



Football Management and Athletic Performance at PSDS Deli Serdang (2024–2026)

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Abstract

Objectives: To examine football management practices at PSDS Deli Serdang during 2024–2026 by exploring the perspectives and experiences of administrators, coaches, and players.

Materials and Methods: This descriptive qualitative study collected data through observations, interviews, and document review. Administrators, coaches, and players were purposively selected as participants, while official PSDS documents provided supporting evidence. The analysis examined four management functions: planning, organizing, actuating, and controlling (POAC).

Results: The findings indicated that PSDS applied the four POAC functions in its football development activities. Planning included performance targets, training programs, player recruitment, budgeting, and training facilities. Training programs were structured progressively according to players' development and preparation for competition. Organizing involved a defined management structure and clear allocation of responsibilities.

Conclusions: Football management at PSDS Deli Serdang reflected the POAC framework, with the reported findings providing greater detail on planning and organizing. These practices provided a structured basis for player development and competition preparation.

Keywords: Football Management; Player Development; Planning; POAC; Qualitative Research.

Introduction

Achievement oriented sports are activities that integrate sports science and technology to improve athletes' abilities and enable them to achieve optimal performance at the regional, national, and international levels.

The high popularity of football in Deli Serdang Regency is also supported by the large number of school age residents distributed across various districts. Based on educational data, Deli Serdang Regency has more than 1,900 educational institutions, ranging from primary to secondary education. This condition indicates the availability of a large young human resource base, which serves as an important foundation for developing football through football schools (SSB).

The Deli Serdang Football Association (PSDS), as a football organization in the region, plays an important role in managing athlete development and achievement. Historically, PSDS has demonstrated several notable achievements at the youth level.

PSDS has reaffirmed its presence through its achievement of reaching the national quarterfinals of the 2024 Soeratin Cup U13 and U17 categories, as well as winning the provincial level Soeratin Cup U15 title and securing third place nationally in 2025.



Table 1. PSDS Deli Serdang Performance Data

No	Year 2024	Year 2025
1.	Soeratin Cup U 13 Quarter finals	1st Place, Provincial level Soeratin Cup U 15
2.	National level Soeratin Cup U 17 quarter finals	3rd Place, National level Soeratin Cup U 15

Based on information obtained by the researcher from ASPROV PSSI North Sumatra, the Soeratin Cup competition is a crucial event for assessing player ability and development at the regional, provincial, and national levels; it is held annually, running from July to September.

Consequently, the researcher gathered information from PSDS management indicating that the club is currently preparing its team selecting the head coach, assistant coach, and administrative staff while also conducting the player selection process for the Soeratin Cup, in accordance with the schedule established by ASPROV PSSI North Sumatra.

Materials and Methods

Study Design

The research design employed is descriptive qualitative, utilizing a field study approach. This design aims to systematically describe organizational management conditions based on empirical phenomena observed in the field.

Study Participants

The population of this study consisted of all parties involved in football development at the Deli Serdang Football Association (PSDS), including coaches, players, and administrators. The sample was selected purposively based on their involvement and relevance to achievement oriented football management, consisting of PSDS coaches, players, and administrators. The research location was the Deli Serdang Football Association (PSDS), Deli Serdang Regency, North Sumatra, focusing on football development management during the 2024–2026 period.

Study Organization

The research instruments used in this study include semi structured interview guides, structured observation sheets, documentation sheets, and open ended questionnaires.

Statistical Analysis

Data analysis is a systematic process of organizing and interpreting data obtained from interviews, observations, and documents to enhance researchers' understanding of the topic. This study employed the interactive data analysis model of Miles, Huberman, and Saldaña, consisting of three stages: data reduction, data display, and conclusion drawing and verification.

Results

Based on the results of the research conducted through interviews, observations, documentation, and open ended questionnaires as supporting instruments involving the coaches, management, and players of PSDS Deli Serdang, it was found that PSDS management has implemented the POAC management functions, consisting of planning, organizing, actuating, and controlling, in the process of developing football performance.

1. Research Results on the Planning Aspect

Based on interviews and observations, the Head Coach stated, I develop the training program based on the performance targets agreed upon with the management. The training program is designed progressively, starting with physical conditioning, followed by technical improvement, tactical refinement, and match preparation. The program is also adjusted to the players' development.

Based on interviews and observations, the Goalkeeper Coach stated, I develop a specialized training program for goalkeepers that is adjusted to the team's training



program. The training includes basic techniques, reflexes, positioning, communication with defenders, ball distribution, and decision making during matches.

Based on interviews, the Management stated that the needs for players, coaches, and training facilities are determined through coordination between the management and coaching staff based on team needs, performance targets, and the established training program. Based on interviews and observations, the Players provided information regarding the implementation of the training program.

Table 2. PSDS Deli Serdang Training Program

Day	Sunday 1	Sunday 2	Sunday 3	Sunday 4
Monday	Rondo 5vs2	High tempo rondo 6vs3	Compact defense organization	Lightweight Rondo
	Passing triangle suport	Build up vs pressing 7vs5	Shifting	Quick passing
	Posessions 6vs6 +2 joker	Ssg 6vs6 zona		Simple set piece
Wednesd ay	Reaction sprint+ ball	Dribling sprint shoot	Overload side	Shape team
	Pressing trigger exercise	Counter atack wave	Switching play	Pressing trigger
	Transition game 5vs5+5	8vs8 high pressing	Wing play	Simulasi kick off
Friday	Combination play (wall pas,overlap,cross, finish)	Crossing patern	Friendly match	Possesion ringan
	Finishing dari berbagai sudut	Set piece basic		Finishing team
	Attacking situation game 6 vs 6	Internal game		Team motivation

2. Research Results on the Organizing Aspect

Based on interviews and observations, the Head Coach stated, I divide the responsibilities among the coaching staff according to their respective areas of expertise. The goalkeeper coach is responsible for the goalkeepers, while I focus more on the team's tactics and playing strategies. This division of responsibilities makes the training process more effective. Based on interviews and observations, the Goalkeeper Coach stated, I always coordinate with the Head Coach to ensure that goalkeeper training is aligned with the team's strategic needs.

Based on interviews and observations, the Management stated, Each management member has responsibilities according to their respective areas. Some handle administration, finance, equipment, relations with the Indonesian Football Association (PSSI), and team needs during competitions. This division of responsibilities facilitates coordination so that each task has a designated person in charge.

Based on interviews and observations, the Players stated, During training, each player has responsibilities according to their respective positions. We are also guided by the coaches according to the team's needs, making the training process more organized.

3. Research Results on the Actuating Aspect

Based on interviews and observations, the Head Coach stated, During training, I ensure that the entire program is implemented according to plan. I also provide instructions to the players to correct technical and tactical errors and continuously motivate them to



remain disciplined and maintain their competitive spirit. Based on interviews and observations, the Goalkeeper Coach stated, During training, I demonstrate the exercises first, and then the players practice them gradually. I continuously provide corrections and motivation so that they become more confident when facing matches.

Based on interviews and observations, the Management stated, The management strives to fulfill all team needs so that the training program runs smoothly. We provide support in the form of training facilities, equipment, transportation, meals, and administrative requirements for players during competitions. Based on interviews and observations, the Players stated, We strive to follow all coaching instructions with discipline. The coaches always provide motivation during training and before matches, which makes us more confident when playing.

4. Research Results on the Controlling Aspect

Based on interviews and observations, the Head Coach stated, After training sessions and matches, I and the coaching staff evaluate the team's performance. We assess the players' physical, technical, tactical, and mental aspects. The evaluation results serve as the basis for developing the subsequent training program.

Based on interviews and observations, the Goalkeeper Coach stated, After each training session, I evaluate the development of each goalkeeper. The evaluation is based on technique, communication, decision making confidence, and errors that occur during training and matches.

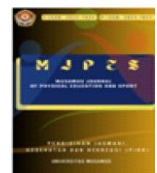
Based on interviews and observations, the Management stated, We routinely conduct evaluations with the coaches regarding team development, player conditions, budget utilization, and achievement of targets. If problems are identified, we immediately seek solutions together so that they do not interfere with the team's preparation. Based on interviews and observations, the Players stated, After training sessions and matches, the coaches always provide direct feedback on our performance. We are informed about the mistakes we made and what needs to be improved in the next training session.

Discussion

This study confirms that football management practices at PSDS Deli Serdang have integrated the four POAC management functions (Planning, Organizing, Actuating, and Controlling) into the sport achievement development process. These findings directly address the research problem by demonstrating that careful planning, structured organization, disciplined implementation, and continuous supervision serve as the main foundations for developing a competitive team.

The findings are consistent with the management theory of George R. Terry (1958), which states that organizational success is determined by the effective implementation of these four management functions. Planning at PSDS is not merely seasonal but also long term oriented through youth development programs leading to the EPA and Liga levels. This corresponds to the ideal indicators of planning, namely the establishment of strategic visions and achievement targets through participatory processes. Organizing is implemented through a clear structure and division of responsibilities among administrators, the head coach, and the goalkeeper coach, supporting smooth team operations, as emphasized by management theory, in which organizing ensures effective resource allocation and coordination. Regular training sessions and the active role of coaches in providing motivation and guidance reflect the actuating function as the primary driving force for achieving targets. Meanwhile, supervision through routine evaluations after training sessions and matches, including the use of WhatsApp groups as a feedback medium, demonstrates that the controlling function is implemented adaptively and continuously.

Compared with previous studies, these findings demonstrate both consistency and differences. Wahyudi, Setiawan, and Muharram (2024), in their study at SSB Triple's in



Kediri Regency, found that suboptimal management resulted in low team performance. In contrast, PSDS Deli Serdang demonstrates more structured management practices that have contributed to national level achievements. This finding reinforces Nugraha and Pratama (2023), who stated that management quality significantly influences the performance of regional football teams, and is consistent with Putra and Nugroho (2023), who found a positive relationship between development management and athlete achievement. However, this study extends previous findings by demonstrating that a historically established football organization such as PSDS requires a holistic management approach that focuses not only on technical aspects but also on program sustainability and supervision involving all stakeholders.

Theoretically, this study contributes to the development of sports management literature in Indonesia by providing a new perspective on the implementation of the POAC functions within a historically established football organization in North Sumatra. The scientific novelty of this study lies in comprehensively mapping PSDS management practices based on the POAC framework and empirically linking them to actual achievement data from 2024–2026, which has not been addressed in previous studies. Practically, the findings can serve as an evaluation basis for PSDS administrators and football stakeholders in North Sumatra to improve management quality, particularly in long term planning and sustainable evaluation systems. The findings also indicate that strengthening coaching competencies, improving facilities and infrastructure, and developing adaptive training programs remain challenges that must be addressed to maintain and consistently improve performance.

Further research is recommended to develop more measurable and football club specific management evaluation instruments and to conduct comparative studies among football clubs in North Sumatra to examine variations in the implementation of achievement oriented management. In addition, in depth research on players' perceptions of club management systems is important to ensure that development policies and practices reflect athletes' needs and aspirations. Thus, future research can strengthen the empirical foundation and broaden the scope of achievement oriented sports management studies in Indonesia.

Conclusions

Based on the research findings, football management practices at PSDS Deli Serdang during 2024–2026 have implemented the POAC management functions, consisting of planning, organizing, actuating, and controlling, in supporting sports achievement development. In terms of planning, PSDS Deli Serdang has established achievement targets, training programs, player recruitment, budgets, and training facilities. The training programs are structured progressively according to the players' development, providing clear direction for the achievement development process.

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Conflict of Interest

The authors declare no conflict of interest.

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