

An Analysis of the Management of the Bireuen Regency, Koni, Indonesia in Enhancing Athletes' Performance in 2026

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Abstract. Sports management is a key factor in supporting athlete development and improving regional sports performance. A sports organisation's success depends not only on athletes' abilities but also on the effectiveness of management functions, including planning, organising, executing, and supervising. Bireuen Regency has shown a significant improvement in athletic performance at the Aceh Sports Week (PORA), rising from 19th place in the 2018 PORA to 6th place in the 2022 PORA. Based on these findings, this study aims to analyse Bireuen Regency KONI's management in enhancing athlete performance in preparation for the 2026 Aceh Jaya PORA. This study employs a qualitative approach with a descriptive design. The research informants consisted of 11 individuals, including the Executive Chair of KONI, the Deputy Secretary, the Head of the Performance Development Division, the Head of the Planning and Budgeting Division, the Head of the Research and Development Division, the Head of the Public Relations Division, and sports branch officials. Data collection was conducted through in-depth interviews, documentation, and source triangulation. Data analysis utilised the Miles, Huberman, and Saldaña model, which includes data condensation, data presentation, and drawing conclusions and verification. The results indicate that KONI management in Bireuen Regency has functioned well through planning, organising, executing, and controlling. Planning is carried out by setting performance targets and prioritising sports disciplines; organising is supported by an organisational structure and coordination across departments; implementation is realised through training centre (TC) programs, athlete development, and performance bonuses; while supervision is conducted through periodic monitoring and evaluation. Improvements in Bireuen Regency's sports performance indicate that implementing management functions has positively contributed to athlete development. However, budget constraints, limited facilities and infrastructure, and a lack of optimal ongoing development and supervision remain challenges that need to be addressed. This study reaffirms that implementing effective sports management is crucial to improving athlete performance and the success of competitive sports development at the local level.

Keywords: Sports management; Bireuen Regency KONI; athlete performance.

INTRODUCTION

Sports are an important tool in human resource development, playing a role in improving health, physical fitness, character, productivity, and the achievements of a region and a nation. Over time, sports have evolved to serve not only as a recrea-

tional activity and a means of maintaining health but also as a strategic tool for enhancing regional competitiveness through athletic achievements. Therefore, developing competitive sports requires a well-planned, focused, and sustainable management system to produce competitive athletes at various levels of competition.

Success in competitive sports is inextricably linked to the quality of management within the governing organisation. Sports organisations are expected to manage human resources, development programs, funding, and facilities and infrastructure effectively and efficiently. According to [1], the quality of sports organisation governance is a key factor in achieving organisational goals and athlete performance. Additionally, authors [2] state that the effectiveness of sports management is greatly influenced by an organisation's ability to conduct strategic planning, coordinate programs, and provide ongoing oversight of the athlete development process.

In Indonesia, the Indonesian National Sports Committee (KONI) plays a strategic role in coordinating, fostering, and developing competitive sports. KONI is responsible for formulating sports development policies, managing programs to enhance athletes' performance, improving coach quality, and evaluating regional sports achievements. Law No. 11 of 2022 on Sports stipulates that competitive sports development must be carried out in a systematic, integrated, tiered, and sustainable manner to achieve optimal performance at the regional, national, and international levels.

Effective sports management is a key factor in successful athlete development. Management functions—including planning, organising, actuating, and controlling—must work in an integrated manner so that development programs can achieve their established goals. Research [3] shows that sports organisations with robust planning and control systems tend to achieve more effective organisational performance compared to those that employ conventional management practices. Meanwhile, research [4] found that the success of sports development is significantly influenced by an organisation's ability to manage resources, foster coordination among stakeholders, and conduct ongoing program evaluations.

Various previous studies have examined sports management from diverse perspectives, such as organisational leadership, human resource management, sports funding, and athlete development. However, most of these studies still focus on only one specific aspect of management. Research that comprehensively analyses the functions of planning, organising, executing, and controlling in competitive sports development at the regency level remains relatively limited. Fur-

thermore, studies on the management strategies of regional KONI branches in preparing for multi-sport events such as the Aceh Sports Week (PORA) are still rarely found in the sports literature. This aligns with [5], which states that research on sports management at the regional organisational level still requires more in-depth exploration because it presents different characteristics and challenges than national-level sports organisations.

Bireuen Regency is one of the regions in Aceh Province with significant sports potential. However, the region's athletic achievements have followed a dynamic trajectory that is worth examining. At the 13th Aceh Sports Week (PORA) in 2018, held in Aceh Besar Regency, Bireuen Regency ranked 19th in the final medal tally. This position indicates that competitive sports development still faces various challenges, including athlete development, organisational management, and support for sports resources. However, at the 14th PORA in 2022, held in Pidie Regency, Bireuen Regency significantly improved its performance by finishing 6th in the final standings. This rise from 19th to 6th place over a single PORA cycle indicates a positive shift in the sports development system implemented. This achievement suggests that certain managerial strategies and policies have been effective in driving a significant improvement in athletes' performance. Ahead of the 2026 Aceh Jaya PORA, the Bireuen Regency KONI faces the challenge of maintaining and even improving upon the achievements it has already made. Increasingly competitive inter-regional competition, the need to improve the quality of athletes and coaches, the effective use of the budget, and the demand for a sustainable development system make management a critical factor in achieving regional sports performance targets.

Based on the above discussion, a research gap remains: few studies comprehensively analyse how KONI management implements the planning, organising, executing, and controlling functions at the regency level, especially in contexts that have experienced significant performance improvement. This study's novelty lies in its comprehensive analysis of KONI Bireuen Regency's management practices for enhancing athletes' performance toward the 2026 Aceh Jaya PORA, using an approach based on the functions of sports organisation management. This study is expected to contribute theoretically to sports management research and serve as a practical

reference for regional sports organisations in designing more effective and sustainable performance development systems.

Given this background, this study aims to analyse the management practices of the Bireuen Regency KONI in enhancing athletes' performance in preparation for the 2026 Aceh Jaya PORA by examining the functions of planning, organising, implementing, and supervising in developing competitive sports.

METHOD

This study employs a qualitative approach with a descriptive research design. The qualitative approach was chosen because the study aims to gain an in-depth understanding of high-performance sports development management carried out by the Indonesian National Sports Committee (KONI) of Bireuen Regency to enhance athletes' performance in preparation for the 2026 Aceh Jaya Aceh Sports Week (PORA). Qualitative research allows researchers to explore experiences, perceptions, and managerial practices within the natural context of a sports organisation [6]. A descriptive approach was used to systematically describe the implementation of planning, organising, executing, and controlling functions in elite sports development.

The study was conducted at the Bireuen Regency KONI office in Aceh Province. The research location was selected through purposive sampling because Bireuen Regency demonstrated significant improvement in athletic performance at the 14th PORA in 2022 and is currently preparing its athletes for the 2026 PORA in Aceh Jaya.

The researchers selected informants using purposive sampling, which involves selecting informants based on specific criteria relevant to the research objectives (Patton, 2015). The research informants consisted of the Executive Chair of the Bireuen Regency KONI, the First Deputy Secretary, the Vice Chair for Performance Development, the Vice Chair for Planning and Budgeting, the Vice Chair for Research and Development (Litbang), the Head of Public Relations (Humas), and five officials from sports branches prioritised for development leading up to the 2026 PORA. The total number of research informants was 11.

Data collection methods included in-depth interviews, documentation, and triangulation of

sources. Semi-structured interviews were used to gather information regarding the processes of planning, organising, implementing, and supervising high-performance sports development. According to [7], in-depth interviews allow researchers to gain a comprehensive understanding of informants' experiences and perspectives regarding the phenomenon under study. Documentation was used to obtain supporting data in the form of work programs, organisational structures, development reports, athlete performance data, and policy documents related to elite sports development in Bireuen Regency.

The primary instrument in this study was the researcher (human instrument), while the interview guide served as a supporting instrument to guide the data collection process. The interview framework was developed based on management theory, which includes the functions of planning, organising, actuating, and controlling, as well as aspects of sports performance development covering the management of athletes and coaches, training programs, funding, facilities and infrastructure, monitoring, evaluation, and performance recognition.

Data analysis was conducted using the interactive model proposed [8], which consists of data condensation, data display, and conclusion drawing and verification. During the data condensation stage, interview results and documentation were transcribed, coded, and grouped according to research themes. The data were then presented as matrices and narratives to facilitate interpretation. The final stage involved concluding the data interpretation process, which was continuously verified throughout the research.

Data validity was ensured through source triangulation, methodological triangulation, and member checking. Source triangulation was conducted by comparing information obtained from various informants, while methodological triangulation was conducted by comparing interview results and documentation. In addition, the researcher conducted member checking with key informants to ensure that the interpretations were consistent with the actual conditions. This strategy is important for enhancing the credibility, reliability, and confirmability of research findings [9].

RESULTS AND DISCUSSION

The research findings indicate that improvements in Bireuen Regency's athletic performance are closely linked to the implementation of management functions by the Bireuen Regency KONI, including planning, organising, actuating, and controlling. Implementing these four management functions has contributed to Bireuen Regency's rise in rankings from 19th place at the 13th PORA in 2018 to 6th place at the 14th PORA in 2022. These findings indicate that athletes' abilities do not solely determine success in competitive sports but are also influenced by the quality of governance within the governing sports organisation.

In terms of planning, the Bireuen Regency KONI has established a clear vision and mission, measurable performance targets, and development programs designed based on the results of previous PORA evaluations. Identifying priority sports based on medal achievements shows that the planning process was strategic and grounded in performance data. This finding is consistent with the research [10], which states that sports organisations with clear strategic planning tend to demonstrate greater organisational effectiveness in achieving performance targets.

In terms of organisation, the Bireuen Regency KONI has established its organisational structure based on respective areas of work and supports it through coordination between the executive board and sports branches. A clear division of tasks and responsibilities enables each division to carry out its functions in accordance with its role in supporting athlete development. This finding supports the research [11], which explains that good organisational governance is a key factor in enhancing the effectiveness of sports organisations and the success of athlete development.

Furthermore, in terms of implementation, the Bireuen Regency KONI has carried out various development programs through training centres (TCs), financial support for development, monitoring of training sessions, and bonuses for high-performing athletes and coaches. These programs play a crucial role in boosting athletes' motivation and improving training quality in each sport discipline. This finding aligns with the research [12], which states that the quality of the athlete development system and organisational support are the primary factors influencing success in elite sports.

Meanwhile, regarding oversight, the Bireuen Regency KONI has established a monitoring and evaluation team tasked with tracking the progress of athletes, coaches, and sports disciplines. The monitoring results are used as the basis for determining follow-up development actions and evaluating budget utilisation. These findings support [1], who state that monitoring and evaluation systems are essential components of sports organisation governance because they help maintain the effectiveness and accountability of development programs.

Nevertheless, this study also identified several challenges still faced in elite sports development. These challenges include budget constraints, the uneven distribution of sports facilities and infrastructure, the reliance of some sports on personal funds from administrators, and the lack of optimal long-term development programs in certain sports. These conditions indicate that the performance improvements achieved still need to be strengthened through a more sustainable development system tailored to each sport's specific needs.

Overall, the research findings indicate that the success of the Bireuen Regency KONI in improving regional athletic performance results from synergy among targeted planning, effective organisation, consistent implementation of development programs, and regular monitoring. These four management functions are interrelated and serve as key factors in supporting improved athletes' performance leading up to the 2026 Aceh Jaya PORA.

CONCLUSIONS

Based on the research findings, it can be concluded that the management of the Bireuen Regency KONI in improving athletes' performance leading up to the 2026 Aceh Jaya PORA has been quite effective through the implementation of planning, organising, executing, and controlling functions. Planning is carried out by setting performance targets, prioritising sports disciplines, and establishing athlete development programs. A clear organisational structure and coordination with sports branch officials have supported organising. Development is carried out through training centres (TCs), training programs, and athlete bonuses, while supervision is conducted through periodic monitoring and evaluation.

Bireuen Regency's improvement in performance—from 19th place at the 2018 PORA to 6th place at the 2022 PORA—shows that implementing these management functions has positively affected the development of competitive

sports. However, budget constraints, limited infrastructure, and a lack of optimal, ongoing coaching and supervision remain challenges that must be addressed to support sustained improvement in athletes' performance.

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