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PSSI Management in Developing Football Achievement in Kerinci Regency

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Abstract

The sustainable development of regional football achievement requires systematic management capable of optimizing athletes' potential. In Kerinci Regency, however, limited funding, inadequate training facilities, a shortage of licensed coaches, and weak athlete data management continue to constrain the effectiveness of football development. This study aims to analyze the management of the Indonesian Football Association (*Persatuan Sepak Bola Seluruh Indonesia* [PSSI]) in developing football achievement in Kerinci Regency based on the management functions of planning, organizing, directing, and controlling. A descriptive qualitative approach was employed, involving in-depth interviews with ten informants selected through purposive and snowball sampling. Data were analyzed using the Miles and Huberman interactive model, comprising data reduction, data display, and conclusion drawing. The findings indicate that PSSI Kerinci Regency has implemented the core management functions in developing football achievement, although their application remains suboptimal. Athlete development programs have been systematically designed and implemented in stages, the organizational structure and division of responsibilities have been

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established, and program evaluations are conducted periodically. Nevertheless, implementation is constrained by limited financial resources, insufficient human-resource capacity, inadequate training facilities, a shortage of licensed coaches, and an unstructured athlete documentation system. The study concludes that strengthening strategic planning, improving human-resource quality and training infrastructure, and enhancing collaboration among PSSI, the Indonesian National Sports Committee (*Komite Olahraga Nasional Indonesia* [KONI]), and the local government are essential for supporting the sustainable development of football achievement in Kerinci Regency. These findings contribute practical insights into strengthening regional sports-management systems and improving institutional coordination in football development.

Keywords: Athlete Development; Football Achievement; Kerinci Regency; PSSI Management; Sports Management

INTRODUCTION

Sport is an integral part of modern human life because it plays a vital role in shaping national character and improving the overall quality of human resources. Today, sports are no longer viewed merely as a means of maintaining physical fitness but have become a strategic instrument for social, economic, and regional as well as national identity development. This development requires more professional management so that the potential of individuals and communities can be optimized in accordance with contemporary needs (Wibowo & Andriani, 2021).

Achieving optimal sports performance cannot be separated from a management system that is well-planned, well-organized, and sustainable. In the context of sports, management serves as a framework that regulates how resources including human resources, financial resources, and facilities are managed effectively and efficiently to achieve mutually agreed objectives. Without sound management, even the best athlete development programs will struggle to produce optimal results because they lack clear direction (Lubis, 2024). The success of sports performance development is largely determined by the quality of management, which includes training program planning, the provision of sports facilities and infrastructure, a structured competition system, and adequate financial support. These components are interconnected, meaning that weaknesses in one element will affect the overall athlete development process within a sports organization. Professional management

ultimately determines whether athletes' considerable potential can be fully developed and remain competitive at both regional and national levels (Rohani & Anam, 2022).

Sports achievement is the result of a long-term and scientific process, beginning with athlete selection, talent identification, and continuing through a systematic and sustainable athlete development pathway. Sporting success cannot be achieved instantly; instead, it requires consistent development programs from the grassroots level through senior competition so that athletes' potential can be nurtured progressively and systematically. This condition confirms that the success of any sport largely depends on how effectively the athlete development process is managed by the governing organization (Saputra & Rahman, 2020). Sports achievement is influenced by two primary aspects: internal factors related to the athletes' physical and psychological conditions, and external factors including training programs, sports facilities and infrastructure, and the environment in which athletes train. Both aspects must be managed simultaneously to ensure that the athlete development process aligns with the objectives established by the sports organization. An imbalance between internal and external factors may hinder athletes' overall development (Hidayat, 2021).

At the regional level, the Indonesian Football Association (*Persatuan Sepak Bola Seluruh Indonesia* [PSSI]) plays a strategic role as the leading sector in football development, as mandated by government regulations governing regional institutions responsible for youth and sports affairs. Regional PSSI serves as the planner, implementer, and evaluator of athlete development programs aimed at continuously enhancing the potential of local football players. The organization's success in carrying out its managerial functions significantly influences the football achievements of a region (Nugroho & Sari, 2022).

Sports management is fundamentally an integration of management science and sports science, requiring a comprehensive understanding of both disciplines. The combination of planning, organizing, leadership, controlling, budgeting, and evaluation skills constitutes the essential competencies that sports organization managers must possess to achieve optimal and sustainable sporting success (Harsuki, 2020). Football is the most popular sport in Indonesia across all age groups, ranging from children to adults. This popularity demands a structured and sustainable athlete development system capable of producing talented players who can contribute to the advancement of Indonesian football. Effective athlete development serves as the cornerstone of football development and the

driving force behind sustained sporting achievement within a region (Ramadan & Juniarti, 2020).

Kerinci Regency, one of the regencies in Jambi Province, possesses considerable potential for football development, supported by its strategic geographical conditions and the high enthusiasm of the local community. PSSI Kerinci Regency, as the organization responsible for regional football development, plays an important role in achieving competitive football performance at both regional and national levels through the implementation of structured and sustainable development programs (Andrianto et al., 2022).

Preliminary observations conducted in June 2025 indicated that football in Kerinci Regency has promising potential, as reflected by the active participation of local football clubs, strong spectator enthusiasm, the large number of participants enrolled in football schools across various districts, and the regular organization of village and *nagari* football tournaments. Nevertheless, the football achievements of Kerinci Regency have not yet reached an optimal level compared with those of other regencies in Jambi Province, indicating the need for a comprehensive evaluation of the athlete development management implemented by the local PSSI organization (Wijaya & Fahmi, 2021). Based on this background, the development of football achievement in a region largely depends on the management practices adopted by the responsible organization. To date, there has been no in-depth understanding of how PSSI Kerinci Regency implements the four fundamental management functions planning, organizing, directing, and controlling in developing football achievement. Therefore, this study is considered important (Susanto & Irmawan, 2020). The objective of this study is to analyze the management of PSSI in developing football achievement in Kerinci Regency based on the management functions of planning, organizing, directing, and controlling.

METHODS

This study employed a descriptive qualitative approach using a case study method to obtain an in-depth understanding of the management of the Indonesian Football Association (*Persatuan Sepak Bola Seluruh Indonesia* [PSSI]) in developing football achievement in Kerinci Regency. A qualitative approach was selected because it enables researchers to

comprehensively describe phenomena based on actual field conditions, thereby providing a holistic understanding of the processes of planning, organizing, directing, and controlling athlete development programs implemented by PSSI Kerinci Regency. The study focused on how policies, strategies, inter-organizational coordination, resource management, and the implementation of athlete development programs were carried out to improve regional football achievement. The research informants were selected using purposive sampling, which was subsequently expanded through snowball sampling, ensuring that the selected participants possessed extensive knowledge of the research issues. A total of ten informants participated in this study, consisting of the Chairperson of PSSI Kerinci Regency, the Secretary General of PSSI Kerinci Regency, a member of the Executive Committee (*Exco*) of PSSI Kerinci Regency, a staff member from the Athlete Development Division of PSSI Kerinci Regency, the Chairperson of the Indonesian National Sports Committee (*Komite Olahraga Nasional Indonesia* [KONI]) of Kerinci Regency, the Head of the Sports Achievement Development Division of KONI Kerinci Regency, and four football coaches representing Song Song Barat Football Club, Gelora Buana Football Club, Askob Kerinci, and Demong Sakti Football Club.

Data were collected through triangulation techniques, including direct observation of organizational management activities and athlete development processes, in-depth interviews guided by interview protocols developed based on the indicators of management functions, and documentation studies of the organization's strategic plans, work programs, activity reports, organizational structure, and other supporting documents. In qualitative research, the researcher served as the human instrument**,** playing a direct role in collecting, processing, and interpreting the data. This process was supported by observation guidelines, interview guidelines, documentation sheets, voice recorders, cameras, and field notes to ensure comprehensive data collection that accurately reflected empirical conditions in the field (Ramadan & Juniarti, 2020).

The study was conducted from December 2025 to May 2026 at the PSSI Kerinci Regency Office, located on Jalan Murni, Siulak District, Jambi Province. During this period, data were collected progressively through field observations, in-depth interviews with all informants, and an examination of various documents related to the management of football achievement development. The collected data were analyzed using the interactive analysis model proposed by Miles and Huberman, which consists of data reduction, data display, and conclusion drawing and verification carried out iteratively until credible findings were

obtained. To ensure the trustworthiness of the data, the study employed source triangulation by comparing information obtained from different informants, as well as method triangulation through comparisons among observation, interview, and documentation findings. Furthermore, the study addressed the qualitative research criteria of credibility, transferability, dependability, and confirmability to ensure that the findings were scientifically trustworthy, accountable, and capable of providing an accurate description of PSSI management in developing football achievement in Kerinci Regency (Miles et al., 2022).

RESULTS

The findings indicate that PSSI Kerinci Regency has implemented the four fundamental management functions in football achievement development, namely planning, organizing, actuating, and controlling. Although each management function has been implemented, their execution continues to face several challenges, particularly those related to funding, program sustainability, and the limited availability of facilities supporting athlete development.

1. Planning

The findings reveal that the planning process for football achievement development in Kerinci Regency is carried out in a gradual and long-term manner. The program begins with grassroots coaching through Sekolah Sepak Bola (SSB) (Football Schools), followed by age-group competitions, and continues through the development of senior teams prepared to compete in regency and provincial championships. The Chairman of PSSI Kerinci Regency explained that the process starts with youth development through SSB and is followed by age-group tournaments designed to identify talented players who will later represent Kerinci in higher-level competitions. He stated:

"First, we begin with Sekolah Sepak Bola (SSB). Second, we organize tournaments among SSB teams for different age categories such as U-13 and U-17, and eventually at the senior level. Through these competitions, we identify talented players who will later compete in provincial or regency tournaments."

Program planning is also developed systematically through the continuous organization of competitions and the improvement of human resources. PSSI Kerinci Regency has sought to reactivate several competitions that were previously constrained by licensing issues while simultaneously planning coaching license courses in collaboration with

KONI. Every club participating in the Bupati Cup is required to have at least one coach holding a minimum D Coaching License as part of efforts to improve the quality of football development. Furthermore, program planning begins with an evaluation of previous activities through meetings involving administrators, coaches, and relevant stakeholders to determine priority programs. Long-term development is implemented through age-group tournaments, particularly for the U-13 and U-14 categories, which serve as the foundation for nurturing talented football players from an early age.

At the KONI Kerinci Regency level, planning is conducted in a more formal manner through organizational working meetings. Program formulation is based on an analysis of the needs of each sport, evaluation of previous achievements, the competition calendar, and applicable sports regulations. Priority programs include strengthening age-group competitions, improving coach quality through certification programs, and providing standardized training facilities to support the enhancement of football performance.

At the club level, planning is more technically oriented and is adjusted to the actual conditions of the players. Coaches assess players' technical ability, physical condition, discipline, and age characteristics before designing appropriate training programs. Training for younger age groups focuses primarily on mastering fundamental football techniques, whereas senior players receive more intensive physical conditioning and tactical training according to competitive demands.

Goal setting constitutes an essential component of the planning process. PSSI Kerinci Regency consistently establishes championship targets for every provincial competition in which its teams participate. Meanwhile, KONI determines performance indicators based on medal achievements at the Porprov (Provincial Sports Week) and Gubernur Cup, as well as the number of athletes successfully selected to compete at the national level. This was emphasized by the Secretary General of PSSI Kerinci Regency, who stated:

"We always set a target. Whenever we compete at the provincial level, our objective is to become champions."

2. Organizing

The findings indicate that the organizing function in football achievement development in Kerinci Regency has been implemented through a clear division of responsibilities among PSSI**,** KONI, and football clubs. The organizational structure is

designed according to the respective functions of each institution, enabling every division to perform specific responsibilities in supporting the implementation of football development programs. Within PSSI Kerinci Regency, the organizational structure consists of several divisions, including athlete development, administration, finance, and talent scouting, with scouting networks extending to remote areas of the regency.

The distribution of responsibilities among administrators is carried out according to organizational functions. The Chairman is responsible for determining organizational policies and strategic direction, the Secretary manages administrative affairs and organizational communication, while the Treasurer oversees financial management. Meanwhile, the Development Division focuses on implementing competition schedules and coordinating with coaches and football clubs. In addition, the relationship between KONI and PSSI is based on a partnership model, in which KONI provides policy support and financial assistance, whereas PSSI is responsible for the technical aspects of football development.

Coordination among stakeholders is conducted regularly through organizational meetings and digital communication platforms. Administrators utilize WhatsApp groups as the primary communication medium with Sekolah Sepak Bola (SSB), coaches, and club officials to disseminate information regarding development programs, competitions, and operational issues encountered during program implementation. This coordination mechanism facilitates faster communication and more effective problem-solving throughout the implementation process. As explained by one of the PSSI Executive Committee members:

"For every program, we usually hold regular meetings and communicate through coordination groups. Whenever there are activities or problems in the field, coaches and administrators can immediately convey them."

Regarding human resource recruitment, PSSI Kerinci Regency applies competency standards by requiring coaches to possess coaching licenses appropriate to the age categories they supervise. Coaches working with youth players are required to hold at least a D Coaching License, while coaches responsible for senior teams must possess a minimum C Coaching License. Athlete recruitment, meanwhile, is conducted through direct observation of player performance during official competitions organized by PSSI. These tournaments

serve as the primary platform for identifying talented players who demonstrate the potential to represent Kerinci Regency at higher levels of competition.

3. Actuating

The findings demonstrate that the actuating function in football achievement development is implemented through structured training programs, athlete motivation, and character development facilitated by coaches. Training programs conducted at the club level are not solely focused on improving players' physical fitness but also emphasize the development of technical skills, tactical understanding, and teamwork, thereby enabling players to develop comprehensively. Regular training sessions are generally conducted three times a week, with increased intensity as competitions approach.

In addition to technical development, coaches pay considerable attention to strengthening athletes' competitive mentality. Mental resilience is developed through consistent training and competitive experience, allowing players to become accustomed to performing under pressure during important matches. The coach of Gelora Buana Football Club explained:

"Players' mentality is usually developed through continuous training and competitive experience. They must become accustomed to dealing with pressure so that they do not become nervous during important matches."

Athlete motivation is also reinforced through organizational support. KONI Kerinci Regency provides various incentives, including performance bonuses and improved training facilities, to encourage athletes to train consistently and compete at a higher level. Furthermore, character development is emphasized by instilling discipline, responsibility, and sportsmanship through the exemplary conduct of coaches during both training sessions and competitions.

4. Controlling

The findings indicate that the controlling function is implemented through regular monitoring and evaluation of both the development programs and athletes' performance. Evaluation is conducted in a hierarchical manner, beginning at the PSSI level and continuing down to football clubs, with the primary objective of assessing the achievement of training targets and the effectiveness of the development programs that have been implemented.

At the PSSI level, monitoring is carried out routinely to evaluate players' progress in mastering fundamental football techniques through monthly assessments. The results of these evaluations serve as the basis for determining follow-up actions and adjusting subsequent training programs. At the club level, coaches evaluate players' development by observing improvements in tactical understanding, self-confidence during matches, and technical performance demonstrated throughout both training sessions and competitions.

When evaluation results indicate that players have not achieved the expected level of improvement, coaches revise training methods and modify training drills to better suit the athletes' capabilities. Such adjustments are intended to ensure that training objectives can be achieved more effectively. One of the club coaches explained:

"If our players do not show improvement, we modify our training system. For example, we reduce the passing distance from five meters to three meters. After changing the training program, many players showed significant improvement in their passing ability."

Although the controlling system has been implemented, several challenges continue to hinder its effectiveness. The major constraints identified include limited financial resources, delays in budget disbursement, and the absence of a comprehensive and sustainable athlete database beginning from the grassroots level. These conditions have prevented several development programs from being implemented optimally. As stated by a member of the Executive Committee of PSSI Kerinci Regency:

"The biggest challenge in Kerinci has always been funding and program sustainability. Sometimes programs that have been carefully planned cannot be implemented optimally because of limited financial resources."

Table 1. Summary of Research Findings on the Management Functions of PSSI Kerinci Regency

Management Function	Achievements	Identified Challenges
Planning	A tiered development program from Sekolah Sepak Bola (SSB) to senior teams; regular competitions (Bupati Cup); previous program evaluations used as the basis for planning; championship targets established for provincial competitions.	Limited financial resources and the long-term development plan has not yet been implemented optimally.
Organizing	A hierarchical organizational structure involving PSSI, KONI, and football clubs; establishment of a talent scouting network; recruitment of licensed	Limited human resources among administrators, and not all clubs have licensed coaches.

Management Function	Achievements	Identified Challenges
	coaches (D License for youth categories and C License for senior teams).	
Actuating	Holistic athlete development encompassing physical conditioning, technical skills, tactical understanding, and mental preparation; regular competitions; incentives in the form of improved facilities and performance bonuses for outstanding athletes.	Inconsistent player attendance due to school and work commitments.
Controlling	Monthly monitoring and evaluation; follow-up actions through adjustments to training methods and programs.	Limited athlete statistical data, delays in budget disbursement, and scheduling conflicts related to training facilities.

The data presented in Table 1 demonstrate that all four management functions have been implemented by PSSI Kerinci Regency. However, the level of systematic implementation varies across organizational levels, ranging from the PSSI management, KONI, to football club coaches responsible for executing athlete development programs in the field. Overall, the findings suggest that while the management system has functioned relatively well, improvements are still required, particularly in strengthening institutional capacity, ensuring sustainable funding, and establishing an integrated athlete development database to support long-term football achievement development in Kerinci Regency.

DISCUSSION

Based on the findings of this study, it can be concluded that PSSI Kerinci Regency has demonstrated a strong awareness of the importance of systematic planning in football development programs. The planning process begins with grassroots development through youth football programs and extends to senior teams, with a clear orientation toward preparing talented players for provincial-level competitions. This finding is consistent with the concept that effective planning should integrate short-, medium-, and long-term objectives to enable organizations to achieve sustainable goals (Robbins & Coulter, 2016). Furthermore, the use of previous program evaluations as the basis for developing subsequent plans reflects sound management practice because it relies on empirical evidence from the field, in accordance with the principles of strategic management, which emphasize the importance of situational analysis before determining organizational priorities (Herry Krisnandi et al., 2019).

The weakness identified in the planning function, particularly the dependence on government funding that is often disbursed late, is consistent with previous findings indicating that one of the major weaknesses of regional sports management is inadequate budget planning, which hinders the continuity of development programs (Kurniawan, 2020). Similar findings were reported in studies on Sekolah Sepak Bola (SSB) development, which concluded that financial constraints remain one of the most common obstacles faced by sports organizations in implementing long-term development programs consistently across different regions (Hamzah, 2022).

The organizational structure of PSSI Kerinci Regency has been formally established with a relatively clear division of responsibilities, including the establishment of a talent scouting network that reaches remote areas of the regency. This finding indicates that the organizing function extends beyond internal organizational arrangements by actively identifying football talent within the broader community. Such an organizational approach is consistent with the role of regional PSSI organizations as implementing agencies responsible for youth and sports affairs under the principles of regional autonomy, as stipulated in Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus (*Republik Indonesia*, 2016). Moreover, the coordination mechanism implemented through regular meetings and digital communication platforms demonstrates the organization's adaptation to technological developments. Nevertheless, technology-based communication has not entirely replaced the need for face-to-face interactions, which remain essential for coordinating complex football development activities (Maharani & Putri, 2021).

The recruitment system requiring coaches to possess official coaching licenses represents a positive initiative to ensure the quality and competence of football coaches. However, field findings reveal that not all football clubs have licensed coaches. This result is consistent with previous studies conducted in other regional football organizations, which reported that the limited availability of licensed coaches remains a widespread challenge in football development across many regencies in Indonesia (Rifai, 2018).

The actuating function is actively performed by club coaches, whose responsibilities extend beyond teaching technical football skills to include developing athletes' mental resilience and serving as role models in character building. This holistic coaching approach aligns with the concept of the modern football coach, who is expected to simultaneously

develop athletes' physical, technical, tactical, and psychological capacities to achieve optimal performance (Primasoni & Sulistiyono., 2018). The organization of regular competitions such as the Bupati Cup also represents a practical implementation of the actuating function by enhancing athletes' motivation while simultaneously serving as a talent identification mechanism for PSSI to recruit promising football players. This finding supports previous studies emphasizing the importance of continuous youth competitions in strengthening national football development systems (Pratama & Sari, 2021).

The inconsistent attendance of players due to school obligations and employment responsibilities constitutes a significant challenge in implementing the actuating function. This condition highlights the importance of designing more flexible athlete development programs that can be integrated with educational schedules. Such findings are in line with previous research demonstrating the relationship between athletic achievement and academic performance, which requires effective time management among student-athletes to balance educational and sporting commitments (Harliawan, 2024).

The controlling function has been implemented across all organizational levels, although the degree of systematic implementation differs among PSSI, KONI, and football clubs. Follow-up actions resulting from evaluation, such as modifying training methods when performance targets are not achieved, reflect a responsive and adaptive management approach. This practice is consistent with the management principle that the consistent implementation of management functions contributes positively to improving athletes' performance (Hertikasari et al., 2020). However, one of the major weaknesses identified is the absence of a structured athlete documentation and database system. This limitation makes it difficult for coaches and administrators to make evidence-based decisions regarding athlete development, a problem similarly identified in broader evaluations of regional sports development programs throughout Indonesia (Wijaya & Fahmi, 2021).

This study has several limitations. First, the respondents were limited to organizational administrators, coaches, and sports governing institutions, without incorporating the perspectives of athletes or athletes' parents. Consequently, the findings may not fully represent the views of all stakeholders involved in football development. Second, the qualitative approach employed in this study does not allow for the quantitative measurement of management effectiveness or the generalization of findings to broader contexts. Future studies are therefore recommended to adopt mixed-method or quantitative

approaches involving a wider range of stakeholders to provide a more comprehensive evaluation of football management and athlete development programs.

CONCLUSION

The management of PSSI Kerinci Regency in developing football performance has implemented the four fundamental management functions planning, organizing, actuating, and controlling although their implementation has not yet reached an optimal level. The planning function has been structured progressively, beginning with grassroots development and extending to senior-level teams; however, its implementation continues to be constrained by limited financial resources. The organizing function has established a clear organizational structure involving PSSI, KONI, and football clubs, although it still faces challenges related to limited human resources. The actuating function has been implemented holistically by coaches through the development of players' physical, technical, tactical, and mental capacities, yet inconsistent player attendance due to educational and occupational commitments remains a significant obstacle. Meanwhile, the controlling function has been carried out through regular monitoring and evaluation; however, the athlete data management system has not yet been systematically organized within a digital database. Overall, PSSI Kerinci Regency has demonstrated consistent and tangible efforts to develop football performance. Nevertheless, further improvements are required, particularly in strengthening financial support, enhancing human resource capacity, and establishing a comprehensive athlete documentation system to ensure the sustainable and competitive development of regional football at both the provincial and national levels. Therefore, PSSI, KONI, and the Kerinci Regency Government should strengthen their institutional collaboration in developing medium-term strategic planning, accelerating coach certification programs, and establishing an integrated athlete database to support sustainable football performance development.

This study provides both theoretical and practical contributions to the field of sports management, particularly regarding the implementation of management functions within regional football organizations. From a theoretical perspective, the findings enrich the existing body of knowledge concerning the application of planning, organizing, actuating, and controlling in football performance development. From a practical perspective, the findings may serve as an evaluation framework and reference for PSSI Kerinci Regency,

KONI, local governments, and football club administrators in formulating more effective athlete development policies, strengthening inter-institutional coordination, improving the quality of human resources, optimizing budget allocation, and developing digital-based athlete information and data management systems to support sustainable football development.

Future research is recommended to adopt more comprehensive research designs by employing mixed methods or quantitative approaches, thereby enabling a more objective assessment of the influence of each management function on football performance development. In addition, future studies should expand the geographical scope by comparing football management systems across multiple regencies or provinces in order to develop a more representative model of football development. Further investigations are also encouraged to examine additional factors influencing the success of football performance development, including organizational leadership, sport governance, financial support, the quality of sports facilities and infrastructure, the utilization of information technology, and the role of stakeholders in establishing a sustainable and competitive football development system.

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