

## Analysis of Sports Development Management for the Achievements of The Jambi City Koni

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### ABSTRACT

This study aims to examine the performance development management of athletes affiliated with KONI Kota Jambi. This study uses a qualitative approach. Data was obtained through interviews and direct documentation with sources, namely the administrators of KONI Kota Jambi. The data sources in this study were the Chair, Secretary, Deputy Head of Development and Achievement of KONI, and a coach from the competitive sports branch (weightlifting) at KONI Kota Jambi. Data analysis was performed using NVivo, and journal publications were processed using NVivo. The results of the interviews obtained were that the management of sports development at KONI Jambi City required coaches to have a certificate to become a coach and also be a former athlete. For development, coaches had long-term, short-term, and medium-term programs planned. This organizational structure referred to the organizational structure of the central KONI. Planning included deciding on organizational goals and determining the best methods to achieve those goals. Coaches provide programs with an improvement system, and at the beginning of the following month, we provide program improvements and graphs. According to the coach, if an athlete is not accompanied by a coach, they will not know their progress. Short-term work meeting decisions, for example, short-term annual programs, follow the Provincial Championships, sports branches, and athletes participating in the Provincial Sports Week.

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- A. Conception and design of the study;
- B. Acquisition of data;
- C. Analysis and interpretation of data;
- D. Manuscript preparation;
- E. Obtaining funding

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## INTRODUCTION

Sports are activities aimed at training individuals physically and mentally. Nowadays, sports are activities carried out by the community to channel their hobbies and create memories through exercise (Perkasa & Handinoto, 2015). These activities are considered a necessity and an integral part of human life. Through sports, individuals can encourage, develop, and expand their physical and mental abilities, both as individuals and as members of the community. The benefits of sports for the human body can help protect against various diseases, improve mood, and reduce stress levels. Sports also play a role as an indicator of a nation's progress; nations with good sporting achievements often receive positive recognition. Therefore, sports are closely related to human life.

Competitive sports are an important factor in developing human resources in Indonesia. Through sports, individuals can improve not only their physical health, but also their mental and social well-being. According to Law No. 3 of 2005 on the National Sports System, "The development of competitive sports is the responsibility of the government and society in fostering sports and sports organizations." Sports have the potential to enhance the dignity and image of the country and bring pride to the community through national and international achievements.

According to Mintzberg, H, (2020), management is the planning, organizing, directing, and controlling of resources used to achieve organizational goals. (Mintzberg, H, 2020) emphasizes that management is not only about managing resources, but also about how to direct and motivate people to achieve common goals. In the context of sports, management includes the development of sports organizations as well as the organization, planning, and supervision of activities related to athletic performance (Palmizal, A.M.Pd, 2019).

Improving sports through coaching is one of the processes carried out to achieve high performance. Coaching will yield the desired results if it is carried out effectively, systematically, and continuously, as coaching for sports performance takes a long time (Nugraha, P. D., & Pratama, E. B., 2019). The implementation of performance is carried out over a long period of time and is always done through a structured process and through stages, and continuously. Coaching is also well planned through organizations, agencies, and sports stakeholders (Rasyono, 2016). (Rahayuning Tyas Sari, 2020).

Recent studies show that successful sports coaching depends not only on physical and technical abilities, but also on comprehensive management. According to Putra, A., et al (2022), Sports performance is highly dependent on an integrated coaching strategy that includes planning, organizing, implementing, and evaluating. To guide athletes toward higher achievements, qualified and experienced coaches are essential. According to Hidayat F (2023), the development of athletes' abilities is directly influenced by the quality of the coach. Therefore, improving coach training and certification is necessary to produce more efficient coaching.

As the institution responsible for developing competitive sports at the regional level, KONI plays a very important strategic role in developing the potential of athletes in the city of Jambi. With competitive sports becoming increasingly competitive around the world, every region needs an efficient development strategy. To be able to compete at the national and international levels, KONI Jambi City must carry out a systematic transformation in its development management. According to research (Santoso, J, 2022), an athlete can gain a competitive advantage in national and international competitions by using a data- and analysis-based development strategy.

## METHODS

This research was conducted at KONI Kota Jambi, an organization that contributes greatly to the development of sports in the region. With this strategic research location, researchers were able to access various data and information directly from the source,

including ongoing coaching programs, management structures, and interactions between coaches, athletes, and administrators.

This research used a qualitative approach with a descriptive approach.

The data presented comes from personal documentation, field notes, memos, and other documents. Data sources may include issues related to various aspects of performance coaching through management at KONI Kota Jambi. This study has a focus on performance sports coaching management at KONI Kota Jambi. The population in this study is the administrators of KONI Kota Jambi. The sampling technique used is total sampling. The instruments in this study are interviews and documentation.

To support the collection of information, structured interview instruments can be used as a guide to evaluate the existence of these indicators in the process of Sports Achievement Development Management at KONI Kota Jambi.

Researchers analyze data with the help of NVivo software. (Ghozali, I., 2020) States that NVivo software can help researchers manage and track large amounts of unorganized data when analyzing qualitative data. Various types of data, such as interview transcripts, meeting minutes, open surveys, observations, group discussions, images, audio recordings, videos, and journal publications can be processed using NVivo. In addition, researchers can generate data queries, access data, and compile reports using the NVivo program.

## RESULTS AND DISCUSSION

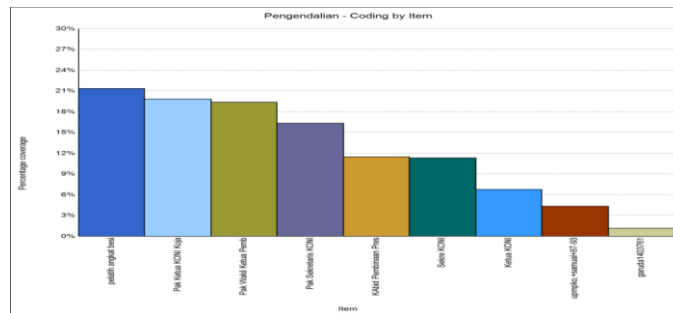
### Management of Sports Development for Excellence, Jambi City Sports Committee

Overall, the Management of Sports Achievement Development at KONI Jambi City can be illustrated in a mind map that the researcher has visualized with the help of the NVivo application. It has four stages, namely control, organization, planning and movement. Next, the researcher will describe in more detail the management of achievement development at KONI Jambi City.

#### Control

Control is the final part of the management process. Control is an integral part of the management function that ensures that organizations achieve their goals and remain responsive to change (Fauzan, H, 2024). Control is used to ensure that organizational operations are in line with established plans. KONI routinely holds work meetings at the end of the year to evaluate all work programs in various fields. The problem is that sports coaching and sporting achievements are directly proportional to the availability of budget.

KONI administrators, including the chairman, have been performing quite well by providing facilities, infrastructure, and funding for development to improve performance. Whenever there is an event or after submitting a budget and creating a work program for each KONI sport, they will ask for accountability from each sport to evaluate the results of their work.



**Figure 1.**

Jambi City KONI Sports Achievement Management Chart Control Indicators

The graphic design above shows that the Control Indicators of the Jambi City Sports Development Management explain that 21% of sports coaches are involved in sports development management.

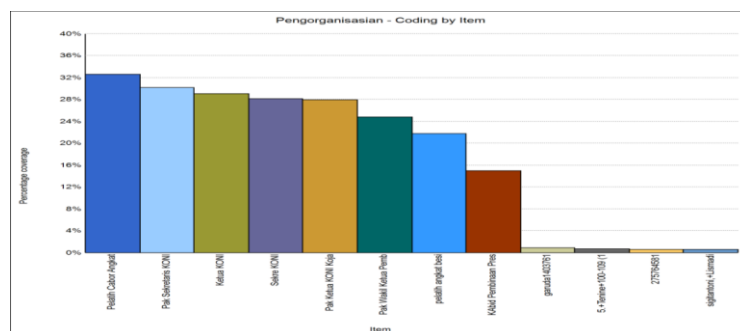
## Organization

Organization is the process of dividing work, both small and large, assigning tasks to the appropriate and responsible people, and coordinating them in order to effectively achieve organizational goals (Saefrudin, S., 2017).

A coach's journey requires certification to become a coach and also to be a former athlete. For coach development, there are short-term, medium-term, and long-term programs. Currently, we are preparing for the provincial championships in West Tanjung Jabung in 2026. Coaches must have formal education, and we use English for all of our programs, so coaches must have a coaching certificate issued by PB. This organizational structure refers to the organizational structure of the central KONI, so it is the same as the central KONI in accordance with the KONI articles of association and bylaws. For programs at KONI Kota, there are work programs that are decided and discussed at work meetings, where all fields will create work programs. These programs are then implemented by each respective department.

There are many organizational structures, leaflets, or charts that will be provided to participants. KONI Kota Jambi holds board meetings to make decisions or form committees. They have the right to submit opinions and suggestions for the work programs of their respective divisions. Work programs usually have a committee, but events usually involve more sports; for example, karate events have their own committees. Therefore, committees are formed according to the sports disciplines. Athletes under the guidance of KONI Jambi City mostly participate in local, national, and even international events. Each sports discipline informs KONI about its national-scale events, local-scale events, or international-scale events.

In the graphic design below, the existence of the Jambi City KONI Sports Achievement Development Management Organizational Indicators explains that the organization of Sports Development Management involves the participation of 32% of sports coaches.



**Figure 2.**

Sports Development Management Chart for Jambi City Koni Achievements  
 Organizational Indicators

## Planning

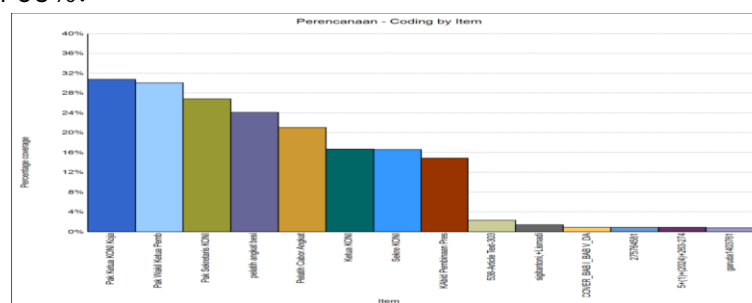
Planning is a process of implementing plans by determining the goals or objectives of an organization, which are always set by developing the issues within the organization (Nizamuddin Silmi, Bambang Kurniawan, & Muhamad Subhan, 2024). Planning is necessary to direct the activities of an organization. Planning involves deciding on organizational goals and determining the best methods to achieve those goals. One aspect of planning is decision-making, which means determining or choosing one way to achieve a goal from the many other ways available.

The training program for one month consists of light training, followed by heavy training the next week, then technique training the week after that, and one week of full strength training in preparation for the provincial competition. The coach believes that physical strength is not that important because we emphasize technique, and weightlifting requires balance, unlike powerlifting, which is about power. According to the coach, weightlifting is about technique, which is very difficult. The coach implements a program with a progression system, where at the beginning of the next month, we increase the program intensity, as shown in a graph. For example, this month is 60%, next month is 70%, and up to 80%. Before the coach assigns training, they first conduct tests to obtain results. According to the coach, an athlete cannot progress without a coach.

Decisions made in the work meeting, such as this year's short-term program, will follow the provincial championships, and the athletes will participate in the provincial games. The facilities and infrastructure are provided by the government. So far, the Jambi City government has also provided several training facilities, such as a stadium, basketball court, and volleyball court, although there are still insufficient facilities and infrastructure for athletes to train. However, KONI always has programs that are submitted to the government. The head of the development division creates short-term work programs to be completed within one year and long-term programs for the next four years. KONI Jambi City monitors and collects data from each secretariat or sports branch administrator and asks them to propose facilities and infrastructure that support athletes to achieve better performance. This is done annually. The head of the development division does not provide professional coaches. This is because professional coaches come from each respective sports branch and are provided by them.

KONI has a short-term program for sports branches to hold provincial championships, because in the medium term, there are provincial championships and provincial sports week events. So KONI encourages each sports branch to hold Provincial Championship events as a competition platform, with some Provincial Championships serving as a ticket to qualify for the Regional Games. The City of Jambi does not yet have a sports centre to accommodate these events, but the Mayor has stated that each sports branch may apply to borrow assets for use.

The graphic design above shows that the Planning Indicator for the Jambi City KONI Sports Achievement Development Management explains that the Sports Development Management planning involves the participation of the chairperson of the Jambi City KONI at a rate of 30%.



**Figure 4.**

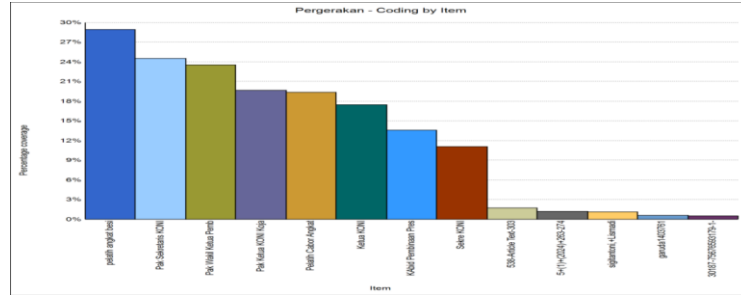
Graph of Sports Achievement Development Management by the Jambi City Sports Committee Planning Indicators

## Movement

Mobilization is an activity carried out by leaders/managers to motivate members of the organization so that they strive to achieve the goals of the company/organization (Ardiansyah et al., n.d., 2024). Once the organizational structure has been established, individuals responsible for implementing it are selected. The next step is to determine how these individuals will collaborate to achieve the organization's common goals. Fluctuations in performance are relatively normal, depending on preparation. Meanwhile, the performance of this athletic organization is directly proportional to its budget; how can it progress if its budget is insufficient?

The KONI chair explained that there is a performance development division that works closely with sports science, which constantly updates its knowledge on the latest developments in sports and disseminates this information to sports associations. KONI holds work meetings, board meetings, and plenary meetings to make decisions on sports, with each sports association submitting a budget for athlete development and KONI allocating the funds.

In the graphic design above, the existence of the Jambi City KONI Sports Achievement Development Management Movement Indicator explains that the Sports Development Management movement involves the participation of 28% of sports coaches.



**Figure 5.**

## Jambi City Sports Development Management Chart KONI Movement Indicators

## CONCLUSION

The Jambi City KONI Sports Achievement Development Management requires that coaches must have a certificate to become a coach and also be a former athlete. For development, coaches have short-term, medium-term, and long-term programs. This organizational structure refers to the organizational structure of the central KONI, so it is the same as the KONI's articles of association and bylaws. Planning includes deciding on the organization's goals and determining the best methods to achieve those goals. Coaches provide programs using an improvement system, where at the beginning of the following month, we provide program improvements and graphs. For example, this month is 60%, next month is 70%, and up to 80%. Before coaches provide training, they first conduct tests to get results. According to coaches, athletes cannot progress without coaches. Work meeting decisions, for example, this year's short-term program is to participate in the Provincial Championships, and later the athletes will participate in the Provincial Games.

KONI has a short-term program for sports to carry out Kejurprov activities because, in the medium term, there are Kejurprov and Porprov. So KONI encourages each sport to carry out Kejurprov activities as a competition arena, or some Kejurprov activities become tickets to enter Porprov. The city of Jambi does not yet have a sports center to accommodate those in Jambi. The mayor has stated that each sport can apply to borrow assets. The KONI chair explained that there is a performance development division that works with sports science, which constantly updates its knowledge on the latest sports developments and disseminates this information to the sports. KONI holds work meetings, board meetings, and plenary meetings to make decisions on sports, and each sport can apply for a budget to develop athletes, which KONI will then allocate.

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