



The Role of Stakeholder in Multi-Event and Awarding Model in Indonesia

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Abstract

This study aims to analyze the role of stakeholders in the organization of multi-event sports competitions and evaluate the model of rewarding athletes by the central government in Indonesia. Through a qualitative approach with semi-structured interviews, observation, and documentation, this study involved informants from the Indonesian National Olympic Committee and the Ministry of Youth and Sports. The results show that multi-event management is divided into three main stages, namely preparation, execution, and post-event evaluation, with the NOC playing a central role in the coordination and execution of these activities. On the other hand, the rewarding models applied by the government include medal bonuses, appointment as civil servants, and special access to state agencies. This research recommends the development of a more comprehensive and sustainable reward system, including career transition support and post-retirement mentoring. The findings emphasize the importance of collaboration between stakeholders and policy reforms to support the development of national sports.

How to Cite

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INTRODUCTION

Policy sport involves government intervention in organizations and systems in sports, with various objectives like promoting participation, increasing elite performance, and encouraging activity in the economy (Hoye et al., 2022). In Norway, the policy sport is managed by the Ministry of Affairs Culture, which supports organization and facilities for voluntary sports, although there is a challenge to implementation. Because autonomy of local sports clubs (Skille & Säfvenbom, 2011). Iran has seen improvement in government involvement in sport for 30 years, lastly, chasing objective policy domestically and internationally, but faces difficulty in building stable administrative arrangements and relations with sports bodies (Dousti et al., 2013). Policy and development in sports is a complex field, influenced by political, social, and cultural factors, and includes fields like sports schools, social inclusion, health, elite sports, and big events (Bloyce & Smith, 2009). The process of making sports policy is marked by changing priorities and improvements in government intervention.

Competition multi-event sports require careful management throughout stage preparation, implementation, and evaluation (Adi, 2020). These events have a number of objectives, including identifying talents, promoting sports programs, and improving public awareness about importance activity (Haetami et al., 2024). Satisfying stakeholders' interests is an important factor in marketing sports and can be used to promote future events (Adi, 2020). Globalization in sports has caused the emergence of "sportainment," which changed physical activity into profitable entertainment (Sukarmin, 2015).

The role of national sports organizations in Indonesia, such as NOC, plays an important role in multi-event sports competitions. They are stakeholders interested mainly in organizing a big event like the Olympics, working with the same committee organizer locally and with government agencies (Frawley, 2013). NOC is also responsible for answering on anti-doping education, although roles and responsibilities are special; they are in the field. This is still not yet clear, so that potential affects governance and integrity (Exner, 2023). In national multi-event competitions, such as the Indonesian National Games, the management strategy effective project is very important. For success organization (Saputra & Paramitha, 2020). In general, overall, NOC plays an important role in supporting athletes and organizing multi-event competitions at various levels.

Likewise, regarding welfare athletes. A study about Indonesian athletes and coaches from the 30th SEA Games shows that comprehensive system awards, more than just a financial bonus, are very important for ensuring the welfare and term length of athletes and coaches (Novan et al., 2020). The Committee Sport Korean Olympics offers various support programs for careers, including education, counseling, and mentoring, although this possible need for improvement to fulfill the needs of athletes with more good (Lee, 2022). Regardless of the demands of sports at the level above, many ex-athletes who reached the Olympics have higher qualifications, education, and professional positions compared to the general population (Conzelmann & Nagel, 2003). However, the career patterns of individuals vary greatly, highlighting the importance of customized support from the NOC to help athletes in career transition and professional development.

The same thing also applies to the Ministry of Youth and Sports has applied various models and systems for managing central and regional administration. Approach management the strategy introduced in 2009 aims to improve the planning and implementation process (Nurmandi, 2012). However, the challenge still there is in development career athletes, with lack of retirement models in organizations sport area (Nuryadi et al., 2020). To increase public service, the government has developed policy models, including the SPBE model, to assess and improve digital services across the board in ministries and regions (Nurmandi, 2012). Initiatives This reflects ongoing efforts in progress to improve sports governance in Indonesia.

Transitioning from peak performance to the end of time can become a challenge for Olympic athletes because identifying those who are strong with the role of athlete can cause significant stress and tension (Baillie & Danish, 1992). Even though the athletes develop skills in life that can be transferred through a career in sports, many of those who don't accept counseling, adequate pensions, or help with transition (Surujlal & Zyl, 2014). For overcoming matter These are the governing bodies sport must help athletes plan their careers post-workout before they transition to the general public, recognizing potential difficulties associated with transitioning careers in sports (Surujlal & Zyl, 2014). Findings This highlight impact transition career from participation sport to retirement life they

The Indonesian government has implemented policies to support the careers and well-being of athletes, including those in the Consti-

tution System National Sports (Harahap, 2018). With Thus, the implementation of various multi-sports events in Indonesia requires the active involvement of various stakeholders and good government. Involvement This covers the role in planning, funding, and coaching athletes, as well as giving a well-deserved award for athletes' achievements.

Therefore, the author wants to study the role of stakeholders in supporting the implementation of multi-sports events optimally and knowing the giving model awards that have been implemented in Indonesia.

METHODS

This research uses qualitative research method with data collection methods through observation, semistructured interviews, and documentation, with interviews conducted with Indonesian NOC administrators, assistant deputies of sports mainstay, and assistant deputies of the Ministry of Youth and Sports Achievement Development Center regarding the preparation, implementation, evalatation post multi-event and awarding model. The research instrument refers to the Indonesian athlete career model development study (Nuryadi et al., 2020), which is based on career development theory from Stambulova et al., (2009).

Table 1. Interview Instrument

Variabel	Dimension	Sub Indikator
Career Development Stambulova (2009)	Beginnings and then specifications of sports branches	Implementation of preparations for multi-events
		Sports specifications for participating in multi-events
		Preparing logistics and medical supplies before multi-events
	Intensive training in a sport	Implementation of training facilities
		Management of athlete delegations during multi-event competitions
	Transition from amateur status to professional	The implementation of athlete facilities during multi-events
	From the top performance to the end of time	Development of athlete programmes after peak performance
		Development of a reward model

Retirement period	Development of athlete training after retirement
	Development of a reward model to be given after retirement

Data analysis was carried out descriptively and inductively through the process of reduction, presentation, and conclusion drawing to find relevant patterns and relationships in the data using Nvivo12. The sampling technique used was purposive sampling, with the selection of participants who had a level of knowledge and experience in accordance with the research topic, namely seven individuals who had a minimum of five years of experience in sports and involvement in the Olympic program.

RESULTS AND DISCUSSION

Based on results interview with all the informants, in general, there are three form stages of multi-event management. The three form stages of the management in question are 1) preparation, 2) implementation, 3) Post. So that it looks clear, three form stages can be seen in **Figure 1**.

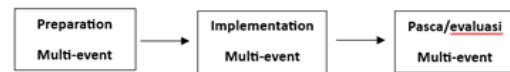


Figure 1. Multi-event management

Management sports highlight three main stages: preparation, implementation, and evaluation(Adi, 2020). Effective multisport management needs thorough planning, organizing, leadership, implementation, and evaluation (Rawe, 2018). The three stages shown in Figure 1 above were delivered by informants in various ways but have their own similar meaning and essence. The author will, to describe results, interview in accordance with the current topic discussed.

Preparation Multi – event

National Olympic Committees (NOC) play an important role in organizing big sports events like the Olympics and work together with other stakeholders' interests to manage large, complex events (Parent, 2013). In a way, overall, successful preparation for demanding multi-event events coordination in various fields, including management, facilities, involvement of stakeholders' interests, and services supporting athletes.

Therefore, for digging and uncovering mat-

ter, researchers do interviews with a number of informants. Information obtained from results of coding interview. Then served verbatim as follows.

Table 2. Citations Interview Multi-Event Preparation

Informant	Quote interview
Secretary General	,... Separate NOC reminds about qualification , helps sports, and also provides recommendations to the Ministry of Youth and Sports.
NOC Relations	,... The sports development commission helps in a number of event selections.
Commission admin	,... NOC supervises preparation of athletes and shapes sports commission for sports review.
Protocol	,... We alone roll out meeting annually and discussion to sports. For data collection, participating sports
Logistic	,... NOC coordinates reluctantly sports To fulfill the need for equipment and medical athletes

As stakeholders' interest in the main Olympics grows, the NOC involved in organizing big events like the Olympics works the same with local committee organizers and government agencies (Frawley, 2013). In Uzbekistan, preparations for national Olympiads include improving infrastructure, media coverage, and planning awards (Jamsimuratovich, 2022). Outside event management, NOC promotes the development of physical and ethical athletes, including related educational programs with integrity, anti-doping, and Olympic values (Charter, 2000).

Studies about national federations (NF) in Pacific countries disclose that source power that is not insufficient and low capability hinder their ability to create competitive superiority, highlighting the need for knowledge transfer and improved capacity through international delegation (Robinson & Minikin, 2012). Superiority competitive NOCs are highly dependent on resources, power, and their national federation's (NF) ability to produce world-class athletes.

Preparation Multi – event

Table 3. Citations Interview Multi-Event lamen-tationion

Informant	Quote interview
Secretary General	,... In the implementation of NOC regulates accommodation and scheduling as well as helps the special athlete, like food and bringing parents to the athlete.

NOC Relations	,... Organizing and leading delegation with of forming CDM and his team
Commission admin	,... Election Cdm for leader contingent and responsible answer on delegation Indonesian team in multi-event
Protocol	,... NOC coordinates with-event hosts to coordinate delegation of his likes, leaders, VIP guests, athletes, and officials.
Logistic	,... Work the same with the committee organizer to provide medical and facilities additions for athletes.

The role of Chef de Mission (CDM) is very important for successful participation in the multi-event Olympics and Paralympics. As a leader team nationally, CDM is responsible for managing the interests of stakeholders, ensuring effective planning, and providing access to the source power required (Peters et al., 2017). During the implementation of a multi-event program, nutrition is very important. For optimal performance, athletes need expert nutrition, qualified sports knowledge, the latest information, and systematic services in the athlete's environment.

Service medical play an important role in supporting the use of safe and effective medicine during these events and managing exceptions. Use IOC Needle Therapy and Policy, as well as give clinical information about anti-doping regulations (Greenbaum et al., 2022). These programs expand to service food during the Olympics, with effort from committee organizers and Olympic national committees (Burke et al., 2013). Various aspects This contributes to management competition. A complex multi-event Olympics

Post / Evaluation Multi – event

Table 4. Citations Interview Multi-Event lamen-tationion

Informant	Quote interview
Secretary General	,... NOC itself re-analyzes and re-evaluates sports activities for the next multi-event.
NOC Relations	,...Monitoring specification sports with team monitoring and evaluation with reports coaches and officials
Commission admin	,... Input materials for the next multi-event in the form of scientific or big data.
Protocol	,... NOC follows up with athletes, especially those who experience injury, to give support for ongoing recovery and monitoring for athlete performance long-term.
Logistic	,...NOC conducts follow-up for athletes who are recovering and recommend place recovery for athletes and ensure For cost treatment

Understand dynamics This and implementing effective management strategies are essential for NOC and stakeholders' interest in analyzing and evaluating multisport events. Evaluating big sporting events, like the Olympics, has become more important, with the Committee Olympic International, which emphasizes long-term planning (Scott, 2014). System NOC evaluation in Korea for organization sport members has developed for 15 years, developing through stage preparation, implementation, and construction, promoting balanced growth and ethical management in organization sport (Kim et al., 2021).

NOC that performs comprehensive periodical health evaluations towards athletes, which involves teams to identify existing conditions and make profile health assessments (Nabhan et al., 2021). Evaluation post-event is very important, as shown by Indonesia's assessment of performance hair parry at the Olympics in Tokyo, which checked various aspects of preparation and results athlete (Supriyanto et al., 2022). Studies This highlights various not-quite-enough NOC replies in matters of health athletes, event management, evaluation performance, and coordination stakeholders' interest for multi-sport events.

Awarding Model

Giving model awards to athletes highlights the importance of government support for athletes' careers and well-being. Research shows the need for a comprehensive career development model for helping athletes during and after the years of competition (Nuryadi et al., 2020). Awards, both financial and non-financial, function as a motivator for athletes and coaches; with proper recognition time and consistency will have a big impact (Rudiawati et al., 2024). In general, overall, the model of giving structured rewards with Good can contribute to the well-being and motivation of athletes throughout their careers.

Transition from amateur status to professional

Transitioning from amateur status to professional status in sport is a complex process that is influenced by various factors. factor. For athlete adult, elements key covering development physical, support social, source Power finance and identity self (Sanders & Winter, 2016). Recent studies about Indonesian student athletes express complex factors that affect academic and athletic performance (MS et al., 2014). Focus on athletics. This has caused concern about objective sports program education at college level (Saffici & Pellegrino, 2012).

According to NOC itself, the focus and mainstay of this student athlete program is balance between achievement, performance, sports, and academic skills. This means athlete No only succeeds in sports but also remains noticed in education formally. The purpose of the program provide a strong educational base for the future athletes so that they have their own choice good career and life after an active period in sports. This study highlights the need for special academic programs and center guidance. To support student-athletes in balancing their double roles, they (Novan et al., 2024).

According to Deputy Assistant center coaching athlete young development athlete professional is objective main in training model sports in Indonesia. This involves training programs and systematic athlete training carried out by the national sports organization (Sunarno, 2017). These programs aim to identify talented athletes, give them a scientific training approach, and prepare them for international competitions like the Olympics (Sentausa & Rahaju, 2021).

As well as, according to assistant deputy sport mainstay Apriliyanto, (2024) the Indonesian government has applied various policies to develop and support athletes from youth level up to professional. The government pushed for giving scholarships for education to tall athletes (Baihaqi et al., 2021). Efforts include developing character for young athletes to prepare them for a professional career.

From the top performance to the end of time

Transitioning from peak performance towards the end of time is a significant challenge for Lots athletes. Some were successful in adapting to life post-career, while others experienced difficulty in financial and psychological ways (Nuryadi, 2012). Help athletes guard mental stability and performance, remain motivated, not experience a decline in performance, and keep going to contribute optimally in the world of sports, both as active athletes and also post-career.

The role of various stakeholders in guarding athletes in peak achievements: the IOC and sports organizations confess the importance of supporting athletes in maintaining peak performance. Service counseling can help athletes manage mental challenges and optimize performance (Sepriani et al., 2021). The importance of sports psychology is to keep their mental moment to reach peak achievement. With this approach, NOC wants to ensure that the athlete's success is not only momentary but also sustainable and impactful long term, like weaving work with spon-

sors and ensuring other forms of appreciation that can motivate the athlete.

Government center's own commitment to increase performance, support national sports through coaching athletes who are tiered and sustainable, even after peak period performance, as said by Sentausa & Rahaju (2021) The Indonesian government has applied a policy for developing athletes, with a focus on scientific approaches, starting from coaching to career programs.

Proper guidance and support are essential for athletes to achieve and maintain peak performance and end time. A survey of committee sport Indonesian nationals reveals that although part big give is coaching, for junior-to-senior transition and transition from amateur to professional, only 30% offer support for transition from performance peak to retirement, and there is no one who gives career help post-retirement (Nuryadi et al., 2019). Other countries, such as Canada, have significantly increased funding for athletes and developed identification and development programs for talent, facilities for training, and support post-career (Hong & Minikin, 2023). So from it's a reward model after the end of the period must be more comprehensive inance with the need for the athlete to become the main recommendation so that the system awards in Indonesia can be more satisfying and sustainable.

Retirement period

The Indonesian government plays an important role in developing athletes and supporting them post-retirement. Government area responsible answer to provide source power and services to promote activity sports and develop quality athletes (Manoy et al., 2017). To overcome this matter, the government offers scholarships for higher education and encourages athletes to plan for the future (Baihaqi et al., 2021).

An initiative from the International Olympic Committee plays an important role in supporting NOC in supporting athletes in retirement. Olympic Solidarity collaborates with national federations. For increased management and development of sports, as exemplified in Paraguay (Schaerer, 2023). Programs such as the Academy Career Committee Olympic Japan give support work for athletes. The Olympics are still active and already retired, even though there is a challenge in offering comprehensive psychological help (Oulevey et al., 2020). A study about the Olympic solidarity program highlights the importance of supporting the athletes' Olympic-to-career transition.

Retirement from sport often involves shift-

ing identity, losing social networks, and potential health risks. Effective support programs must help athletes understand their experience, develop a comprehensive identity, get control of the transition, and normalize the process through programming gradually (Voorheis et al., 2023)

Prepare the athlete for retirees and system supporters, especially for those who are forced into retirement, it is very important. For success, adaptation to life after sport (Treigienė & Sukys, 2019). Support program for retired athletes to focus on help, they must understand the experience of sports, develop a comprehensive identity, get control of the transition, and normalize the experience (Voorheis et al., 2023). Giving award athletes provided by the government There is some matter like the following:

1. Winner bonus award medals at international multi-events (Sea Games, Asian Games, and Olympics).
2. Giving award civil servant jobs to athlete achieve
3. Giving award to ex- athletes at HAOR-NAS
4. Giving recommendation work to athlete for the list of Polri and TNI

The government also implemented a policy for developing athletes, following a scientific approach starting from scouting talent until operational training, which aims to reach success in international competitions like the Olympics (Sentausa & Rahaju, 2021). Policies are based on various regulations, such as Law No. 3/2005 and Presidential Regulation No. 44/2014, which show the government's commitment to supporting the athletes during their careers and so on (Wicaksono, 2022).

CONCLUSION

The Study This confirms the important role of actively engaging various stakeholders' interests, especially the Indonesian NOC, in all stages of management organization competition in multi-event sports, starting from preparation and implementation until post-activity evaluation. Collaboration and coordination between the NOC, ministry-related branches, and sports branches become key to ensuring smooth implementation and achieving competitive objectives. In addition, research This also underlines the need for a delivery model for awards and sustainable career development for athletes, who do not only focus on the active period but also support their transition to the post-career phase.

Models of awards given by the govern-

ment center, such as medal bonuses, promotion as ASN, or special access to state agencies, are a form of good appreciation, but they still do not yet fully ensure the welfare term length of the athletes. Therefore, more comprehensive and structured needed to support career athletes in a comprehensive way, including psychological, educational, and integration support to the world of work after retirement.

Based on results research that has been made efforts This show commitment government for supporting athletes throughout their careers and so on. Effective communication and coordination among stakeholders is very important for success and progress in sports in Indonesia.

The study only provides a brief overview of the role of stakeholders and reward models in Indonesia. A limiting factor in this study was the restricted data collection due to the closed nature of the questionnaire. Therefore, the study focused solely on the role of stakeholders. It is therefore crucial for future studies to focus on the role of various stakeholders in multi-events and reward models in Indonesia, as both are essential for the advancement of sports in the country.

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