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Analysis of The Cilegon City Government's Reward Policy on Training Implementation

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Abstract

This study aims to analyze the influence of government training policies on the implementation of training in the three phases of an athlete's career, namely junior, elite and post-retirement. The method used is a quantitative approach with data analysis of the level of training implementation associated with policy support at each stage. The sample size in this study was 35 respondents, divided by criteria into three groups: 15 junior athletes, 15 elite athletes, and 5 athletes approaching retirement. The results showed that in the junior and elite career periods, government training policies had a positive and significant influence on training implementation. Support in the form of training facilities, professional coaches, and access to international competitions proved to contribute in shaping athletes' performance and competitiveness. In contrast, during the post-retirement period, training policies did not show a significant influence, given that the focus of former athletes had shifted from training activities to career transition and personal well-being. This finding indicates that training policies should be specifically designed based on the athlete's career phase. The implication of this study is the need to formulate long-term oriented policies, not only to support coaching and achievement, but also to ensure the welfare of athletes after retirement.

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INTRODUCTION

Sport has become an important instrument in national development, as stipulated in the Law on the National Sports System in Indonesia (Ma'mun, 2015). This law places sport as a strategic tool to improve people's welfare, shape character, and strengthen national identity. However, the implementation of sports policy in Indonesia is still dominated by a focus on achievement sports, with relatively minimal attention to educational and recreational sports (Friskawati et al., 2023). This is an imbalance in the holistic development of sport, which should support broader social development and community welfare.

At the regional level in Cilegon City, sports policies and recognition of student athletes are crucial aspects in supporting the development of talented athletes (Song et al., 2024). However, challenges in the athlete development system remain a significant obstacle (Till & Baker, 2020). These challenges stem from gaps in the implementation of sport policy, particularly in supporting athletes' career cycles from the junior, elite and post-retirement levels (Harvey et al., 2020). Previous studies have shown that sport policy in Indonesia tends to be oriented towards achieving elite athlete performance, often neglecting the development of junior athletes who form the basis for future outstanding athletes (Howell et al., 2024). Junior athletes, who are at the stage of talent identification and development, require structured training through educational and community-based channels, but often face limitations due to inadequate facilities and suboptimal training programs (Susanto et al., 2023). In contrast, elite athletes, who are the top priority of national policy, receive intensive support through programs such as the Student Sports Education and Training Center (PPLP) as well as participation in international competitions (Dewinta et al., 2022). Nonetheless, when approaching retirement, athletes often face difficulties such as social security limitations and lack of post-athletic career support, which can affect their overall well-being (Zhang, 2024). Cilegon City's policies aimed at student athletes, the majority of whom are at the junior level, have not been fully integrated into a development system that facilitates transition to the elite level as well as preparation for retirement, hindering athletes' sustainable career development.

The main issue at hand is the extent to which policies are able to support the implementation of performance sports training for student athletes, taking into account specific needs at the junior, elite and retirement stages (Hums et al., 2023). At the junior stage, student athletes require adequate facilities, qualified coaches, and incentives to motivate their talent development; however, the reality on the ground shows limited resources and lack of structured programs (S. T. Ramadhan et al., 2024). When reaching the elite stage, athletes need intensive support such as sports science and technology-based training programs, but budget constraints and coordination between stakeholders are often prohibitive (Qi et al., 2024). In addition, a lack of attention to retiring athletes, such as the provision of social security or post-career skills training, can reduce the long-term impact of sports coaching (Yiapanas, 2025). Suboptimal policies, both in the form of financial incentives and non-material recognition, have the potential to hinder athletes' motivation and performance at every stage of their careers, so an in-depth evaluation is needed to ensure the sustainability of coaching.

The purpose of this study is to analyze the Cilegon City Government's policy regarding the implementation of sports training, identify factors that influence the effectiveness of the policy by considering the junior, elite and retirement stages, and provide recommendations to improve the integrated system of coaching student athletes. This research is expected to make a practical contribution to the development of a more focused and sustainable regional sports policy.

Previous research has examined various aspects of sport policy in Indonesia. The study by M. G. Ramadhan et al (2020) identified imbalances in sports policy implementation in West Java, with a particular emphasis on elite sports. Purnama et al (2023) highlighted the success of the Special Sports Class program in Surakarta City, which was supported by adequate incentives and facilities. In addition, Zafitri (2024) emphasized the importance of a legal framework that supports athletes' welfare through social security and professional recognition. However, research that specifically analyzes policies at the regional level, specifically in Cilegon City, with an approach that considers the career cycle of athletes, is still limited. The novelty of this study lies in its focus on student athlete development policies in Cilegon City, taking into account the needs at the junior, elite and retirement stages, using a questionnaire-based quantitative approach adopted from the Indonesian athlete career model.

The implications of this research are expected to provide input for the Cilegon City Government in formulating more effective and sustainable sports policies. The results of this study

can also serve as a reference for other regions in developing coaching and reward systems that support student athletes at every stage of their careers. By strengthening the integration between educational, community and sports club pathways, and ensuring the availability of post-career facilities, incentives and support, this research has the potential to encourage increased sporting achievements while building the character and well-being of young athletes.

METHODS

This study used a quantitative approach with a cross-sectional survey design to examine athletes' perceptions of government support, coaching practices, and training conditions at three career stages, namely junior, elite, and pre-retirement athletes. The study was conducted in Cilegon City for four weeks, with the study population including athletes active in the regional sports coaching program. The sampling technique used was purposive sampling, with a total of 35 respondents divided by criteria into three groups: 15 junior athletes, 15 elite athletes, and 5 athletes approaching retirement. The research instrument was a structured questionnaire adopted from Stambulova (1994), then adapted to the local context and validated by experts to ensure clarity of content and substantive relevance to the research objectives. Each item was measured using a binary ordinal scale, namely 0 (disagree) and 1 (agree), to facilitate the classification of respondents' perceptions. Data were collected through questionnaire distribution, where prior to completion, all participants signed a consent form that explained the purpose of the study, guaranteed data confidentiality, and emphasized that participation was voluntary.

Data collected was then analyzed using multiple regression methods to examine the relationship between the independent variables (government support, coaching practices, and training conditions) and the dependent variables (athlete motivation and experience) at three different career stages. Multiple regression analysis was chosen because of its ability to estimate the simultaneous effect of multiple independent variables on the dependent variable, taking into account the linear relationship between variables. The stages of analysis included regression assumption tests, such as normality test.(with Kolmogorov-Smirnov), multicollinearity test (with Variance Inflation Factor or VIF value below 10), and heteroscedasticity test (with Breusch Pagan test), to ensure that the model meets the requirements for regression analysis. Multiple regression analysis was conducted using smartpls software to generate regression equations that describe the relationship between variables.

RESULTS AND DISCUSSION

The normality test aims to ensure that the data distribution meets the assumptions of multiple regression analysis. Given that the sample size in this study amounted to 35 respondents, which is below the threshold of 50, the Shapiro-Wilk test was chosen as the most suitable method because of its high sensitivity to deviations from normality in small samples (Ahadi & Zain, 2023). The test results show a Shapiro-Wilk statistical value of 0.982 with 35 degrees of freedom (df) and a significance (Sig.) of 0.831. Since the significance value exceeds 0.05, the distribution of residual data is considered normal, making it eligible to continue multiple regression analysis.

Further assumption test is heteroscedasticity which aims to ensure that the residual variance in the multiple regression model is homogeneous, as one of the requirements for regression analysis. The Breusch-Pagan test was used in this study to test the presence of heteroscedasticity. The test results show a Breusch-Pagan statistical value of 3.244 with a degree of freedom (df) of 3 and a probability value (P-value) of 0.355. Since the P-value is greater than 0.05, there is no evidence of heteroscedasticity in the model. Thus, the assumption of homoscedasticity is met, and the multiple regression model can be considered valid for further analysis.

Multicollinearity test results are carried out to ensure there is no excessive correlation between independent variables in the multiple regression model. Based on the Variance Inflation Factor (VIF) values, junior athletes (1.095), elite athletes (1.219), and post-retirement (1.261) are all below the threshold of 10, indicating the absence of multicollinearity. This multiple regression model meets these assumptions and can be continued.

Test F was conducted to evaluate the overall significance of the multiple regression model. The test results show an F value of 12.002 with regression degrees of freedom (df) of 3 and error of 31, and a P-value of 0.000. Since the P-value is smaller than 0.05, the overall regression model is significant, which means that the independent variables together have a significant influence on the dependent variable.

The R-square test is conducted to measure the proportion of variability in the dependent

variable that can be explained by the independent variables in the multiple regression model. The results of the analysis show that the R-square value for the training implementation variable is 0.537, which means that 53.7% of the variation in training implementation can be explained by the athlete's career (junior, elite, towards retirement), while the rest is influenced by other factors outside the model.

The t-test results were conducted to prove the effect of each independent variable on the dependent variable in the multiple regression model. The test results show that the coefficient value for the intercept is 3.516 with a t-value of 2.463 and a P-value of 0.019, indicating a significant intercept (P-value <0.05). For the junior athlete variable, the coefficient is 0.533 with a t-value of 2.413 and a P-value of 0.022, indicating a significant effect (P-value <0.05), so the hypothesis stating that junior athletes have an effect on the dependent variable is accepted. The elite athlete variable has a coefficient of 1.142 with a t-value of 3.900 and a P-value of 0.000, also significant (P-value <0.05), so the hypothesis of the influence of elite athletes on the dependent variable is accepted. Meanwhile, the post-retirement variable has a coefficient of 0.254 with a t-value of 0.965 and a P-value of 0.342, which shows that it is not significant (P-value > 0.05), so the hypothesis that post-retirement has an effect on the dependent variable is rejected. Thus, only the variables of junior athletes and elite athletes have a significant influence on the dependent variable in this model.

The Junior Athlete Phase Influences Training Policy Implementation

Junior athletic phase has a positive influence on training implementation. In the early stages of their careers, junior athletes require structural support from the government, such as access to adequate training facilities, qualified coaches, and financial incentives. Policies designed to identify and develop talent at this stage enable athletes to build a strong foundation of technical, physical, and mental skills. Without effective intervention, junior athletes are at risk of delayed development or even dropping out of competition due to a lack of motivation and resources. Consistent and targeted training policies at the junior level are key to producing a future generation of competitive athletes.

This finding supports the research by Putro & Winarno (2024), which states that structured training programs and adequate facilities at the junior stage significantly contribute to the development of an athlete's potential. The study shows that a solid early development system tends to produce high-achieving athletes at the international level, reinforcing the argument that investing in the junior stage is a strategic move.

Furthermore, research by Aulia & Asfar (2021) also emphasizes that government support in the form of training, technical guidance, and sports scholarships greatly influences the motivation and sustained participation of young athletes. They found that access to professional coaches and long-term training programs leads to significant improvements in athletes' technical and mental abilities. Lee et al (2022) in South Korea demonstrated that active state involvement in early athlete development through integrated policies such as national training centers and collaborations with sports schools consistently resulted in improved performance in regional and international competitions.

The government needs to strengthen policies that support junior athletes, such as increasing the budget for sports infrastructure and coach training. A new aspect of this finding is the importance of focusing on the foundational stage of an athlete's career, which can be a decisive factor in the sustainability of national sports achievements.

The Elite Athlete Phase Influences Training Policy Implementation.

Research findings demonstrate that the elite phase of an athlete's career has a highly positive impact on training implementation. Elite athletes, who are at the peak of their performance, require intensive support such as advanced training, access to modern sports science, and opportunities to compete in international events. Government policies that are responsive to these needs enable elite athletes to reach and maintain optimal performance levels, while also enhancing the competitiveness of national sports on the global stage. Insufficient support at this stage can lead to a decline in performance or even failure to compete against athletes from other countries with better facilities, making policy a key determinant of elite athlete success.

The study by Liu & Fu (2024) aligns with these findings, showing that government support in the form of training technologies and funding for international competitions correlates with improved performance among elite athletes. Their research reinforces the theory that investment during the peak phase of an athlete's career has a direct impact on a country's sporting reputation. Luo et al (2025) concluded that the development

system for elite athletes in China, as well as their success in the Olympics and world championships, is heavily influenced by government intervention specifically through national training centers, data-driven performance analytics, and personalized training programs. These findings suggest the need to allocate greater resources to elite training programs, including investments in technology and sports science.

This study contributes by emphasizing that elite athletes are national assets who must be prioritized to maintain global competitiveness. However, a limitation of this research is the lack of analysis on the long-term effects of such policies on athletes' careers after their peak performance.

The Post-Retirement Phase of Athletes Influences Training Policy Implementation.

Research findings indicate that the post-retirement phase does not have a significant impact on training policy implementation. During this stage, athletes shift their focus from competitive sports training to career transition and personal well-being. However, there is a lack of adequate government attention to social security provisions for retired athletes. Existing policies are primarily oriented toward training and performance, which are no longer relevant for those who have exited the realm of competitive sports. Retired athletes require concrete support, such as vocational training or financial assistance, to ensure a smooth transition to post-sport life.

The absence of social security measures can exacerbate the challenges faced by retired athletes, including financial difficulties, mental health issues, or feelings of neglect all of which may ultimately undermine the overall effectiveness of sports development programs. Esopenko et al (2020) support this finding, showing that policies for retired athletes are more effective in improving social and psychological well-being than in enhancing athletic performance. Their study challenges the assumption that every stage of an athletic career should be supported by the same training-focused approach, emphasizing the need for distinct strategies for retired athletes. Eggleston et al (2020) also concluded in their research that athletes often struggle during retirement by relying solely on their social support networks, and many are able to come to terms with the end of their professional athletic careers without governmental assistance.

Governments need to develop dedicated policies that include social security measures, such as vocational training or financial support, to ensure the well-being of post-retirement athletes. A new contribution of this research is the emphasis on the importance of career transition, even though it does not contribute directly to sports training. A limitation of the study is the lack of long-term data on the effectiveness of such welfare policies.

CONCLUSION

This study reveals that government training policies have varying impacts at each stage of an athlete's career, highlighting the need for adaptive policy approaches. In the junior phase, training policies are shown to have a positive effect on training implementation, as athletes at this stage heavily rely on structural support such as access to training facilities, qualified coaches, and incentives that foster the development of technical, physical, and mental skills. In the elite phase, training policies also have a significantly positive impact, aligning with the athletes' needs for advanced training, access to modern sports science, and opportunities to compete at the international level all of which are crucial for achieving peak performance. However, in the post-retirement phase, training policies do not show a significant influence on training implementation, as the athletes' focus shifts from competitive training to career transition and personal well-being.

Therefore, the implication of these findings underscores the importance of differentiated training policies tailored to the specific needs of each career stage. The government should allocate resources strategically during the junior and elite phases to support athletic excellence, while also developing post-retirement policies oriented toward the social, economic, and psychological empowerment of former athletes.

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