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## Organizational Management in Developing Football Sports Achievements

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### *Abstract*

*This research was conducted against the backdrop of the Southwest Aceh Football Association (PERSADA), a football club based in Blangpidie City. The club, known by the nickname "Laskar Tengku Peukan," has yet to demonstrate optimal performance, either at the regional or national level. The main issues of concern in this research are the organizational management aspects and the performance development system implemented by the Persada Abdya Club. The research used a qualitative approach with a survey method. The subjects and data sources in this study included the management, coaches, and players of the Persada Abdya Club. Data collection techniques were carried out through interviews and documentation. The results of the study indicate that the organizational management of the coaching at the Persada Abdya Club has been running quite well, marked by a clear organizational structure and a planned work program, where each element of the organization has carried out its main duties and functions according to their respective responsibilities. In terms of performance development, the club has implemented a targeted development system through collaboration with several Football Schools (SSB) and academies to recruit and develop quality players with the potential to achieve. However, the main obstacle Persada Abdya still faces is limited funding. Funding is a significant obstacle to achieving the club's goal of breaking into the top tier of Indonesian football, which has yet to meet the expectations of both management and the people of Southwest Aceh.*

**Keywords:** *management, organization, performance development*

### **INTRODUCTION**

Sport is a physical activity manifested through various forms of games, competitions, and structured physical activities with the goal of optimal recreation, victory, and achievement. To achieve these goals, sport plays a strategic role in fostering basic humanitarian values that encourage the creation of a young generation that is healthy, disciplined, responsible, and possesses balanced physical and mental strength. This aligns with the 2005 Law of the Republic of Indonesia concerning the National Sports System, which states that national sport aims to maintain and improve health and fitness, achievement, and the quality of human resources, strengthen national unity, and elevate the nation's dignity and honor. One of the primary goals of sports development is to improve performance through the sustainable and programmed development of talented athletes. These development efforts not only provide pride for individual athletes but also benefit families, communities, and the nation (Rebi A & Dami, 2018).

The development of sport today shows significant progress, particularly in the area of performance development. Sports development is a key factor in improving the quality and achievement of sport, as the level of success in sports is highly dependent on the development system implemented. Therefore, performance development needs to be designed effectively and optimally through systematic planning in accordance with established programs. Sports development is aimed at achieving success at various levels, including regional, national, and international levels. The sports development process cannot be achieved instantly; it requires structured management, strong commitment, and a systematic and sustainable approach. Sports achievement is a tangible, measurable outcome, so development must be conducted with a scientific approach, from talent scouting to athlete development (Dian Estu et al., 2018).

To achieve optimal performance, athlete development is a crucial element and must be implemented in stages, from an early age to the professional level. Athletes with superior potential require a development and coaching process based on scientific principles, starting from talent identification to peak performance (Ministry of Youth and Sports of the Republic of Indonesia, 2006: 18). Sports achievement can be achieved if supported by several key components, including the availability of potential athletes who are guided and coached by competent coaches. Furthermore, providing training facilities and infrastructure, as well as caring for the welfare of coaches and athletes, is the responsibility of the coaches or sports administrators to increase motivation and achieve success.

Management is an integral element in running a football club, especially in facing ongoing competition. To achieve maximum performance, the management system must be implemented professionally and in a planned manner. Management serves as the primary driver in organizing and directing all club activities to achieve predetermined goals. Management, in this context, is understood as the process of implementing work programs to ensure they align with previously formulated plans. A team's success in improving performance is greatly influenced by various supporting factors, such as the availability of training facilities and infrastructure, the quality of the training program, the competence of the coaches, and overall organizational support (Lismadiana, 2017).

The Southwest Aceh Football Association (Persada) is an official football club under the auspices of the Indonesian Football Association (PSSI) and is based in Southwest Aceh Regency, Aceh Province. The club, known as "Laskar Tengku Peukan," is currently a participant in the Indonesian League 3. Persada has made efforts to foster early-age football development by establishing Football Schools (SSB) and academies, such as SSB Bidjeh Sigupai and Abdya FA. However, since its founding in 1970, Persada has not been able to achieve optimal performance at either the regional or national levels. This condition raises concerns for the club's management and the people of Southwest Aceh, who hope Persada can compete in the highest caste of Indonesian football. Based on these problems, a more in-depth study is needed regarding the organizational management system and performance development implemented by the Persada Abdya club. Therefore, this research focuses on the study of Organizational Management and Football Performance Development at the Persada Abdya Club.

## ***METHODS***

This research employed a qualitative approach with a survey method. In qualitative research, the researcher serves as the primary instrument for data collection. Data sources were selected using purposive sampling and snowball sampling, tailored to the research needs. Data collection was conducted through triangulation, combining several methods to obtain comprehensive and in-depth data. Data analysis was inductive, emphasizing the meaning of the phenomenon under study, rather than generalizing the results (Sugiyono, 2019).

The research was conducted at the Southwest Aceh Football Association (PERSADA) Stadium, located in Blangpidie District, Southwest Aceh Regency. The study lasted approximately two months, from early October to late December. During this period, the researcher interacted directly with the research subjects to obtain factual and in-depth data related to organizational management and football performance development at the Persija Abdy Club. The data sources in this study consisted of primary and secondary data. Primary data was obtained through direct interviews with the management, coaches, and players of the Persija Abdy club, while secondary data came from documents, archives, notes, articles, journals, and various other references relevant to the research focus (Sugiyono, 2019).

Data collection techniques included interviews and documentation, combined in a form of triangulation to increase the accuracy of the information obtained. All collected data was then recorded and organized descriptively. Data validity was tested using the criteria of credibility, transferability, dependability, and confirmability (Sugiyono, 2015). Furthermore, data analysis was conducted using the Miles and Huberman model, which includes the stages of data collection, data reduction, data presentation, and conclusion drawing or verification (Sugiyono, 2016).

## ***RESULTS AND DISCUSSION***

The data and findings in this study were obtained through interviews between the researcher and informants. The informants involved in this study consisted of management, coaches, and players of the Persija Abdy Club. The researcher posed a number of questions to the management, coaches, and players to obtain relevant information to answer the research questions and gain a deeper understanding of the organizational management and performance coaching implemented at the Persija Abdy Club.

Based on the research results, coaching management at the Persija Abdy Club has been running quite well. This is demonstrated by the existence of a clear organizational structure and a well-developed and implemented work program. Each administrator within this organizational structure has carried out their main duties and functions in accordance with their respective responsibilities. The provisions of the Indonesian Football Association (PSSI) and government policies prohibiting the use of state budget funds in the management of professional clubs have resulted in changes in the Persija Abdy Club's management structure. The club's work program is formulated,

discussed, and ratified through a Persada branch meeting. In general, the work program aims to advance the club through a coaching system supported by all elements of the management and the member clubs of Persada Abdya, who are highly committed to realizing Persada Aceh Barat Daya as a high-achieving professional football club.

The management entrusted with the management of Persada Abdya Club consists of individuals with extensive experience in football. This was revealed by the Chairman of Persada Abdya Club in an interview, who stated that he himself played as a football player in Aceh Barat Daya, including playing for Persada from youth competitions like the Soeratin Cup to Liga III, now known as the Nusantara League. This experience provides a crucial foundation for carrying out his role as club administrator, particularly in directly monitoring the coaching process and various other aspects related to Persada's development.

Based on the interview, it can be concluded that the club is managed by competent individuals with a sound understanding of the world of football, enabling them to manage the club professionally to improve the quality of the organization and its players. The specific goal pursued by all members of the Persada Abdya Club management is to bring the club to the highest level of Indonesian football competition. Meanwhile, the general objective is to foster and develop the nation's sportsmanship values with noble character through the development and coaching of soccer, as well as supporting programs to popularize sports and promote sports in the community.

The organizational management of the Persada Abdya Club has been implemented quite well, as demonstrated by the existence of an organizational structure and a well-designed and implemented work program. Each administrator carries out their main duties and functions according to their respective roles and responsibilities. The club's management structure consists of a chairman, secretary, treasurer, manager, and coach. However, the manager's position is not permanent and is adjusted depending on the activities or competitions the club participates in. Overall, the club's operations are running smoothly, as evidenced by the regular evaluation and coordination of each activity. Communication between management, coaches, and players is also harmonious.

However, several functions within the organizational management are not yet optimally implemented, particularly the mobilization function. This function has been implemented, but its implementation has not been maximized, resulting in less than optimal results from each planned activity. In terms of fulfilling obligations, management has properly fulfilled its responsibilities to coaches and players. Salary payments have not been delayed, and all entitlements received by coaches and players are paid regularly each month in accordance with the established contractual agreement.

The performance development system at the Persada Abdya Club is currently quite robust, as the club has collaborated with Football Schools (SSB) and academies to develop promising players in Southwest Aceh. One academy actively supplying players to the Persada Club is Aneuk Abdya Football Club (AAFC). Founded by the late Suhardi Raja in 2007, this academy is widely recognized by the people of Southwest Aceh and has produced several quality players who have successfully pursued professional careers, including Vivi Asrijal, who has played for several clubs in the highest tier of Indonesian

football. This demonstrates that collaboration between the club and SSBs and academies is an effective strategy for developing athletes with potential and achievement.

To achieve optimal performance, developing young athletes and talented young players is crucial. Athletes with superior potential require scientifically conducted coaching and training processes to achieve maximum performance at specific ages. Efforts to develop sports performance also require support from various key elements, one of which is the presence of coaches with adequate educational backgrounds and coaching competencies. A coach who has an understanding of coaching principles will be able to manage the training process more effectively, so that the club's chances of achieving success and achievement are greater compared to clubs that are not supported by coaches who have a good foundation in coaching knowledge.

### **CONCLUSIONS AND SUGGESTIONS**

Based on the results of the study on Organizational Management and Football Achievement Development at the Persada Abdy Club in 2024, it can be concluded that the organizational management of the Persada Abdy Club has been running quite well, indicated by a clear organizational structure, a planned work program, and the responsible implementation of the duties and functions of each administrator. The achievement development system has also been implemented through collaboration with several Football Schools (SSB) and academies in recruiting talented and high-achieving players. However, the main obstacle still faced by the club is limited funding, which is an obstacle in achieving the target of bringing Persada Abdy to the highest caste of Indonesian football. Therefore, the administrators are expected to improve organizational performance and responsibility, coaches need to continue to develop varied training programs and conduct ongoing evaluations, and players are required to be more disciplined and serious in following the development process so that the quality of the club's game and achievements can be optimally improved according to the expectations of management and the people of Southwest Aceh.

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