

## PERSPECTIVES OF FOOTBALL FANS TOWARDS INTERACTION PATTERN AND CONFLICT MANAGEMENT IN SHIN TAE-YONG'S LEADERSHIP OF THE INDONESIAN NATIONAL FOOTBALL TEAM

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### ABSTRACT

*This research analyses the perspectives of football fans toward interaction pattern and conflict management in Shin Tae-Yong's leadership of the Indonesian National Football Team (Timnas). During his career journey, there are some dynamics of interaction and conflicts which occur between Shin Tae-Yong and the players, the staff and the federation. This research aims to describe the perspectives of football fans toward the interaction pattern and conflict management of Shin Tae-Yong as the head coach of Timnas. The research method which used is descriptive qualitative. The qualitative data gained through the questionnaire which spreaded to 150 football fans of the homeland at the age 20-45 years old and the deep interview to the 10 of 150 respondents who have filled in the questionnaire. The data analysis technique uses Miles and Hubberman method in order to interpret the qualitative data. The results of this research show Shin Tae-Yong has formal interaction pattern by prioritizing the discipline and upholding his authority as the head coach to the players, staff and federation. On the conflict management, Shin Tae-Yong uses 4 of 5 styles of management conflict toward the players, staff and federation.*

**Keywords:** Perspectives, Interaction Pattern, Conflict Management, Indonesia National Football Team, Shin Tae-Yong.

### Introduction

Being a coach of a country's national soccer team is a very complex job. Likewise with the position of coach of the Indonesian National Football Team (Timnas), instead of simply organizing formation tactics on the field, a coach has a myriad of other tasks in the managerial aspects of his team including regarding interaction patterns and conflict management. As explained in the book *Leadership and Conflict Management* which states that conflict management is an effort to control conflicts over organizational effectiveness. Then in the Thomas-Kilmann Conflict Mode Instrument theory explains the existence of 5 conflict management styles - accommodation, collaboration, competition, compromise and avoidance - which can be applied by a soccer coach. In addition, the pattern of interaction with the players is no less important considering that a coach must deal with a variety of characters of his foster children, which sometimes if not able to be overcome can trigger conflicts that have the potential to damage the atmosphere of the dressing room and team performance, in line with Anthony Giddens' Structuration Theory of formal interaction which emphasizes interaction on rules or hierarchical systems that can be applied by a soccer coach. Both theories are relevant to the coach's problems regarding how to interact and manage conflicts - both internal and external - which often arise and are protracted such as player dissatisfaction, differences in views with staff, and conflicts with the team.

This has also been experienced by National Team Coach Shin Tae-Yong, since captaining the Garuda squad in 2019, the 51-year-old man has been faced with a classic problem of Indonesian football; drama and conflict between coaches and players who are often the cause of the stagnant progress of the National Team. Starting from the conflict between himself and the staff, cold war with PSSI, feuds with players to the emergence of rejection, protests to criticism from club administrators and football observers. Moreover, Shin Tae-Yong is known as a figure with a "spicy" mouth. He is always frank with the contents of his head and has a tough character which certainly invites various reactions. Call it his conflict with Technical Director Indra Sjafri in 2020, a feud with PSSI EXCO members to his conflict with player Elkan Baggot invited various responses from the public, especially fans. However, in the midst of his strong-minded figure in various conflicts that occurred, Shin Tae-Yong still proved that his ability to train should not be doubted. Only in the last decade (2014 - now) the Indonesian national team has changed coaches 8 times. Only Shin Tae-Yong has the longest service period, at least until December 2024 he will complete 5 years in office. Shows how complicated it is to lead the Garuda squad.

Apart from conflict management, interaction patterns play a crucial role for the coach who eliminated Germany at the 2018 World Cup. It can be seen that Shin Tae-Yong tries to implement open, indiscriminate and equal communication. He stimulates the players with interpersonal communication so that the players can be more comfortable and not hesitate so that a sense of empathy for others can be formed. This is in line with what is mentioned in the journal *Communication Between Coaches and Players in Building Sports Team Achievements* which states that openness, empathy, supportive and positive attitudes can avoid gaps between coaches and their foster children. Thus about conflict management, Shin Tae-Yong strives so that every dispute can be resolved rationally while still managing the conflict in constructive ways.

Referring to these problems, it is necessary to conduct research on the perspective of football lovers on the patterns of interaction and conflict management applied by Shin Tae-Yong in the Indonesian national team. Thus the purpose of this scientific work is to find out the perspective of football lovers on the patterns of interaction and conflict management in the leadership of coach Shin Tae-Yong in the Indonesian national football team.

### Method

This research applies a qualitative method with a qualitative descriptive approach through the use of research instruments, namely:

#### Questionnaire

This instrument is used to find out the perspective of soccer lovers on the interaction patterns and conflict approaches applied by Shin Tae-Yong towards players, staff and the federation. The questionnaire was distributed to 150 soccer-loving respondents aged 20-45 years.

#### Interview

This approach was conducted using the Miles and Huberman data analysis method to distill and interpret qualitative data obtained from in-depth interviews with 10 out of 150 people who had filled out the questionnaire.

#### Documentation

This instrument is in the form of photographic evidence taken by researchers when conducting interviews with ball-loving respondents.

The three instruments will be processed using the Miles and Huberman data analysis technique to organize and interpret qualitative data.

### Result And Discussion

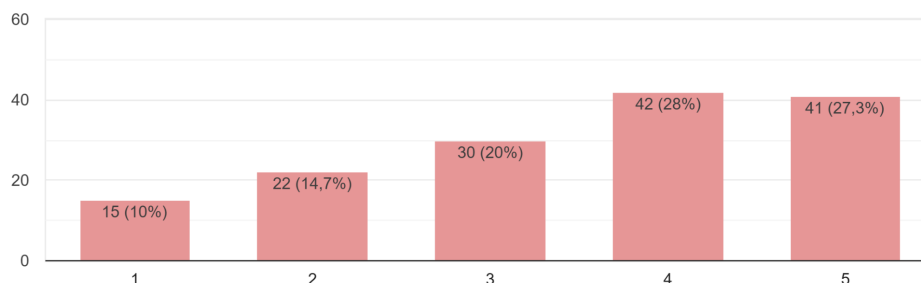
The author gets the results of research from this scientific work which will then be described and discussed directly as follows:

Interaction Patterns In Coach Shin Tae-Yong's Leadership To Players, Staff And The Federation

Figure 1 Extract of Questionnaire results regarding conflict management styles.

Coach Shin Tae-Yong uses formal interaction patterns with players, staff and the federation?

150 jawaban



The diagram above shows that 42 out of 150 respondents agreed that Shin Tae-Yong applies formal interaction patterns to players, staff and federations. This is in line with the interview results which

state that 7 out of 10 respondents stated “Yes” to the question “Does coach Shin Tae-Yong use formal interaction patterns with players, staff and the federation?”.

Thus, the interaction pattern applied by coach Shin Tae-Yong to players, staff and the federation is in accordance with Anthony Giddens' Structuration Theory of formal interaction which emphasizes interaction on a hierarchical rule or system that can be applied by a football coach. As is known, the concept underlying this theory is to describe the relationship between individual actions and social structures. Structures - which in this case are hierarchies, norms and rules - do not simply limit individual action, rather they have a role to empower it.

Then, formal interaction, which is a derivative of this theory, refers to relationships that run on hierarchies and rules that have been mutually agreed upon by the stakeholders involved in it. Giddens states that individuals can not only follow the structure, but also have the opportunity to change or influence it. Likewise with Shin Tae-Yong, as a coach who commands his squad, he is very capable of carrying out formal rules and structures such as discipline and organizational culture which ultimately shape his foster children as individuals and a solid unit. Thus, reinforced by the perspective of football lovers towards him, Shin Tae-Yong has carried out formal interaction patterns in his profession as a coach.

#### Conflict Management Style In Coach Shin Tae-Yong's Leadership To Players, Staff And Federation

Table 1 Extract of Questionnaire results regarding conflict management styles.

No.	CONFLICT MANAGEMENT STYLE	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL
1	COLLABORATION	4	8	14	45	79	150
2	COMPETITION	9	16	25	45	55	150
3	ADAPTIVE	14	18	37	38	43	150
4	COMPROMISE	29	23	27	47	24	150
5	AVOIDANCE	72	30	19	14	15	150

Table 2 Extracts of interview results regarding conflict management styles.

No.	Questions	Answer	
		Yes	No
1	Does Coach Shin Tae-Yong use the “Collaboration” conflict management style with players, staff and the federation?	9	1
2	Does Coach Shin Tae-Yong use the “Competition” conflict management style with players, staff and the federation?	8	2
3	Does Coach Shin Tae-Yong use an “Adaptive” conflict management style with players, staff and the federation?	7	3
4	Does Coach Shin Tae-Yong use the “Compromise” conflict management style with players, staff and the federation?	6	4
5	Does Coach Shin Tae-Yong use the “Avoidance” conflict management style with players, staff and the federation?	3	7

Based on the questionnaire results and interview results above, football lovers assume that coach Shin Tae-Yong uses 4 out of 5 types of conflict management in his leadership in the Indonesian national team, including; adaptive, collaboration, competition and compromise. Then from the 4 conflict management styles used, the results of the questionnaire related to conflict management styles showed

124 out of 150 respondents agreed that coach Shin Tae-Yong applied a collaborative conflict management style with players, staff and the federation. In line with the questionnaire results, the interview results also showed that 9 out of 10 respondents answered “Yes” to the question related to the collaboration conflict management style.

Furthermore, the questionnaire results related to conflict management style showed that 100 out of 150 respondents agreed that coach Shin Tae-Yong applied a competition conflict management style with players, staff and federations. In line with the questionnaire results, the interview results also showed 8 out of 10 respondents answered “Yes” to questions related to the competition conflict management style.

Then the questionnaire results related to conflict management style showed 81 out of 150 respondents agreed that coach Shin Tae-Yong applied an adaptive conflict management style with players, staff and federations. In line with the questionnaire results, the interview results also showed 7 out of 10 respondents answered “Yes” to questions related to adaptive conflict management styles.

Then the questionnaire results related to conflict management style showed 71 out of 150 respondents agreed, 27 out of 150 stated neutral and 52 out of 150 disagreed that coach Shin Tae-Yong applied a compromise conflict management style with players, staff and the federation. In line with the questionnaire results, the interview results also showed that 6 out of 10 respondents answered “Yes” to the question regarding the compromise conflict management style.

However, 102 out of 150 respondents disagreed that coach Shin Tae-Yong applies an avoidance conflict management style to players, staff and the federation. In line with the questionnaire results, the interview results also showed that 7 out of 10 answered “No” to questions related to the avoidance conflict management style.

Thus it can be concluded that coach Shin Tae-Yong only applies 4 out of 5 Thomas-Kilmann Conflict Mode Instrument conflict management styles with the most prominent collaboration type style based on the perspective of football lovers. As is known, the collaboration style is the most ideal approach in the Thomas-Kilmann Conflict Mode Instrument conflict management because only in this style a win-win solution can be achieved. The collaboration style has two principles; 1) a great desire to achieve personal goals and 2) a great desire to maintain good relations with the other party. Only in the collaboration style, communication can be done openly without reducing the portion to receive input from the other party. A style that football lovers recognize in Shin Tae-Yong.

## Conclusion

Referring to the results and discussion, it can be concluded that coach Shin Tae-Yong applies a formal interaction pattern that emphasizes interaction on the rules or hierarchical system that can be applied by a football coach in accordance with Anthony Giddens' Structuration Theory. In addition, Shin Tae-Yong also applies only 4 of the 5 Thomas-Kilmann Conflict Mode Instrument conflict management styles during his career as coach of the Indonesian National Soccer Team with the most prominent collaboration style according to the views of football lovers.

Regarding the results of research on the perspective of football lovers on interaction patterns and conflict management in Shin Tae-Yong's leadership in the Indonesian National Football Team, for academic advice, the author suggests that future researchers who want to conduct similar studies can further explore interaction patterns and conflict management generally for leaders in an organizational group and especially for football coaches.

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