



Diamond Tomoli Football Club Development Management Strategy In Improving Local Achievement And Participation

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ABSTRACT

Sports organizations play an important role in developing athlete achievement and strengthening community participation, particularly in grassroots football clubs. Effective management strategies are needed to ensure sustainable athlete development, organizational stability, and community involvement in local sports activities. This study aimed to analyze the management strategy of the Diamond Tomoli Football Club in improving team achievement and increasing local community participation. This research employed a descriptive qualitative approach conducted in Tomoli Village, Toribulu District, Parigi Moutong Regency. The research informants consisted of one club manager, one coach, twenty players, and five community members. Data were collected through observation, interviews, questionnaires, and documentation. Data analysis used the Miles and Huberman interactive model, including data reduction, data presentation, and conclusion drawing. The findings revealed that the club's management strategy had been implemented relatively well through structured training program planning, clear division of duties between managers and coaches, and routine training implementation. Performance improvement efforts were carried out through personal coaching approaches, motivational support, training targets, and periodic player evaluations. Community participation was categorized as relatively good, demonstrated through parental support, community involvement in tournaments, and increasing interest among young people to join the club. However, weaknesses were still identified in systematic training evaluation, improvement of players' physical condition, and athlete regeneration programs. Therefore, strengthening organizational evaluation systems and expanding collaborative community involvement are necessary to support sustainable football club development.

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- A. Conception and design of the study;
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INTRODUCTION

Sport has become an essential component of human resource development because it contributes not only to physical fitness but also to character formation,



mental health, discipline, and social cohesion within society. Recent studies emphasize that community-based sport participation significantly improves physical well-being, psychological resilience, and social integration within local communities (Eime et al., 2021). In the Indonesian context, sport is also positioned as an important instrument for national development because it supports healthy lifestyles, strengthens social interaction, and fosters youth empowerment (Rohman & Kusuma, 2023). Therefore, sport development should not merely focus on competitive achievement but also on strengthening community participation and sustainable organizational management.

Among various sports, football remains the most popular and socially influential sport globally. Football is not only a competitive activity but also a cultural phenomenon capable of strengthening regional identity and social solidarity. The rapid growth of modern football has transformed the sport into a professional industry that requires systematic organizational governance, strategic planning, and sustainable management systems (Coskun et al., 2021). In Indonesia, football contributes significantly to youth character building, talent development, and regional sporting achievements (Suryadi et al., 2022). Consequently, football clubs, particularly at the grassroots level, are required to adopt professional management approaches to remain competitive and sustainable.

Management strategy in sports organizations is a crucial factor influencing organizational success and long-term sustainability. Sports management involves planning, organizing, directing, coordinating, and evaluating all organizational resources to achieve predetermined objectives effectively and efficiently. Research by De Clerck et al. (2024) revealed that the professionalization of sports organizations positively affects organizational effectiveness, financial sustainability, and athlete performance development. Similarly, Nugroho and Setiawan (2024) explained that clubs with structured management systems demonstrate greater organizational resilience, better athlete development programs, and stronger competitive performance than clubs operating with conventional management patterns. This indicates that management quality is directly related to the sustainability and competitiveness of local football clubs.

Football achievement itself cannot be separated from a systematic and continuous athlete development process. Sporting achievement is influenced not only by player talent but also by training quality, organizational support, infrastructure availability, competition exposure, and managerial effectiveness. Previous studies have demonstrated that structured athlete development programs significantly improve players' technical, tactical, physical, and psychological capacities (Prabowo et al., 2022). Additionally, school-based and community-based football development systems have shown positive impacts on youth performance achievement and athlete regeneration processes (Jihad & Annas, 2021). Therefore, football clubs require long-term strategic planning to ensure sustainable achievement development.

In addition to sporting achievement, the sustainability of football clubs is highly dependent on community participation. Community-based football clubs generally maintain strong relationships with local communities because society functions as a source of moral support, social legitimacy, financial assistance, and player regeneration.

Garcia et al. (2025) found that local football clubs contribute significantly to strengthening community identity and increasing regional pride. Furthermore, Ramadhan and Putri (2024) emphasized that community participation is a determining factor in maintaining the continuity of local sports organizations in Indonesia. Without active community involvement, local clubs often experience organizational instability and limited development opportunities.

Community participation in football club development may occur through various forms, including attendance at matches, volunteer involvement, infrastructure support, financial contributions, and youth engagement in club activities. Parnell et al. (2021) argued that community sports clubs play an important role in developing social capital and strengthening positive social behavior among young people. Similarly, Hidayat et al. (2022) reported that local sports organizations significantly contribute to youth character development through structured sports participation programs. Consequently, football clubs should not only focus on athletic achievement but also prioritize social engagement strategies capable of increasing community participation.

The Diamond Tomoli Football Club is one of the local football clubs actively involved in developing football talent among youth in Tomoli Village, Toribulu District, Parigi Moutong Regency. The club plays an important role in promoting sports participation and providing opportunities for young athletes to develop their football potential. However, preliminary observations indicate that the club still faces several management challenges, including limited long-term planning, inadequate training evaluation systems, restricted financial resources, and minimal participation in higher-level competitions. These issues potentially hinder the club's ability to improve competitive achievement and organizational sustainability.

Another important problem concerns the relatively low level of active community participation in supporting club development. Community involvement has generally been limited to moral support and attendance during matches, while direct engagement in organizational activities, financial support, and development planning remains relatively weak. Bauers et al. (2024) explained that sustainable community participation in sports organizations requires emotional attachment, social trust, and shared responsibility between clubs and local communities. Therefore, strengthening social relationships between the club and the community becomes an important challenge for the Diamond Tomoli Football Club in maintaining its existence and improving organizational sustainability.

Recent developments in sports management research emphasize the importance of strategic governance in community-based football organizations. Modern sports management approaches increasingly prioritize organizational professionalism, participatory leadership, long-term athlete development, and stakeholder collaboration (Winand et al., 2021). Effective sports management is no longer limited to administrative functions but also includes strategic decision-making, resource optimization, innovation, and community engagement.

Several international studies have highlighted the relationship between management quality and sports achievement. Research conducted by Wicker and Breuer (2021) showed that sports clubs with effective governance systems tend to demonstrate better athlete performance, stronger organizational stability, and higher community trust. Likewise, Svensson and Loat (2022) explained that sustainable community sports organizations require collaborative leadership and inclusive management systems to maintain long-term development.

In Indonesia, studies on local football club management have also increased significantly. Research by Rahmat and Kurniawan (2022) revealed that strategic management implementation positively influences athlete achievement and organizational sustainability in regional football academies. Another study by Prasetyo et al. (2023) found that community involvement significantly contributes to maintaining local football club activities and supporting athlete regeneration processes. These findings confirm that football club sustainability depends not only on internal organizational management but also on external social support.

Furthermore, athlete development systems have become an important focus in football management studies. According to Ford et al. (2020), successful football development programs are characterized by structured training systems, qualified coaching staff, competitive exposure, and systematic talent identification processes. Indonesian research by Haryanto et al. (2023) also showed that long-term athlete development programs significantly improve player performance and club competitiveness at the regional level.

Studies regarding community participation in sports organizations have similarly gained scholarly attention. Research by Misener and Doherty (2021) demonstrated that community engagement strengthens organizational legitimacy and improves social sustainability within community sports clubs. Additionally, local participation increases volunteerism, social responsibility, and emotional attachment toward sports organizations (Babiak & Kihl, 2022). Therefore, community-based football clubs must develop inclusive management strategies capable of strengthening social relationships with local communities.

Although previous studies have extensively discussed sports management, athlete development, and community participation, several important gaps remain unresolved. First, most existing studies focus primarily on professional football organizations or urban sports clubs, while research examining management strategies in rural or village-based football clubs remains relatively limited. Local clubs in rural areas possess unique social, economic, and organizational characteristics that differ significantly from professional clubs.

Second, previous studies generally examine sporting achievement and community participation separately. Limited research integrates both aspects simultaneously within the framework of football club management strategy. In fact, sporting achievement and community participation are interconnected variables influencing organizational sustainability and club development.

Third, empirical studies exploring football club management in the context of local Indonesian villages, particularly in Eastern Indonesia, remain scarce. Most national studies focus on urban football academies or school-based sports development programs. Consequently, there is limited understanding regarding how local football clubs in rural communities manage organizational development, athlete achievement, and community participation simultaneously.

Fourth, previous studies have rarely analyzed the specific challenges faced by community-based football clubs related to long-term planning, organizational evaluation, competition participation, and stakeholder involvement. This condition creates a significant need for contextual studies capable of providing practical recommendations for improving the sustainability of local football clubs.

Based on the identified problems and research gaps, this study aims to analyze the development management strategy implemented by the Diamond Tomoli Football Club in improving local football achievement and increasing community participation. Specifically, this study seeks to identify organizational management strategies, athlete development systems, forms of community participation, and challenges faced by the club in maintaining organizational sustainability.

The novelty of this study lies in its integrative approach that simultaneously examines football achievement development and community participation within the context of a rural community-based football club. Unlike previous studies that predominantly focus on professional organizations or urban football academies, this research provides empirical insights into grassroots football management in a village context. In addition, this study offers practical recommendations regarding sustainable football club management strategies that can strengthen athlete achievement, organizational governance, and social participation simultaneously.

In conclusion, this research is expected to contribute theoretically to the development of sports management literature, particularly concerning grassroots football club governance and community-based sports development. Practically, the findings are expected to become a strategic reference for local football clubs, sports stakeholders, and regional governments in improving organizational quality, athlete achievement, and sustainable community participation in football development programs.

METHODS

This study employed a descriptive qualitative research design to explore the management strategy implemented by the Diamond Tomoli Football Club in improving local football achievement and community participation. A qualitative approach was considered appropriate because the study aimed to understand social phenomena deeply through the experiences, perceptions, and interpretations of individuals directly involved in the club's activities. Qualitative research enables researchers to investigate organizational behavior, social interaction, and management practices comprehensively

within natural settings (Creswell, 2013). Recent studies have also emphasized that qualitative approaches are highly relevant for examining community-based sports organizations because they allow researchers to capture contextual realities and social dynamics in depth (Sparkes & Smith, 2021). The descriptive orientation of this study was intended to systematically explain how the club's management strategy influences athlete development and local community engagement within the football development process.

The research was conducted at the Diamond Tomoli Football Club located in Tomoli Village, Toribulu District, Parigi Moutong Regency, Indonesia. The club was selected purposively because it represents an active local football organization that focuses on youth player development and maintains strong interactions with the surrounding community. Community-based football clubs are considered important social institutions because they contribute not only to athlete development but also to social cohesion and youth empowerment within rural communities (Misener & Doherty, 2021). Therefore, the selected location was considered suitable for analyzing management strategies in grassroots football development.

The data used in this research consisted of qualitative data derived from interviews, observations, and documentation related to club management strategies, athlete achievement development, and community participation. Qualitative data are generally presented in the form of narratives, actions, statements, and organizational documents that are interpreted to identify patterns and meanings within social phenomena (Sugiyono, 2017). Previous sports management studies have highlighted that qualitative data provide rich contextual understanding regarding organizational culture, leadership practices, and stakeholder involvement in community sports organizations (Winand et al., 2021).

The sources of data in this study were divided into primary and secondary data. Primary data were obtained directly from informants through interviews and field observations. Primary data are essential in qualitative inquiry because they provide direct insights into participants' experiences and perspectives (Creswell & Poth, 2018). The informants involved in this study consisted of one club manager, one coach, twenty players, and five local community members, resulting in a total of twenty-seven participants. These informants were selected purposively based on their involvement and understanding of the club's management activities and development programs. The inclusion of multiple stakeholder groups was intended to strengthen data credibility and obtain broader perspectives regarding club management and community participation. Studies in sports governance have emphasized the importance of involving multiple organizational stakeholders to generate comprehensive and valid findings (De Clerck et al., 2024).

Secondary data were collected from club archives, training schedules, organizational documents, photographs, match records, and achievement reports. Secondary data functioned as supporting evidence to strengthen the validity of findings obtained from interviews and observations. According to Miles et al. (2014),

documentation is an important complementary source in qualitative research because it enables researchers to verify information and understand organizational history systematically. In sports management research, organizational documents are often used to analyze management structures, strategic planning, and operational activities within sports organizations (Nugroho & Setiawan, 2024).

Data collection techniques in this study included observation, semi-structured interviews, and documentation. Observation was conducted through direct involvement in club activities, including training sessions, organizational meetings, facility utilization, and community participation during football activities. Observation allows researchers to understand actual situations and social interactions naturally within the research setting (Sugiyono, 2017). Previous research has shown that direct observation is highly effective for examining athlete development environments and organizational management practices in community sports clubs (Parnell et al., 2021).

Semi-structured interviews were conducted with managers, coaches, players, and community members to obtain in-depth information regarding management strategies, player development systems, challenges faced by the club, and forms of community participation. Semi-structured interviews provide flexibility for researchers to explore participants' experiences more deeply while maintaining consistency with research objectives (Creswell & Poth, 2018). Documentation techniques were also utilized to support the findings through training photographs, club organizational structures, activity archives, and performance records, thereby improving data completeness and validity.

The data analysis technique used in this study followed the interactive model proposed by Miles et al. (2014), consisting of data reduction, data display, and conclusion drawing. Data reduction was carried out by selecting, simplifying, and categorizing data obtained from interviews, observations, and documentation according to the research focus. Subsequently, the reduced data were presented descriptively in narrative form to facilitate interpretation and understanding. Finally, conclusions were drawn by identifying patterns, relationships, and meanings from the analyzed data. Interactive qualitative analysis has been widely used in sports management research because it enables systematic interpretation of organizational phenomena and social interaction processes within community-based sports organizations (Svensson & Loat, 2022).

RESULTS AND DISCUSSION

Result

This study was conducted at the Diamond Tomoli Football Club located in Tomoli Village, Toribulu District, Parigi Moutong Regency. The research focused on analyzing club management strategies, efforts to improve player achievement, and local community participation in football club development. Data were collected through observations, semi-structured interviews, and documentation involving club managers, coaches, players, and members of the local community. The findings indicate that the

club has implemented a relatively structured management system, although several challenges remain in the areas of evaluation systems, long-term planning, and organizational participation.

Management Strategy of Diamond Tomoli Football Club

The findings revealed that the management strategy implemented by the Diamond Tomoli Football Club includes structured training planning, division of managerial responsibilities, regular coaching activities, and athlete development monitoring. Interviews with club managers indicated that organizational management was designed to ensure that coaching programs were implemented systematically and aligned with club objectives. Coaches explained that training programs focused on improving players' technical skills, tactical understanding, teamwork, and physical fitness.

Field observations showed that the club had a regular weekly training schedule and a clear distribution of responsibilities among management members and coaching staff. Coordination between managers and coaches was observed to function effectively during training sessions and match preparation activities. Documentation data further demonstrated the consistency of player development activities carried out by the club.

However, the findings also revealed several weaknesses, particularly in the evaluation and documentation systems. Training evaluations were still conducted informally and had not been fully supported by systematic performance records. As a result, long-term monitoring of athlete development remained limited.

Table 1.

Management Strategy Implementation at Diamond Tomoli Football Club

Management Aspect	Findings	Category
Training Planning	Regular weekly training schedule implemented consistently	Good
Organizational Structure	Clear division of managerial and coaching responsibilities	Good
Coordination System	Effective communication between managers and coaches	Good
Training Evaluation	Evaluation conducted informally and not fully documented	Moderate
Long-Term Planning	Development planning still limited and unsystematic	Moderate

The findings indicate that the management strategy of the club has functioned relatively well, particularly in planning and implementation aspects. Nevertheless, evaluation mechanisms and long-term strategic planning still require improvement to strengthen organizational sustainability and athlete development effectiveness.

Efforts to Improve Club Achievement

The study found that efforts to improve player achievement were implemented through regular training programs, individual coaching approaches, motivational support, and periodic player evaluations. Coaches explained that personalized approaches were essential to understanding players' characteristics, technical abilities, and psychological conditions. This approach enabled coaches to determine appropriate training methods for each athlete.

Observations during training sessions indicated that players actively participated in various drills, including passing exercises, shooting practice, tactical simulations, and

teamwork activities. Training activities were carried out enthusiastically, and players demonstrated strong motivation throughout the sessions. Coaches also emphasized the importance of setting training targets to encourage player discipline and improve overall performance.

Documentation data showed that the Diamond Tomoli Football Club had participated in several local tournaments and football competitions within the Parigi Moutong area. Although the club had achieved several positive results at the local level, competitive exposure at regional and provincial levels remained limited.

Table 2.
 Efforts to Improve Player Achievement

Achievement Development Aspect	Findings	Category
Regular Training	Conducted consistently every week	Good
Technical Training	Focus on passing, shooting, and tactics	Good
Physical Conditioning	Implemented during training sessions	Good
Individual Coaching Approach	Applied by coaches to motivate players	Good
Competition Participation	Mostly limited to local tournaments	Moderate
Performance Evaluation	Conducted periodically but not systematically documented	Moderate

The results demonstrate that achievement development efforts have produced positive impacts on player motivation and technical improvement. However, improvements are still needed in training variation, systematic evaluation, and participation in higher-level competitions to increase the club's competitiveness.



Graph 1.
 Achievement Development Categories

The graph illustrates that most achievement development indicators fall into the "Good" category, while several aspects related to competition exposure and evaluation systems remain at the "Moderate" level.

Efforts to Increase Local Community Participation

Community participation was identified as an important supporting factor in the development of the Diamond Tomoli Football Club. Interviews with local residents revealed that the club had contributed positively to youth development by providing productive sports activities and reducing negative social behavior among adolescents. Community members also expressed pride in the existence of the football club because it represented the identity of Tomoli Village in local sports competitions.

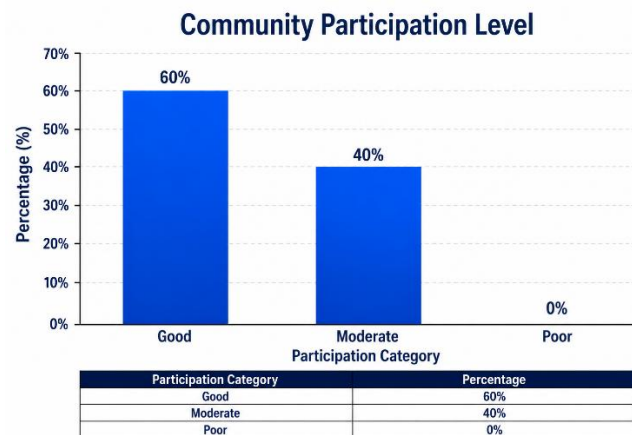
The club management explained that efforts to increase participation were conducted through friendly matches, local tournaments, and direct community involvement during sporting events. Observations indicated that community enthusiasm was particularly visible during match days, where many residents attended and supported the team directly from the sidelines. Community participation was also evident in several club activities, including field preparation and local event organization.

Nevertheless, participation remained largely limited to moral support and spectator attendance. Direct involvement in organizational management, financial support, and long-term development planning was still relatively low.

Table 3.
Forms of Community Participation

Participation Aspect	Findings	Category
Match Attendance	Community actively attends matches	Good
Moral Support	Strong emotional support from residents	Good
Youth Encouragement	Community encourages youth participation	Good
Organizational Involvement	Limited direct involvement in club management	Moderate
Financial and Infrastructure Support	Still relatively limited	Moderate

The findings indicate that community participation in the club’s activities is relatively strong in terms of emotional and moral support. However, broader involvement in organizational development remains limited and requires further strengthening.



Graph 2.
Community Participation Level

The graph shows that community participation is generally categorized as “Good,” particularly regarding social and moral support. However, organizational and financial participation still falls within the “Moderate” category.

Overall, the results demonstrate that the Diamond Tomoli Football Club has implemented relatively effective management strategies in developing local football achievement and strengthening community participation. Nevertheless, improvements are still required in evaluation systems, long-term strategic planning, competition exposure, and collaborative community empowerment programs involving schools, village authorities, and youth organizations.

Discussion

The findings of this study indicate that the management strategy implemented by the Diamond Tomoli Football Club has generally functioned effectively in supporting local football achievement development and increasing community participation. The implementation of planning, organizing, implementation, and evaluation reflects the application of fundamental sports management principles in community-based football organizations. These findings strengthen the argument that management quality is a crucial determinant of organizational sustainability and athlete development within grassroots sports clubs. Ardiyanto et al. (2021) explained that the implementation of structured management functions significantly contributes to organizational effectiveness and coaching success in sports organizations. Similarly, Winand et al. (2021) emphasized that strategic governance in sports organizations positively influences operational stability and athlete performance development. The existence of a regular training schedule and a clear division of managerial responsibilities demonstrates that the club has attempted to implement systematic organizational governance. Effective organizational structures facilitate communication, coordination, and decision-making processes within sports organizations (Farhan et al., 2024). In the context of grassroots football clubs, organizational clarity is particularly important because most community-based clubs operate with limited human and financial resources (Wicker & Breuer, 2022). Therefore, the management strategy adopted by the Diamond Tomoli Football Club reflects an important effort to maintain organizational sustainability through structured operational management.

The findings also reveal that routine training planning has become one of the club's major strengths. Training programs focused on technical skills, tactical understanding, teamwork, and physical conditioning indicate that the club has implemented a holistic coaching approach. Kurniawan et al. (2024) stated that systematic and continuous training programs contribute significantly to athlete development because they improve technical mastery and tactical adaptation simultaneously. In football, long-term training consistency is essential for improving player performance and maintaining competitive readiness (Ford et al., 2020). Therefore, the regularity of training sessions conducted by the club demonstrates a positive commitment to athlete development.

Another important finding concerns the role of coaches in improving player performance. Coaches in the Diamond Tomoli Football Club implemented personal approaches and motivational strategies to understand players' characteristics and individual needs. This finding aligns with previous studies indicating that coaching behavior and interpersonal communication significantly influence athlete motivation, confidence, and performance development (Shabrina et al., 2020). Coaches are not only responsible for technical instruction but also play an important role in building athletes' psychological readiness and discipline (Santos et al., 2021). The implementation of personalized coaching strategies in the club demonstrates the importance of human-centered approaches within community sports organizations.

The positive enthusiasm shown by players during training sessions further indicates that the club environment supports athlete engagement and participation. High training

motivation often emerges when athletes feel emotionally supported by coaches and teammates (Appleton et al., 2020). This finding is important because athlete motivation is strongly associated with training adherence, performance consistency, and long-term participation in sports activities (Ntoumanis et al., 2021). Therefore, the club's management and coaching approach have contributed positively to maintaining players' commitment and participation in football activities.

Despite these positive findings, the study identified weaknesses in the evaluation system implemented by the club. Training evaluations were still conducted informally and lacked systematic documentation of athlete development. This limitation potentially hinders long-term monitoring of player progress and program effectiveness. Prabowo et al. (2022) emphasized that structured evaluation systems are essential in athlete development because they enable coaches and managers to identify strengths, weaknesses, and areas requiring improvement. Similarly, De Bosscher et al. (2021) argued that performance evaluation systems are fundamental components of successful sports development programs because they provide evidence-based guidance for future planning and decision-making.

The lack of structured documentation also affects the club's ability to design long-term strategic development programs. Long-term planning is a critical aspect of sports management because sustainable athlete development requires clear performance targets, systematic progression, and measurable indicators (Svensson & Loat, 2022). Without comprehensive documentation and evaluation systems, grassroots football clubs may experience difficulties in maintaining continuity in coaching programs and identifying athlete potential effectively. Therefore, the club should strengthen its administrative and evaluation mechanisms to support more professional organizational governance.

Another important issue identified in this study concerns competition exposure. Although the Diamond Tomoli Football Club has participated in several local tournaments, opportunities to compete at regional or provincial levels remain limited. Competitive experience is an essential factor in athlete development because it enhances tactical adaptability, confidence, mental resilience, and match readiness (Adolo, 2024). Athletes who regularly participate in competitive environments generally demonstrate better psychological preparedness and decision-making abilities during matches (Mills et al., 2020). Consequently, increasing participation in broader competitions could significantly improve the club's overall performance and player development outcomes.

The study also found that physical conditioning remains one of the major challenges affecting player performance. Football requires high levels of endurance, speed, agility, and muscular strength because players perform continuous high-intensity movements during matches (Utami, 2021). Limited facilities and inadequate physical conditioning programs may reduce players' ability to maintain performance consistency throughout competitions. Research by Ramirez-Campillo et al. (2021) demonstrated that structured physical conditioning programs significantly improve football players' endurance, sprint performance, and injury prevention capacity. Therefore, improving physical conditioning programs should become a strategic priority for the club in enhancing competitive achievement.

In addition to performance development, this study highlights the important role of community participation in sustaining the club's existence. Community support was visible through attendance during matches, moral encouragement, and youth involvement in football activities. These findings support the argument that community-based sports clubs function not only as athletic institutions but also as social organizations that strengthen community cohesion and social identity (Parnell et al., 2021). Community involvement in sports activities contributes positively to social integration, youth empowerment, and the development of collective identity within rural communities (Misener & Doherty, 2021).

The presence of the Diamond Tomoli Football Club has also contributed to positive youth development in Tomoli Village. The club provides opportunities for adolescents to engage in productive activities while reducing the risk of negative social behavior. Garcia et al. (2025) explained that local sports clubs serve as important social platforms for character development, discipline formation, and youth empowerment within communities. Participation in organized sports activities has been associated with improved self-confidence, teamwork skills, and social responsibility among adolescents (Hidayat et al., 2022). Therefore, the club plays a broader social role beyond merely achieving sporting success.

The organization of friendly matches and local tournaments also proved effective in increasing community engagement. Community-based sporting events strengthen emotional attachment between clubs and local residents because they create shared social experiences and collective pride (Bauers et al., 2024). Such activities are particularly important in rural contexts where sports organizations often function as community gathering spaces and social interaction centers (Cuskelly et al., 2021). Thus, the club's strategy of involving the community through sporting events contributes positively to strengthening social relationships and increasing public participation.

However, active community involvement in organizational development remains limited. Most community participation was still concentrated on moral support and spectator attendance rather than direct managerial involvement or financial contribution. Wicker and Breuer (2022) stated that sustainable participation in sports organizations requires collaborative relationships among clubs, communities, educational institutions, and local governments. The limited organizational participation observed in this study indicates that broader stakeholder engagement strategies are still needed.

Collaboration with schools and village authorities could become an effective strategy for increasing sustainable participation. Partnerships between football clubs, educational institutions, and local governments have been shown to improve athlete recruitment, infrastructure development, and community engagement simultaneously (Babiak & Kihl, 2022). Furthermore, school-based football programs can strengthen youth participation and create long-term athlete regeneration pathways within local communities (Jihad & Annas, 2021). Therefore, expanding institutional collaboration could strengthen the sustainability of the Diamond Tomoli Football Club in the future.

Overall, the findings of this study confirm that management strategy, athlete development, and community participation are interconnected factors influencing the

sustainability of grassroots football clubs. Effective management systems, structured training programs, supportive coaching approaches, and active community engagement collectively contribute to organizational stability and local football achievement development. Nevertheless, improvements in evaluation systems, long-term planning, physical conditioning, competition exposure, and stakeholder collaboration remain necessary to strengthen the club's competitiveness and sustainability in the long term.

CONCLUSION

Based on the results of this study, it can be concluded that the management development strategy implemented by the Diamond Tomoli Football Club has generally been carried out effectively through the application of fundamental management functions, including planning, organizing, implementation, and evaluation. The planning aspect is reflected in the existence of structured and routine training programs, while the organizational aspect is demonstrated through a clear division of duties between club managers and coaches. Furthermore, implementation has been consistently realized through regular coaching activities focusing on technical skills, teamwork, tactics, and players' physical development. However, weaknesses were still identified in the evaluation process because training assessments and player development documentation had not yet been conducted systematically and comprehensively.

Efforts to improve club achievement were implemented through regular training, personalized coaching approaches, motivational support, and participation in local competitions. These strategies positively contributed to improving players' technical abilities, teamwork, competitive mentality, and understanding of football strategies. In addition, local community participation was categorized as relatively good, as evidenced by moral support, attendance during matches, and encouragement for younger generations to join the club. Nevertheless, direct community involvement in organizational development and club management remained limited. Therefore, broader collaborative strategies involving the community, schools, and village government are still needed to strengthen sustainable football development and increase community participation in the future.

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