



## **Football Sports Development Management Of Ps Matra Team, Pasangkayu Regency, West Sulawesi Province**

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### **ABSTRACT**

This study aims to analyze the management of football coaching at the PS Matra Team in Pasangkayu Regency, West Sulawesi Province, based on the POAC (Planning, Organizing, Actuating, and Controlling) management functions. The study used a qualitative descriptive approach with data collection techniques through interviews, observation, and documentation. Research informants consisted of team administrators, coaches, players, and officials selected using a purposive sampling technique. Data analysis used the interactive model of Miles, Huberman, and Saldana, which includes data condensation, data presentation, and conclusion drawing. The results of the study indicate that the planning aspect has been carried out through the preparation of training programs and competition targets, although still constrained by budget constraints. The organizational aspect has been running with a clear organizational structure, but internal coordination is not optimal. The implementation of coaching shows routine training activities and fairly effective local player development. Supervision is carried out through routine evaluations, but the evaluation documentation system is not yet systematically organized. Supporting factors for coaching include community support, player motivation, coach experience, and local government support. The main inhibiting factors include limited funds, lack of sponsors, inadequate facilities, and suboptimal player regeneration. The research conclusion confirms that the management of PS Matra development has been running quite well, but requires strengthening of the organizational system, financing, and development of early childhood development to improve sustainable achievements.

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- A. Conception and design of the study;
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## **INTRODUCTION**

Sport plays a strategic role in human resource development because it contributes to improving health, character building, strengthening discipline, and achieving success. The role of sport is no longer limited to physical activity alone, but has evolved into a social, psychological, and economic instrument that influences regional and national development. Systematically designed sports development can comprehensively improve athletes' quality, encompassing physical, technical, tactical, and mental aspects. Research in Sport



Management indicates that a structured development system is a crucial foundation for building sustainable sporting achievements (Purnomo et al., 2023). International studies also confirm that athlete development is influenced not only by technical training but also by the social and cultural environment of sport that supports the athlete's development process (Sport Psychology; Vaughan et al., 2021).

Football is the most popular sport in Indonesia and is an integral part of the community's sporting culture. High community participation in football is evident in the development of football schools, academies, and regional clubs that serve as training bases for young athletes. A sound football development system is a key indicator of a club's success in producing quality players. Research by Prabowo et al. (2022) shows that the quality of football development is significantly influenced by organizational management, coaching competence, training facilities, and financial support. Research by Wijaya (2021) demonstrates that early childhood development in football is a fundamental factor in maintaining the sustainability of team performance in the future. This confirms that football development is inseparable from the quality of the organizational management system that supports it.

Sports management is a key element in successful football development. The concept of management through the POAC (Planning, Organizing, Actuating, and Controlling) functions is a widely used approach in managing sports organizations. Good planning will determine the direction of development, effective organization will clarify task distribution, consistent implementation will strengthen the development process, and systematic supervision will improve the quality of program evaluation. Research by Rahmayanto et al. (2022) shows that implementing effective management functions can improve team organizational stability and the quality of athlete development. The findings of Lengvani et al. (2022) reinforce that football clubs that optimally implement management functions tend to have more stable performance than clubs with less structured organizational systems.

Regional football development still faces various challenges, particularly related to funding, training facilities, player regeneration, and sponsorship support. These issues are major obstacles to maintaining stable club performance. Research by Paturusi et al. (2025) found that the main obstacles to regional football development lie in operational costs and limited training facilities. Research by Erdilanita et al. (2025) shows that weak financial support and a lack of long-term planning can hinder the effectiveness of athlete development. This situation suggests that the success of football development is highly dependent on organizational stability and the sustainability of the club's support system.

Pasangkayu Regency, as one of the regions in West Sulawesi Province, has a fairly active football development. The presence of PS Matra Pasangkayu is an important symbol of regional football development and serves as a platform for developing young local players. Founded in 2004, the club has demonstrated its presence in various regional and national competitions. PS Matra's achievements are evident in its success in winning the West Sulawesi Zone League 3 Championship in 2017 and again winning the West Sulawesi Zone League 4 Championship in 2024. These achievements demonstrate the club's strong coaching foundation and significant potential for developing talented players.

PS Matra's glory days demonstrated a stable coaching system supported by local government support, local sponsors, and community enthusiasm. Structured training programs, regular competition participation, and youth development were crucial indicators for maintaining team performance. Relvas et al. (2019) explained that the stability of a football club organization is significantly influenced by the continuity of youth development, a clear organizational structure, and adequate financial support. Vaughan et al. (2021) added that a sustainable coaching system can shape playing character and improve athletes' competitive performance. The changing organizational conditions of PS Matra in recent years have presented quite complex challenges. The decline in sponsorship support since 2019 has impacted the club's operational budget. This situation impacts training programs, facility maintenance, and the player regeneration process. Paturusi et al. (2025) explain that limited funding is a dominant factor contributing to the decline in the quality of regional football coaching. Suboptimal player regeneration is also a problem that can disrupt the team's continued performance.

PS Matra's success in the 2024 West Sulawesi League 4 Zone competition is an interesting phenomenon, demonstrating the team's resurgence despite limited resources. The dominance of young local players in the competition demonstrates that the development system is still functioning and has potential for further development. This situation raises questions about how the development management system is implemented, the factors contributing to success, and the main obstacles faced in team development. Research on the management of football coaching at the PS Matra Team in Pasangkayu Regency is crucial because it can provide an empirical overview of the implementation of the POAC management function within regional club organizations. Analysis of the planning, organization, implementation, and supervision aspects is expected to identify supporting and inhibiting factors for coaching. The results of this study are expected to serve as evaluation material for club administrators, local governments, coaches, and sports stakeholders in order to continuously improve the quality of football coaching.

## **METHODS**

This study employed a qualitative descriptive approach. This approach was used to obtain an in-depth overview of the management of football coaching at the PS Matra Team in Pasangkayu Regency, West Sulawesi Province, through the implementation of management functions including planning, organizing, implementing, and controlling. A qualitative approach was chosen because it can explain the phenomenon of sports organizations more contextually, based on the experiences and perspectives of the research subjects. Research on football coaching shows that a qualitative approach is effective for analyzing coaching systems, organizational patterns, and supporting and inhibiting factors in improving team performance (Rahmayanto, 2022).

The research was conducted in Pasangkayu Regency, West Sulawesi Province, focusing on the coaching activities of the PS Matra Pasangkayu Team. The location was

selected based on the consideration that PS Matra is a regional football club with a history of impressive achievements at the regional level, including success in the West Sulawesi League 3 and League 4 competitions. The research subjects were determined using a purposive sampling technique, selecting informants based on consideration of direct involvement in the coaching process. The research informants consisted of two team administrators, one head coach, four active players, and one team official. The purposive sampling technique in sports coaching research is considered appropriate because it can produce more in-depth data from parties who truly understand the coaching process (Alviandha, 2022).

The data collection techniques used in this study were interviews, observation, and documentation. Semi-structured interviews were conducted with administrators, coaches, players, and team officials to obtain data on the training program planning system, organizational structure, coaching implementation, and program evaluation. Direct observations were made during training and team activities to assess the actual implementation of the coaching program. Documentation was used to supplement the research data, including club organizational structure, training schedules, match archives, and team performance data. The combination of these three techniques is crucial in sports coaching research because it can increase data accuracy through triangulation (Pratama, 2022).

The data analysis in this study used an interactive model developed by Miles, Huberman, and Saldaña, which consists of three stages: data condensation, data presentation, and conclusion drawing/verification. Data condensation was carried out by simplifying the results of interviews, observations, and documentation according to the research focus. Data presentation was carried out in descriptive narrative form to facilitate understanding of the relationship patterns between data. The final stage, drawing conclusions, was carried out gradually and continuously verified through triangulation of sources and techniques to ensure the research results have a good level of validity. This analytical model has been widely used in sports coaching management research because it is able to describe organizational processes systematically and comprehensively (Syahroni et al., 2020).

## **RESULTS AND DISCUSSION**

### **Result**

This study yielded findings regarding the management of football coaching at the PS Matra Team in Pasangkayu Regency based on four management functions: planning, organizing, implementing, and controlling. Data were obtained through in-depth interviews, field observations, and documentation of administrators, coaches, players, and team officials. The results indicate that the coaching system implemented by PS Matra has been running within a fairly clear organizational structure, although several obstacles were still identified that impacted coaching effectiveness. These findings align with research by Rahmayanto (2022), which asserts that the success of football

coaching is greatly influenced by the quality of organizational management, the consistency of training programs, and the effectiveness of evaluations.

### **Planning**

Interviews indicate that the coaching planning process at PS Matra is carried out before the start of the competition season. This planning includes developing annual, monthly, and weekly training programs, determining competition targets, establishing operational budget requirements, and mapping player needs. The coach plays a dominant role in developing the training program based on the players' physical, technical, tactical, and mental conditions. The training program is structured in stages to adapt to the team's needs for competition. Observational data shows that the designed training program includes basic technical drills such as passing, dribbling, and shooting, as well as tactical drills. Physical training is also a key component of competition preparation. However, implementation of the plan has not been fully optimized due to limited training facilities and unstable funding. This has impacted training intensity and competition preparation. Documentation shows that PS Matra has a well-structured training schedule, but lacks a systematic, written long-term planning document. The early childhood development program is also not yet running sustainably. This situation indicates that planning remains short-term and oriented towards specific competitions.

### **Organizing**

The research results show that PS Matra's organizational structure has been established with a clear division of duties. The organizational structure consists of an advisor, main commissioner, CEO, technical director, team manager, head coach, and media officer. The division of duties is based on each team's function to support team operations. Interviews revealed that coordination between departments is achieved through internal meetings prior to competitions and post-match evaluations. The team leader is responsible for general policy-making, the team manager manages operational needs, and the coach focuses on the technical aspects of player development. This coordination system is considered quite effective in maintaining organizational stability. Observations indicate a harmonious working relationship between the management, coaches, and players. Internal communication is quite good, especially in competition preparation. Organizational challenges are more prevalent in decision-making, which is sometimes slow due to limited resources and dependence on financial support from certain parties.

### **Implementation**

Coaching at PS Matra is carried out through a player selection process from various sub-districts in Pasangkayu Regency. The results are then refined to form a core squad of 20–25 players. This selection system is crucial in identifying potential local players. The training program is conducted three to four times a week. The training material includes basic technique drills, game tactics, physical conditioning, and mental development. Coaches provide direct motivation to maintain player morale throughout training and competition. Observations showed a high level of player participation in training, although some players were occasionally absent due to personal activities outside of football. Trials with other teams were also conducted as part of evaluating the team's readiness for official

matches. The development program was generally well-implemented, although training intensity was sometimes affected by funding constraints.

### **Supervision**

Coaches and team managers oversee coaching through regular evaluations after training and matches. Evaluations focus on technical development, physical condition, discipline, and players' tactical understanding. The evaluation system is conducted through direct discussions between coaches and players. Interview results indicate that player development is monitored regularly, observing performance during training and matches. Players who show a decline in performance are given additional coaching or special evaluations to help them return to their peak performance. Observations indicate that player discipline oversight is quite good, particularly regarding training attendance and adherence to coaches' instructions. The main obstacle to the monitoring system is the lack of digitally compiled or systematic evaluation documentation, leaving player development largely dependent on the coaches' subjective assessments.

### **PS Matra Team Achievements**

Documentation data shows that PS Matra is a regional football club with consistent achievements in regional competitions. Some notable achievements include the 2017 West Sulawesi Zone League 3 Championship, the 2024 West Sulawesi Zone League 4 Championship, and several titles at district and provincial levels. This achievement demonstrates that PS Matra's coaching system has the capacity to produce competitive performance. The involvement of young local players in the team's success is an indicator that the regional-based coaching system is still effective and has the potential for further development. PS Matra's resurgence in the 2024 competition demonstrates that the quality of coaching hasn't completely declined. Coach experience, player motivation, and community support are crucial factors in the team's recent achievements.

### **Supporting and inhibiting factors**

The research results indicate several supporting factors in PS Matra's development, including local government support, community enthusiasm, player motivation, harmonious internal relationships, and the coach's experience in developing the team. These factors are key strengths in maintaining the sustainability of the development. The main inhibiting factors identified were budget constraints, the lack of a permanent sponsor since 2019, inadequate training facilities, and a suboptimal player regeneration system. These obstacles directly impact the quality of team preparation and the continuity of the development program. Research findings indicate that the success of football development at PS Matra is heavily influenced by the organization's ability to manage available resources. Stable financial support, adequate facilities, and a sustainable youth development system are key requirements for improving the quality of development and future team performance.

### **Discussion**

Implementation of Management Functions in the Development of the PS Matra Pasangkayu Team. The results of the study indicate that the football development

management at the PS Matra Pasangkayu Team has implemented basic management functions, including planning, organizing, implementing, and supervising. The implementation of these functions is the main foundation for maintaining the sustainability of athlete development and team achievement. A structured management system within a sports organization has a direct relationship with the effectiveness of development and the competitive success of a club. Research shows that football organizations that consistently implement management functions have better development stability than organizations operating without a clear management system (Lengmani et al., 2022).

The planning aspect of the PS Matra team is evident in the gradual development of training programs before the competitive season. The training program is structured into weekly, monthly, and annual agendas, focusing on improving the players' physical, technical, tactical, and mental condition. A sound planning system is the primary foundation for athlete development because it provides clear direction toward competition targets. Research at a soccer school in Semarang shows that the quality of training planning significantly influences the effectiveness of youth athlete development and improves team performance (Prabowo et al., 2022).

Research findings show that planning at PS Matra continues to face challenges in funding and training facilities. The lack of permanent sponsorship since 2019 has impacted the implementation of training programs, which have not yet fully met targets. Financial constraints within regional football organizations are often a major factor affecting the sustainability of athlete development. Semi-professional football clubs require a stable funding system for effective and sustainable development (Coskun et al., 2021).

The organizational aspect shows that PS Matra has a fairly clear organizational structure, starting with advisors, main commissioners, CEO, technical director, team manager, and head coach. This division of tasks provides clarity of function within the club's operations. A clear organizational structure within a football club is crucial for creating work effectiveness and expediting decision-making. Sports organizations with a structured division of roles tend to have more stable and professional coaching systems (Gregson et al., 2022). Coordination between divisions within PS Matra takes place through internal meetings prior to competitions and post-match evaluations. The working relationship between management, coaches, and players is quite harmonious, allowing for a more conducive coaching process. Effective internal communication within a sports organization impacts the quality of coaching program implementation and the achievement of organizational goals. Football clubs with good organizational communication are able to maintain stable team performance more consistently (Wang & Chen, 2022).

The implementation aspect of PS Matra's coaching is evident through routine training sessions three to four times a week, player selection, trial matches, and athlete performance evaluations. The coach plays a central role in mobilizing all team resources to achieve coaching goals. Coach leadership during the training process is a crucial factor in improving player motivation, discipline, and performance quality. International research shows that the quality of coaching significantly impacts the development of soccer athletes' skills and performance (Vaughan et al., 2021).

PS Matra's local-based player development is a key strength in maintaining the club's identity and sustaining player regeneration. The district-level player selection system provides space for young regional talent to develop. The local community-based development model is considered effective in building a foundation for long-term achievement due to the strong emotional connection to the club and region of origin. Locally-based athlete development also strengthens the sustainability of the development system within the football organization (Vaughan et al., 2021).

The monitoring and control aspect of PS Matra is carried out through regular evaluations after training and matches. This evaluation system focuses on the development of players' technique, physique, discipline, and tactical understanding. Regular evaluations are crucial for maintaining the quality of coaching because they provide feedback on program implementation. An effective controlling system allows the organization to quickly address weaknesses identified during the coaching process (Lengmani et al., 2022).

The main obstacle to oversight at PS Matra lies in the lack of an adequate digital documentation system to systematically record player development. Evaluations still rely heavily on direct coach observations and internal team reports. The development of modern sports organizations demonstrates that digitizing athlete data is a crucial requirement for improving the effectiveness of performance monitoring and coaching evaluation. The use of a structured data system can improve the accuracy of decision-making in athlete development (Gregson et al., 2022). PS Matra's achievements in the 2024 West Sulawesi League 4 Zone demonstrate that the coaching system remains effective in producing competitive performance despite facing limitations. This success demonstrates that player motivation, coaching experience, and community support are key factors in strengthening team competitiveness. Social factors within sports organizations strongly influence coaching success, particularly at semi-professional clubs that still rely on community support and local player loyalty (Prabowo et al., 2022).

Overall, the management of the PS Matra Pasangkayu team has been quite successful, but still requires strengthening in aspects such as funding, facilities, the player regeneration system, and digitalization of coaching evaluations. Strengthening the four management functions in a more professional manner is a key requirement for PS Matra to maintain its performance and increase its competitiveness in higher-level competitions. The long-term success of a football organization depends heavily on consistent implementation of management functions and adequate resource support (Coskun et al., 2021).

## **CONCLUSION**

Based on the research results, it can be concluded that the management of football coaching at the PS Matra Team in Pasangkayu Regency has implemented four management functions: planning, organizing, implementing, and supervising. In terms of planning, the training program has been systematically and purposefully developed, but it is still short-term and not supported by sustainable early childhood development planning. In terms of organization, the organizational structure has been functioning

quite well, with a clear division of tasks and internal coordination that supports team stability. In terms of implementation, the local player selection process and regular training programs demonstrate that coaching is ongoing and maintains the team's competitive quality, as evidenced by achievements in regional competitions. Meanwhile, oversight has been implemented through regular evaluations of player development, although this is not yet supported by a systematic, digital documentation system. In general, the success of PS Matra's development is supported by the experience of the coach, player motivation, community support, and local government involvement. However, the effectiveness of the development is still hampered by budget constraints, inadequate training facilities, the lack of permanent sponsors, and a suboptimal player regeneration system. Therefore, strengthening funding, developing early childhood development, improving facilities, and digitizing evaluations are strategic steps to improve the quality of development and the sustainability of the PS Matra team's future achievements.

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