe, 1995). The ability of management to apply all theories will be faster in achieving goals than management who never want to develop themselves (Cole, 2004; Gairola, 2019). Therefore, the leader or manager should always read to improve his managerial literacy. This must be done, because every day the members of the organization also read various developments in management theory (Archer, 2010). Instructional leadership can be used to save the organization. Developing a shared vision can be interpreted as the key to organizational success (Austin, et.al, 2018).

Methods

Research Design

This study employed qualitative methods because it was conducted outside of a laboratory. This is a qualitative

method, because the data collected and the analysis are more qualitative (Yin, 2012; Sugiyono, 2011:8). Qualitative research is a research that seeks to understand phenomena about what is experienced by research subjects, such as behavior, perception, motivation, actions and others in a holistic way and by means of descriptions in the form of words and languages. Yin (2011) found that qualitative research has been used, among other things, to understand people's social interactions and feelings that are difficult to understand. This research is being conducted in the Kediri Mayor's Office, the KONI in Kediri, and several local sports centers. Therefore Kediri City sport team has achieved and ranked the 2nd of Porprov East Java VI edition competition (Lawrence-Neuman, 2014).

Participants

This study assigned 6 participants as the research subject, each of which were the members of KONI Kediri holding their roles to perform the policy and achievement of the KONI. The participants were recruited using purposive sampling techniques (Bungin, 2012) employing the participants' positions in their organization. The most important sampling procedure is how to determine key informants or certain social situations that are full of information. Choosing a sample, in this case the key informant or social situation is more appropriate to be done intentionally or with purpose (Lawrence-Neuman, 2014; Rule & Vaughn, 2011).

Table 1. Participants of this Study

No	Participants	Role in KONI
1	MR. BA	Head of KONI
2	Ms. ED	Secretary
	Mr. DA	Treasurer
3	Mr. KA	Deputy Chairman I
4	Mr KR	Deputy Chairman I
5	Mr MK	Coach of gymnastics
6	Mr. AY	Coach of athletics
7	Ms. BJ	Coach of Taewondo
8	Ms. AF	Member

Research Instrument

As far as qualitative analysis is concerned, the main research tool is the researchers themselves (Given, 2008; Yin, 2011). The researchers played an important role in developing, evaluating and analyzing the reference data for their research goals. The researchers performed observations and interviews with the assistance of an observation guide and interview guide as a research tool to make the data collected more centered in order to do their job (Given, 2008; Yin, 2011). The purpose of the observation was to provide a direct overview of each participant's entire leadership activities as their responsibilities. In addition, the interview was conducted on the basis of topics relating to the leadership and accomplishment of the athletes. From the initial observation and conversation with the athletes and representatives of KONI in general, subjects and issues being addressed

in the observation and interview guides were collected. Themes on management and organizational problems were based on the basis of the discussion. The researchers established the focus of the interview's observation and things based on the outcomes of the initial conversation. The things were checked using expert judgments prior to the execution to gather data. To support the instruments, the researchers also used materials, namely camera and documents (Lawrence-Neuman, 2014; Yin, 2011).

Data Collection

Data from this study were collected through observation and interviews. In addition, record analysis was gathered to evaluate the definition of the sport's policies, drugs and accomplishments during the study (Kumar, 2011). In order to find patterns, facts, procedures in any organizational management that demonstrate the leadership types, documents were first checked. The results of the study of the documents were established and the researchers found that the KONI region matched the real field conditions. An in-depth interview was conducted with 8 authorized persons in KONI Kediri because of the need for detailed information. The interview was conducted at KONI Kediri's office and it took each participant 20-30 minutes. The researchers used an audio-visual record and an audio-only record to backup the information during the interview process. The interview results were transcribed verbatim to make the study simple (Cresswell, 2009; Edirisingha, 2012; Lawrence-Neuman, 2014; Yin, 2011).

Data Analysis

The study was conducted in line with the qualitative data analysis of Yin (2003, and Cresswell (2009). There are six phases of analysis used in this study. In the first place, data in terms of numerical and descriptive text was made into narrative data. Second, the unit of analysis of the narrative data was analyzed in relation to the research questions of this study. Third, the researcher developed a coding system consisting of a number of data, a unit of analysis and a sample of themes. Fourthly, the researcher applied the coding system to each data consisting of themes, number of data and an example of data. Fifthly, the researchers applied the coding system to the entire narrative text in order to check their consistency. If the data were not accurate or incorrect, the data were revised. Sixth, the results of the verification were used to base the final data for this research. During the verification, two techniques of triangulation were used, namely the triangulation method for checking data collection methods, i.e. analysis of documents, observation and interviews. In addition, the theory of triangulation was used to check the appropriateness and accuracy of the leadership theory and how it was achieved by the KONI members. The results of the analysis were presented in terms of leadership themes and examples of actions (Cresswell, 2009; Lawrence-Neuman, 2014; Yin, 2011).

Results and Discussion

Leadership Ability

The ability of leaders in making public policies in the form of grants for coaching (education and training of athletes) and improving sports achievements in the city of Kediri, will be able to achieve its objectives in

improving sports achievements in the city of Kediri if supported by management resources, communication between organizations and implementing activities and support for the external and socio-political environment related to the distribution and use of the regional grant funds. Referring to Government Regulation Number 2 of 2012 concerning Regional Grants, it is stated that regional leaders can provide Regional grants by transferring the right to something from the Government or other parties to the Regional Government or vice versa which have been specifically designated and carried out through an agreement. Grants from local governments can be given to the government or regional government, State-Owned or Regional-Owned Enterprises and Agencies, Institutions or Community Organizations incorporated in Indonesia in accordance with statutory provisions.

According to Spillane (2005) in organizational practice, the word "lead" contains the connotation of moving, directing, guiding, protecting, fostering, setting an example, providing encouragement, providing assistance, and so on. So it is clear that the role of the leader in helping regional sports organizations in the form of grants will be able to drive sports in the regions to achieve high achievements. This is also in accordance with the opinion of Yukl (2001) who explains that leadership as the ability to move, provide motivation, and influence people to be willing to take actions directed at achieving goals through the courage to make decisions about the activities that must be carried out.

KONI as a Community organization with an Indonesian legal entity (ART) KONI by decree of the Minister of Law and Human Rights of the Republic of Indonesia Number: C-28.HT.01.03.Th. 2006) has the objective of achieving proud sporting achievements, of building character, of enhancing the dignity and dignity of the nation in order to participate in strengthening, fostering national unity and integrity and strengthening national resilience. The regional leadership capacity to improve sports performance has a significant impact on the organization's success in fulfilling its entire vision and mission. Leadership will therefore determine the success or failure of the organization in achieving the objectives that have been achieved. The intended leadership includes literacy, empowerment, vision and mission (Plaatjeis, 2019).

KONI of Kediri City realizes its vision of becoming a modern, independent and professional organization to build superior character of the Indonesian nation, strengthen unity and unity as well as uplift the nation's dignity through fostering achievement sports, carrying out its mission of providing support to athletes to reach the pinnacle of achievement and instill the values of the Olympics to be a source of inspiration for all Indonesian people and are responsible for making work programs, among others, the City Training Center program aimed at improving the achievements of athletes in the city of Kediri in various events at the level of the Province of East Java, as well as at national events or international.

So it is clear that, to be able to implement public policy, then a leader must have the expertise or basic abilities of leaders include: conceptual skills, human skills and technical skills (Massey, 2017). The implementation of the above policies can support the improvement of the quality of coaching (education and training) and sports achievements. Moreover KONI of Kediri City has also managed the regional grants in a professional manner and has supported the city of Kediri to obtain a Fair Opinion without Exception in the regional financial statements for 6 (six) consecutive years.

The above description also convinces that, successful leaders are also determined by equitable leadership abilities that are able to bring a conducive organizational atmosphere by giving freedom to all members of the organization to debate scientifically (Moore, 2020). Related to the provision of sports funds, the Kediri city government has allocated a budget for the activities of the KONI of Kediri City, including sports activities which take shelter in the City of Kediri KONI in the form of a grant of IDR 10,000,000,000 in 2017, IDR 10,000,000,000 in 2018 and IDR 12,400,000,000 in 2019. Through the allocation of these grant funds, it is expected to facilitate the activities of the KONI of Kediri City to take part in regional, national and international performance sporting events whose end result will be to improve the competitiveness of Kediri city athletes and sports coaches at the regional, national level and international.

The entire effort of the Kediri city leadership in assisting KONI referred from a theoretical perspective. In agreement to various studies (e.g. Singh, 2021; Koyuncuoglu, 2021; Marinakou, Evangelia & Nikolic, 2016; Robbins et al. 2019), the current study explains that human competence in the future of the 21st century there are major competencies, namely: (1) ways of thinking include: creative and innovative; critical thinking, problem solving, able to make the right decisions; learn how to learn well, and have metacognition; (2) ways of working include: communication and collaboration/collaboration; and (3) working tools include: information literacy and Information and Communication Technology. Good leadership is leadership that is able to direct its members in achieving organizational goals (Northhouse, 2013; Hollstein & Smith, 2020; Suswandari et al., 2020).

Leadership Results in Improving Performance

The results achieved through participation in multi-event activities at the provincial level (Provincial Sports Week/PORPROV) peaked in 2019 which was ranked General Champion II at the East Java Provincial Level from 38 Regencies/Cities participating in the PORPROV. The athlete's achievements came from 27 Sports Branches at KONI of Kediri City 41 Sports Branches that were contested. In general, the success of sports in fostering athletes is due to the management of solid sports, coaches and athletes who always improve to produce achievements. All the results achieved above are a manifestation of the success of regional leaders and KONI leaders in working hard to submit sports in the regions. Leadership carried out by organizational managers is a form of their professional identity. The most important aspects are collaboration, organizational structure flexibility, and member empowerment. All of that is professional capital that will result in changes both internal and external to the organization (Martinez & Tadeu, 2018). The following are the achievements of the sports branch in the city of Kediri in 2019.

The data above shows that, the leaders' hard work will not be in vain, but it will surely bear fruit even though at first there was some opposition. As theorized that in every application of new objectives, of course faced with various challenges. This is where the role of the leader in overcoming the challenges is crucial for the success of the organization in achieving its goals (Hamzah, 2018). A leader will determine the success in achieving organizational goals (Suswandari et al., 2020). The leader really determines the success of the organization in setting organizational goals (Solikhah, & Budiharso, 2019).

Innovation in the Field of Leadership

Referring to the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 13 of 2018 concerning the Third Amendment to the Regulation of the Minister of Home Affairs Number 32 of 2011 concerning Guidelines for the Grant of Grants and Social Assistance sourced from the regional income and expenditure budget (APBD), states that grants to agencies or institutions and social organizations in this case grants to KONI, Scouts and Indonesian National Youth Committee (KNPI) are based on the provision of grants to organizations that are formed based on legislation and have been registered with the Ministry in charge of legal and human rights matters for at least 3 (three) years and are domiciled and have secretarial affairs in the area concerned.

Reading the description above gives an understanding that, various advantages of achieving organizational goals can be enjoyed by all members of the organization when there is integration between top, middle and lower level leaders in achieving organizational goals (Ilyasin, 2019). The giving of grants is intended to support the achievement of program targets and provide benefits for grant recipients, while at the same time supporting the development programs of the city government of Kediri by observing the principles of justice, propriety, rationality and benefits, especially development in the areas of youth and sports that are the authority and responsibility Kediri City Government Youth and Sports Agency. These grants originating from APBD in the form of money are budgeted in the indirect expenditure group, type of grant expenditure, object expenditure grants and details of grant expenditure objects to the Regional Financial Management Officer (PPKD) as the Regional Financial Management Work Unit that has the task of carrying out the APBD management and acting as the regional treasurer.

The explanation above when read from the theory of leadership is basically in accordance with the opinion of Northouse (2013) which states that leadership is not sufficiently authorized but needs real practice in organizations. Leadership can be learned and taught to members of the organization who really want to master leadership well. In fact, according to path theory, the purpose of leadership is to increase organizational effectiveness in achieving the vision, mission and goals of the organization (House & Terrence, 1974).

The flow of the grant assistance process according to Permendagri Number 32 of 2011 concerning Guidelines for Granting and Social Assistance sourced from the APBD, which has been amended by Permendagri Number 39 of 2012. Proposers of grants can submit proposals directly to the Mayor of Kediri who will later be reviewed or asked for recommendations by the Regulation of local government work units (SKPD) in accordance with the handover of government affairs. Proposal which is a planning activity for this activity if it meets the requirements and is approved is then allocated in the APBD plan to be discussed by the Budget Committee and the Regional People's Representative Assembly (DPRD) to determine the General Budget Policy and Priority Ceiling Budget Priority (PPAS). After the PPAS was agreed upon, an APBD Plan was prepared which was then ratified as the APBD in the Plenary Session of the DPRD of the City of Kediri.

Referring to the APBD which has obtained the approval of the Governor of East Java, the Mayor issued a

Decree on the Grant Recipients List and the Amount of Grants in the form of Money in 2019 followed by the Decree of Delegation of Authority to the SKPD to sign the Manuscript of the Daerah Grant Agreement (NPHD) in 2019. Proposing Grant Grants can be declared approved to receive the grant through a transfer to the account of the recipient of the grant after completing the required administrative requirements, including the Agreement between the Grant Recipient and the SKPD who obtained the authority in accordance with the Mayor's Decree, stamped receipts, a statement of absolute responsibility and proportions that have been adjusted to the size of the budget grant given.

The requirements that must be met, in addition to referring to the applicable regulations, are also expected in the implementation and administration process in accordance with the planned and stipulated performance in the APBD. This process must be in line with the Performance indicators agreed in the APBD document. Thus, the planned budget can be aligned properly and the number of errors in the implementation and administration process can be minimized. The description is basically in accordance with the theory of leadership that, leadership can be effective when supported by all elements in the organization. Leadership that fails occurs because leaders are not supported by all elements of the organization, consequently organizational performance decreases and to improve organizational performance, an appropriate leadership role is needed (Pont, Nusche & Moorman, 2008). Leadership who is able to understand the personality and behavior of organizational members will be able to increase organizational member satisfaction (Ilies, et al., 2009).

The Role of Communication and Coordination in Leadership

Smoothness in the process of giving grants to KONI, supported by good communication between the Regional Government, in this case the SKPD that examines and provides recommendations with grantees. The granting of grants to the Kediri City KONI organization which increased in 2019, is inseparable from the ability of regional leaders to allocate regional finances which are increasing every year accompanied by multi sporting events (PORPROV to VI East Java) and several achievements that have been achieved by KONI of Kediri City. So when viewed from a theoretical perspective, a successful leadership can provide high motivation both in the form of funds and others given to all members of the organization to remain involved in achieving organizational goals that have been previously set. Positive human habits can be developed in organizations so that they can be more effective in achieving organizational goals (Charlton, 2000).

However, it is fully realized that this obstacle does not make the Kediri Sports and KONI Branches a major obstacle to improving achievement, communication and facilitation of activities, so that the younger generation in Kediri City can be more competitive in the national and international arena. Therefore, the socialization and communication activities are always improved to be more effective in providing the grant funds. On the other hand, the actual achievements of athletes in the City of Kediri, is also due to the ability of regional leaders to request support from government and private agencies/agencies, both in the form of financial support, facilities and permits or dispensation for athletes and their trainers when participating in training camps, events or matches and other activities (Godbless, 2021). This synergy of togetherness is also seen as able to encourage increased sports performance. So there is no denying that, in leadership a good

framework is needed in applying leadership literacy skills. The concept becomes very important when a leader wants to develop his capacity and develop the organization going forward (Dowell, Bickmore & Hoewing, 2012). Leaders can be literacy leaders for all members of the organization in order to increase the competence of all members of the organization (International Literacy Association, 2019).

The implementation of the granting of funds to the KONI of Kediri City as a manifestation of the commitment of the local government in improving the quality of human resources through fostering sporting achievements, is also realized through the awarding of sports in athletes and coaches who are aspiring at the provincial/regional, national and international levels. This award is given after the provincial championship took place or when the National Sports Day commemorates each year. These "rewards" are in the form of "bonus money" for medal achievements obtained by athletes at regional, national and international levels obtained in the previous fiscal year and given to athletes and coaches who have contributed to commemorating National Sports Day. All of the above efforts are inseparable from the readings of management theory that have been studied by leaders through various literacy efforts so that innovative ideas emerge in moving members of the organization. Managerial literacy is a form of best literacy practice as a leader. The key to improving organizational quality and performance is strongly related to organizational leadership literacy in reading various management and organizational theories (Bean & Dagen, 2012).

Learning about leadership through increasing leadership literacy is the most appropriate step in the application of modern management. This condition is very important in improving the organization towards global organizations in the future (Bomer & Maloch, 2019; Olefirenko & Galuschenko, 2018). Successful leadership is leadership that can apply all elements and principles of leadership in an organization, without ignoring various input from members (Day & Sammons, 2013). Organizational leaders greatly affect the reading intensity of all members of the organization in developing their personal capacity towards improving the performance of individuals, groups and organizations (Massey, 2017). Leaders should distribute their authority to all members, so as to create a healthy organization that can still run when there must be a change or turnover of leaders (Spillane, 2005).

Conclusions and Recommendations

The ability of leaders in allocating sports grant funds given by the City Government of KONI of Kediri City is a form of leadership success in implementing the Kediri City government program to improve the quality of human resources through sports activities, so that their use must be able to achieve the objectives of the grant funding, namely improving the quality of coaching (education and training for athletes) and sports achievements in the City of Kediri. The results of this study conclude that the implementation of leadership capacity in the form of granting Kediri City government grants to the KONI of Kediri City has been in accordance with applicable regulations, namely the existence of programs of activities to be implemented, proposals and disbursement procedures that meet administrative, use and the realization has been adjusted to plan activities and increase the achievement of sports activities.

The ability of the regional leadership and the leadership of the KONI of Kediri City to account for the budget given shows that the implementation of the leadership's policy in granting grants to sporting achievements in the City of Kediri has a very strong impact on the achievements of athletes as well as the performance of trainers through their targeted programs. The success of leaders in improving the quality of coaching (education and training for athletes) and sports achievements in the city of Kediri because it is supported by the organizational structure of KONI of Kediri City that is effective and solid, the attitude and enthusiasm of executors (athletes, coaches and other stakeholders) are professional and communication is established both between the Regional Government of the City of Kediri and the Management of the KONI of Kediri City and the Sports Branches that are under the auspices of the Kediri City. However, it was realized that in the effort to achieve the success of the regional head leadership and the KONI of Kediri City showed that in improving sports achievements in the city of Kediri, there were still classic obstacles, such as limitations in sports facilities and infrastructure, as well as the preparation of programs that were still not directed and the existence of athletes who were suddenly injured before the event.

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