



Governance and Management Performance of Football Clubs in SFA Southwest Aceh, Indonesia

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Abstract

Objectives: This study aimed to examine the management implementation of the SFA Southwest Aceh football club and assess the extent to which club activities align with formal duties and functions, particularly regarding organizational structure, long-term program planning, and sustainability efforts.

Methods: A qualitative descriptive approach was employed. Purposive sampling was used to recruit key informants from the club's core management and athlete representation, including the chairman, coach, secretary, treasurer, and athletes (n = 4 primary informants from the core management). Data were collected through observation, documentation review, and semi-structured interviews. The data were analyzed through thematic descriptive analysis to identify patterns in administrative, financial, and training management, as well as challenges related to organizational structure and long-term strategy.

Results: The findings indicate that SFA Southwest Aceh has implemented key management functions in administration, finance, and training. Administrative routines and financial reporting were functioning, and the training process was organized through systematic planning supported by efficient internal communication. However, the club's organizational structure was not yet ideal, and long-term program planning remained limited. The club's operational sustainability was strongly influenced by sponsorship availability and resource dependency, highlighting constraints in stable funding and strategic partnerships.

Conclusion: Overall, SFA Southwest Aceh demonstrates generally good club management, particularly in administrative, financial, and training domains, despite shortcomings in organizational structure and long-term strategic planning. Strengthening governance structure, developing a clear long-term development roadmap, and establishing sustainable collaborations are essential to overcome operational barriers and support the club's transition toward more professional and sustainable management

Keywords: Football club governance, management performance, organizational

Introduction

Physical exercise contributes positively to quality of life, and sport has grown into an important sector not only for health but also for education, entertainment, and achievement (Musran et al., 2024). Football is one of the most popular sports in Indonesia, including Aceh, and this high interest has encouraged the emergence of local clubs and football schools that focus on early talent development. One of them is the SFA Football School in Southwest Aceh Regency.

Beyond improving regional sport performance, SFA also contributes to youth character building, discipline, and teamwork. However, achieving these goals depends strongly on management quality. Effective management—through planning, organizing, implementation, and supervision—determines the continuity of training programs, resource use, and the direction of club development.

In practice, local football clubs often face recurring challenges, especially limited funding, weak organizational structures, and non-systematic coaching programs. Previous studies report common problems such as inadequate management and facilities, limited funding, and manual athlete data recording that hinders monitoring and evaluation (Bahtiar, 2022; Safitri et al., 2022). In the national context, PSSI has introduced early-age development through the Filanesia curriculum, but implementation at regional level still faces constraints, including limited certified coaches and infrastructure (PSSI, 2021; Orysatvyanto, 2013).

At SFA, coaching has not been implemented systematically, long-term training programs are not clearly documented, and management functions are still concentrated in a limited structure. Therefore, this study aims to examine comprehensively how SFA Southwest Aceh manages the club—covering planning, organizing, implementation, and supervision—and to identify factors that support or hinder sustainable youth football development. The research question is: How is the management of SFA Football Club Southwest Aceh implemented in practice?

Materials and methods

Study Participants

Participants were four core administrators of the SFA Football Club in Southwest Aceh Regency, selected using purposive sampling because they were directly involved in managing club operations and decision-making. The participants consisted of the club chairman, coach, secretary, and treasurer. Inclusion criteria were: (1) holding an official management role in SFA, (2) actively involved in club activities during the study period, and (3) willing to participate and provide information. Participants were informed about the study purpose and provided consent prior to data collection.

Study Organization

This study employed a qualitative descriptive approach. Data were collected through semi-structured interviews, direct observation, and documentation review to obtain a

comprehensive picture of the club's management practices. Interviews focused on key management functions (planning, organizing, implementation, and supervision), including program planning, organizational structure, funding sources, training management, and evaluation/monitoring processes. Observations were conducted during club activities to capture real practices, communication patterns, and operational workflows. Documentation included organizational records, training schedules (if available), financial notes, membership data, and other relevant administrative files. Data were triangulated across methods to strengthen credibility.

Data / “Statistical” Analysis (Qualitative Analysis)

Because this is qualitative research, the analysis used an inductive qualitative analysis rather than numerical statistics. The analysis followed the interactive steps of:

1. Data reduction: transcribing interview data, selecting relevant statements, coding key information, and grouping data according to themes (e.g., administration, finance, training, supervision, constraints).
2. Data display: organizing findings in narrative form and/or thematic matrices to compare information across participants and data sources.
3. Conclusion drawing and verification: interpreting patterns, confirming consistency through triangulation (interview–observation–documentation), and refining conclusions based on recurring evidence.

The qualitative results emphasize meaning and depth of understanding of SFA club management practices rather than statistical generalization.

Results

The findings are presented descriptively based on the study focus on SFA Southwest Aceh club management, covering governance direction, administration and communication, financial management, and coaching implementation.

Club Direction Toward Professionalism

SFA has a clear vision and mission oriented toward developing a regional football team capable of competing at higher levels and promoting the region through football activities. This direction becomes the basis for organizing coaching priorities, competition participation, and partnership efforts.

Administrative Management, Communication, and Conflict Handling

Administrative duties, especially documentation and secretariat work, are generally implemented well. Coordination between management, coaches, and players is carried out through routine meetings at both small and large scales to monitor team conditions and program progress. When internal conflicts occur, the club tends to use a dialogic approach, encouraging clarification and confirmation between involved parties to resolve issues effectively.

Financial Management and Income Efforts

Financial governance is managed in an orderly and transparent way through treasurer records and budget tracking. However, the main source of income is still sponsorship, making the club dependent on external support. To maintain operations, management prioritizes spending for essential needs and seeks additional sponsors or mutually beneficial partnerships to support competition preparation and training activities.

Training and Team Development Management

Training activities are implemented regularly and follow the club's objectives. Coaches apply supportive communication, accept input, and adjust interaction styles according to player age and characteristics. Player development is monitored through periodic tests and evaluations. Team cohesion is strengthened through cooperative drills, internal matches, and field-based simulations, while conflicts between players are typically addressed through individual approaches to reach quick resolutions.

Key Constraints Identified

The main obstacles identified include limited funding, dependence on sponsorship, and relatively low member participation. Despite these constraints, the club continues to run programs by optimizing available resources and maintaining coordination across management, finance, administration, and coaching functions.

Discussion

This study indicates that SFA Southwest Aceh has started moving toward more professional club governance through a clearer vision and mission, routine coaching activities, and efforts to build partnerships. A strong vision helps guide program direction and supports long-term organizational consistency (Hoye et al., 2018).

In the administrative aspect, SFA's documentation and secretariat duties appear to run relatively well. Regular coordination meetings between management, coaches, and players help strengthen communication, reduce misunderstanding, and support teamwork within the club environment—an important feature of modern sport club governance (Hoye et al., 2018).

In financial management, budgeting is managed in an orderly and transparent manner; however, club revenue still relies heavily on sponsorship. This dependence can threaten program continuity if sponsor support decreases, so efforts to diversify income and maintain accountable financial governance are essential for sustainability (Kasale et al., 2019).

Regarding training and team development, the coaching process is relatively organized and aligned with the club's objectives. Coaches emphasize adaptive communication, periodic evaluation, and internal matches to strengthen teamwork and competitive readiness. These practices are consistent with coaching principles that stress communication and psychosocial factors in managing athlete development (Kelly, 2013).

Overall, although SFA still faces challenges such as limited funding and low member participation, the management has implemented key practices in

administration, finance, and coaching. Future competitiveness will depend on consistency in executing planned programs and strengthening sustainable resources and partnerships (Hoye et al., 2018; Kasale et al., 2019).

Discussion

From the above tables (4, 5, 6), it is evident that both the control and experimental groups achieved significant results in all study variables, favoring the post-test. This indicates that the training program developed by the researcher and coach achieved the desired goal of the study. This is attributed to the training loads, the regular training program, and adherence to training times for this age group. This aligns with Fatouh (1992), who stated that "regularity in the training program leads to certain biochemical changes in the body's systems as a manifestation of adaptation to the nature of the activity" (Karima Ahmed Fattouh. 1992). Furthermore, the increase in biochemical indicators is considered a positive indicator of the weightlifters' training status, which positively affected the increase in maximum strength and performance in the clean and jerk. This demonstrates the success of the coach and researcher in developing exercises that target the muscles involved in the performance more extensively, thus increasing the number of active kinetic units.

As "Using exercises whose nature of execution aligns with the general form of performing specialized skills leads to better results in strength gain" (Abu Al-Ala Ahmed Abdel Fattah and Ahmed Nasr El-Din. 1993). Continuity in training is also crucial. Over a period of eight weeks, significant biochemical and physical changes can occur due to practice, repetition, and high training loads. This is because effective weightlifting requires lifting heavy weights to maximize athletic performance. This aligns with statement that "a training program can induce changes and adaptations, especially if it exceeds six weeks" (Abdullah Hussein Al-Lami. 2010).

Table (6) illustrates the differences between the control and experimental groups in the post-test for the study variables. Significant differences were found in all variables, favoring the experimental group, except for the growth hormone (HGH) variable. The researcher attributes this to the significant role of Pro-Split training, which has a strong effect on increasing muscle strength.

This system divides muscle groups according to the days of training, with each muscle being trained on a separate day, focusing on the targeted muscle from all angles and aspects in a scientifically sound manner, taking into account the muscle's anatomical position. Appropriate training intensity, volume, and rest periods are also considered. Table (6) shows an increase in testosterone (TEST) levels because of Pro-Split training. This system stimulates muscle fibers by focusing on one muscle group from different angles each day, which in turn activates the glands responsible for producing testosterone.

This positively increases muscle strength and enhances the weightlifter's masculine characteristics. It was also found that the intensity of the training significantly affects the hormonal response, with high-intensity training having a strong effect on the hormone. Testosterone (B. H. Opaszowski and K. Busko. 2003)

As for growth hormone (HGH), there was a slight improvement in favor of the experimental group, but it did not reach statistical significance, so the differences between the two groups (control and experimental) were not significant. However, the CPK enzyme, which is responsible for energy production according to the phosphagen system that requires the release of a large amount of energy during muscle contractions, increases the concentration of the CPK enzyme.

This occurred more than in the experimental group and this is consistent with, who confirmed that the percentage of CPK in the blood increases by (3-4) times the normal level in athletes during physical exertion (Adirix H. G. Nutthen. 1988). Meanwhile, the variables of strength and performance in the clean and jerk improved significantly in favor of the experimental group in the post-test. The researcher attributes this to the fact that training the muscle from all angles and directions and focusing on it during the training session according to the Pro-Split system greatly increased strength production. This increase in strength gave the experimental group an advantage in lifting heavy weights and achieving performance in the clean and jerk compared to the control group.

The degree of coordination between the muscles involved in the exercise (kinetic, antagonist, and stabilizer) plays a significant role in producing muscle strength. Muscle strength increases when the degree of coordination and synergy between muscle movements increases (Saad Nafie Ali Al-Dulaimi et al. 2024).

Conclusions

SFA Football Club Southwest Aceh has implemented club management in key areas—administration, finance, and coaching—indicating that organizational operations are running and supporting the club’s vision to develop competitive regional players.

Administrative management and internal communication are relatively effective, supported by routine coordination and a dialogic approach to resolving conflict, which helps maintain teamwork and program continuity.

Financial governance is conducted in an orderly and transparent manner, but the club remains highly dependent on sponsorship as its main income source. This dependence becomes the primary weakness for long-term sustainability, highlighting the need to diversify funding and strengthen long-term partnerships.

Coaching and training activities are carried out regularly and aligned with club objectives, including periodic evaluation, internal matches, and teamwork-focused drills. However, the coaching system is not yet fully systematic and long-term planning remains limited.

Overall, SFA management can be categorized as “good but not yet optimal.” Strengthening the organizational structure, developing long-term training programs, improving data-based monitoring, increasing member involvement, and expanding sustainable collaboration are necessary steps to support a more professional and sustainable club.

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