

Integration of the National Sports Grand Design Strategy (DBON) in Organizing Sports Events: Case Study of PON XXI ACEH-SUMUT 2024

Adi Rahadian^{1*}, Andi Kurniawan Pratama¹, Asep Ramdan Afriyuandi¹, Muhamad Guntur Gaos Sungkawa¹, Adriyan Adriyan¹, Ariel Erlangga¹, Lutfi Nur², Oman Hadiana³, Rabwan Satriawan⁴, Vicki Ahmad Karisman⁵, Putu Citra Permana Dewi⁶, Kadek Dian Vanagosi⁶, Komang Ayu Krisna Dewi⁷

¹*Department of Physical Education Health and Recreation, Faculty of Teacher Training and Education, Universitas Suryakencana, Cianjur, Indonesia*

²*Department of Elementary Teacher Education, Tasikmalaya Campus, Universitas Pendidikan Indonesia, Indonesia*

³*Department of Physical Education Health and Recreation, Faculty of Education, Social and Technology, Universitas Muhammadiyah Kuningan, Indonesia*

⁴*Department of Physical Education Health and Recreation, STKIP Taman Siswa Bima, Indonesia*

⁵*Department of Physical Education Health and Recreation, STKIP Pasundan, Cimahi, Indonesia*

⁶*Department of Physical Education Health and Recreation, Faculty of Science and Technology, Universitas PGRI Mahadewa Indonesia, Bali, Indonesia*

⁷*Department of Physical Education Health and Recreation, Faculty of Education, Universitas Triatma Mulya, Bali, Indonesia*

*email corresponding author: adira@unsur.ac.id

Received: 26/12/2024

Revised: 31/12/2024

Accepted: 31/12/2024

Copyright©2024 by authors. Authors agree that this article remains permanently open access under the terms of the Creative Commons Attribution License 4.0 International License

Abstract

In every sporting event there is always an event identity that is able to represent the image of the region and country in its implementation. The purpose of this study is to explore the case study of PON XXI 2024 within the framework of achievement development. The method used in this study is a qualitative method. Participants in the study consisted of elite athletes (PON Program), coaches, officials, and sports policy academics with a total of 12 participants. Data collection techniques used in this study were observation, interviews, document studies. Data analysis techniques used in this study include data reduction analysis, data presentation, drawing conclusions assisted by the Nvivo application. The results of this study, the integration of DBON strategies starting from talent identification, athlete career advancement, and multi-level competition opportunities. In the context of DBON development, the

role of the central government, regions, and KONI cannot be ignored. The unity of stakeholders functions as the main manager who coordinates and integrates all aspects of DBON, both at the central and regional levels.

Keywords: Event, Governance, Identity, National, Strategy

How to cite:

Rahadian, A., Pratama, A. K., Afriyandi, A. R., Sungkawa, M. G. G., Adriyan., Erlangga, A., Nur, L., Hadiana, O., Satriawan, R., Karisman, V. A., Dewi, P. C. P., Vanagosi, K. D., Dewi, K. A. K. (2024). Integration of the National Sports Grand Design Strategy (DBON) in Organizing Sports Events: Case Study of PON XXI ACEH-SUMUT 2024. *JUMORA: Jurnal Moderasi Olahraga*, 4(2), 254–264. <https://doi.org/10.53863/mor.v4i2.1472>

1. INTRODUCTION

Politics and sports are a comprehensive view of the interrelationship between policies and the development and development of elite sports (Rahadian, 2022). In essence, politics plays a role in determining decisions that are beneficial in relation to the world of sports in the country. The regulations that have been set are in the Sports Law No. 11 of 2022 and PP No. 16 and 17 of 2007 concerning the Implementation of Sports and the National Sports Week and Championship (PON). Further explained in its contents and substance in Article 10 paragraph (10), the National Sports Week is held with the aim of; (a) maintaining national unity and integrity, (b) recruiting potential athlete seeds, (c) improving sports achievements. PON was born because of the desire of the Indonesian people to prove that Indonesia can also organize a large sports festival, such as national-level sports.

In addition, the implementation of the 21st PON Aceh-North Sumatra in 2024 is a major political-sports mission carried out by the Central Government with the Regional Government in the development of sports in Aceh-North Sumatra which aims to raise the dignity of its people. On the other hand, there is a positive image that is raised at the international level, namely that Aceh-North Sumatra is an inseparable part of the Republic of Indonesia. Other impacts include the economic and tourism sectors (Chen, 2023) for the people of Aceh-North Sumatra, as well as a promotional media for the sports tourism industry to several neighboring countries. In every variety of sports events, there is always an event identity or event identity that is able to represent the image of the region and country in its implementation.

However, in the implementation of PON which is considered as an effort to find talent is no longer valid, due to several obstacles and weaknesses related to the recruitment system, the categorization system for matches and sports, and the selection of the time for holding the event (Wang et al., 2023). In the world of sports, especially in Indonesia, there are a number of measures that are generally used to assess the success of sports (Aizawa et al., 2021), for example the medal wins in Pekan Olahraga Nasional (PON) and the contribution of regions in supplying their elite athletes. However, these measures are difficult to account for, are prone to manipulation, and are also discriminatory (Lee Ludvigsen et al., 2022).

Another reality is that PON still shows various problems and tends to have lost its identity. Because PON has shifted its orientation and direction which threatens the idealism and development targets along with the demands of global competition. The PON movement has

become a burden on development that is often not in line with the international situation, where sports should have metamorphosed into a sports industry commodity. In fact, PON should be more of a regional potential, which so far has been interpreted more towards regional prestige and ignored achievement development (Ma'mun et al., 2023). This condition does not occur in all regions, but it is also a major obstacle that requires efforts to change at national level events (Cunningham et al., 2021).

2. METHOD

This qualitative case study is based on an interpretive paradigm, characterized by constructivist phenomena (Fraenkel et al., 2023). Such a philosophical foundation recognizes that knowledge is not objective, but rather constructed through interactions between researchers and participants. As a result, the research process is inherently subjective, with knowledge understood as situated in context and co-constructed. Following institutional ethics approval, participants were recruited through criterion-based sampling (Woolf & Silver, 2017) to ensure rich, contextually relevant data with individuals who are deeply involved in the performance of sport event management as a strategy integration.

2.1 Participants

Participants in this study were elite athletes (PON program), coaches, officials, and sports policy academics with a total of 12 participants. During data collection, triangulation was carried out to ensure the validity of source information and data, and also to continue with initial arrangements, alternative offers, this is a precautionary measure to uphold the integrity of the research process.

2.2 Research Design

To build on the breadth of experience from this case, a focus on semi-structured interviews was deemed to provide the most appropriate method for adding depth and richness to the qualitative data collection. Focus groups gave participants the freedom to discuss their experiences collectively, while also providing the first author with the opportunity to further explore any areas of interest identified from observations.

2.3 Instruments

Disclosure of human instruments to obtain diverse views, which may be given the diversity of sports types by: (1) linking indicator data with public policy objectives; (2) proposing a temporary way to create sustainability standards; and (3) comparing changes in indicator data in host regions with non-host regions. This article will be of interest to prospective PON host regions, their impact on the implementation, and evaluating the sustainability of PON.

2.4 Procedures

In this study, descriptive reporting is written systematically based on case themes. In order to facilitate answering the gaps and novelty of the findings in this study, a research procedure was obtained as a reference that was carried out integratively and comprehensively in the setting and events (Creswell & Creswell, 2018). The procedure in this study is to obtain findings from data and information collected through observation, interviews, and documentation (Fife, 2020).

2.5 Data Analysis

Data collection in this study was carried out through data collection techniques ranging from observation, interviews, and document review. Meanwhile, the data analysis process begins by reviewing all available data from various data sources, information. The use of the Nvivo application version 12 Plus can help update beliefs from a level of trustworthiness. In addition, with more effective Nvivo performance achieving a good level of research validity. Further explained, Nvivo also provides extensive opportunities to complete the work of researchers. So that NVivo is effectively useful for producing triangulation of data sources, methods, and researchers. Thus the function of the Nvivo application facilitates the performance of researchers in producing good qualitative research reliability (Bandur, 2019).

3. RESULTS

The findings in this study, the main macro determinants of the success of the integrated National Sports Grand Design (DBON) strategy in each province is the main design containing the direction of national sports development and coaching policies that are carried out effectively, efficiently, superiorly, measurably, systematically, accountably, and sustainably in the scope of achievement coaching. This strategy integration is expected to be a benchmark for the number of medal wins in each province. 'The success of this PON can be presented as a momentum to increase national unity and integrity and can improve national sports achievements' (Participant 1). However, researchers have noted several results in the implementation of PON, including, the national sports competition system that has been built can be said to not support the process of coaching and developing pure potential regions that have athletes (Funahashi et al., 2020). This is because it is very easy for athletes to transfer from one region to another 'athletes defend themselves based on offers of career opportunities, athlete development, and rewards' (Participant 3). On the other hand, there is a loss of idealism from the management of the parent sports organization (IOCO-PP/PB) in building healthy, fair, international opportunity-oriented and sustainable competition.

Sometimes this happens 1 year before the PON is held, cases of athlete transfers and/or buying and selling may even include buying and selling matches are considered commonplace. This is certainly not surprising considering that 'the medal tally at PON is very spectacular, increasing drastically or illogically in a period of time that is very beyond logic when viewed from the side of the rules of coaching and developing elite sports achievements' (Participant 5). While several other regions are struggling to catch up on medal tallies. Often also for the host PON organizers who manage to rank in the top 10, when compared to the implementation of previous PONs, the data on medal tallies and achievements is significantly far apart. Except for the West Java Provincial Contingent who 'consistently made efforts to develop their achievements continuously' (Participant 2) by winning a hat trick starting from 2016, 2021, and 2024 to become the overall champion of PON.

In this case, the researcher highlighted the efforts to cut corners in 'guidance and disparity in the development of superior sports in various regions' (Participant 4). Although blindly speaking, this is legitimate, because it is also possible that it occurs on the basis of a policy built by an institution that is given responsibility for it. However, this condition must not continue without significant changes and improvements, because it will continue to damage the order of the sports coaching and development system built in the regions, the impact of which is that

national sports achievements in international events fluctuate or even decline in achievement (DBON).

If there are no regulations governing the matter, it will clearly be detrimental to the development of national sports achievements (DBON) and disrupt the spirit of national unity. Even so, PON is still needed to encourage the development of sports at the regional level. However, there must also be a new policy so that PON can achieve all its goals, from here there needs to be political support to establish cooperation and coordination between the Central Government and Regional Governments. This is intended so that preparations until the day of the event (4 years) can be carried out optimally according to the mandate of the Sports Law No. 11 of 2022, PP No. 16 and 17. Furthermore, Participant 7 said, 'there are 10 National Training Centers spread across 10 Provinces in Indonesia and 14 superior DBON sports branches'.

Multi event competition system renewal strategy (PON) the strategy for implementing and renewing the national multi-event sports competition system should be integrated with the branches and numbers competed in PON oriented towards international events, such as the Olympic Games, Asian Games, and Sea Games. This aims to establish the underlying principles and focus of sustainable elite athlete coaching and development, otherwise the resulting impact will only be in the form of holding every 4 (four) years or disparities in national sports development. Furthermore, the inaccuracy of the national sports competition system that is not in line with international multi-event sports competitions is the neglect of the sports coaching and development system in the regions (provinces). One statement that supports the organization of DBON, explained by Participant 9:

The organization of the implementation of DBON is a synergy between the Central Government, Provincial Government, Regency/City Government with Sports Organizations, the business and industrial world, the community, individuals, academics, and the media.

In this position, it is certainly the government's obligation to improve the system of coaching, competition and its policies (Rahadian, Ma'mun, Berliana, & Nuryadi, 2021b). In addition, 'inter-regional collaboration is needed as a new model of sports training and research center in coaching and developing superior sports achievements' (Participant 12). In another view, PON should be implemented with no more than 500 match numbers. This is a reference in the priority of the elite sports development system, which among other things considers: (1) sports branches that have a historical basis of Indonesian-ness in international cultural efforts, (2) sports branches whose competitive value is very dependent on the efforts and performance of athletes optimally and the judging system (role of referees) is not too dominant (3) superior sports branches (medal achievements) in international events, (4) age restrictions on optimal capabilities, between 20-25 years, (5) restrictions on the qualifications of elite athletes, who have achieved international achievements (OG, AG, SG) are not lowered again in the next PON, and (6) Does not then determine the sports branches and match numbers that have the potential for medals for the PON host.

According to Participant 6, 'in organizing competitions, experienced coaches not only identify and shape the athlete's identity, but also understand the various challenges to athlete development'. Thus, reforms need to be carried out based on academic studies and logic that are reinforced by a legal umbrella that can be accounted for. Realizing all these problems, it can be

believed that many things must be done to change it, and success in carrying out reforms will have a real positive impact on the elite sports coaching and development system (Smith et al., 2024), and in turn will create achievements in Indonesian sports in the future. 'The implementation of the 2024 Aceh-North Sumatra PON must have a target, the first target is successful implementation, second is successful administration, third is successful achievement, and fourth is successful economy' (Participant 11). This effort is present to change the paradigm for carrying out the process of coaching and developing sports (regions) and restoring the dignity of the competition system in national events such as Pekan Olahraga Nasional (PON).

Revitalization of the role and function of the Government, the Parent Organization of Sports Branches (IOCO) and the Indonesian National Sports Committee (KONI) The government needs to review the long-term investment decisions, especially in organizing sports weeks that focus on coaching and developing sustainable elite sports. In addition, funding for sports events must be encouraged according to the target of coaching and development paths, where successful sports at the elite level increasingly attract government funding (Rahadian, Ma'mun, Berliana, & Nuryadi, 2021c). As a great nation, Indonesia must have a concept map regarding coaching and developing elite sports professionally and proportionally (Ha et al., 2015). This continuously maps the domain of sports broadly as a field of activity that covers the entire spectrum of activities ranging from recreational sports, education, to achievement sports (Rahadian, Ma'mun, Berliana, & Nuryadi, 2021a).

In this regard, (Houlihan & Green, 2008) stated that 'one of the important indicators of the convergence of sport systems is the extent to which each country has its own political, socio-economic and cultural characteristics by prioritizing the same policy objectives'. The role of the state has become strategic in this way to produce elite athletes, in other words, this influence is carried out at the meso level related to politically oriented factors and policy formulation (De Bosscher et al., 2019). Policy makers often argue that elite sport influences national identity, pride, international prestige, diplomatic recognition, international prestige, feeling good factors, public interest in sport and increasing the popularity of sport (De Rycke & De Bosscher, 2019).

Where it starts by identifying the main path to uniformly build a perfect elite sports coaching and development system, this concerns the entire structure of the national sports system and policy (Rahadian, Ma'mun, Berliana, Nuryadi, et al., 2021). Thus, 'progressive sports can be created for all to become a reality as the success of DBON's strategy in improving achievement' (Participant 8). Further information and data related to PON XXI ACEH-SUMUT in 2024 can be seen in table 1.

Table 1.*Descriptive Information PON XXI ACEH-SUMUT 2024*

| Number. | Category | Details |
|---------|--------------------|---|
| 1. | Funding | 3.94 Trillion |
| 2. | Sports (65) | Olympics(36) Non-Olympics (39) |
| 3. | Venue | 18 area |
| 4. | Athletes | 11.618 person |
| 5. | Coach and Official | 5.809 person |
| 6. | Referee | 1038 person |
| 7. | Medals (3480) | Gold (1040) Silver (1032) Bronze (1408) |

Source: <https://pon2024.id>

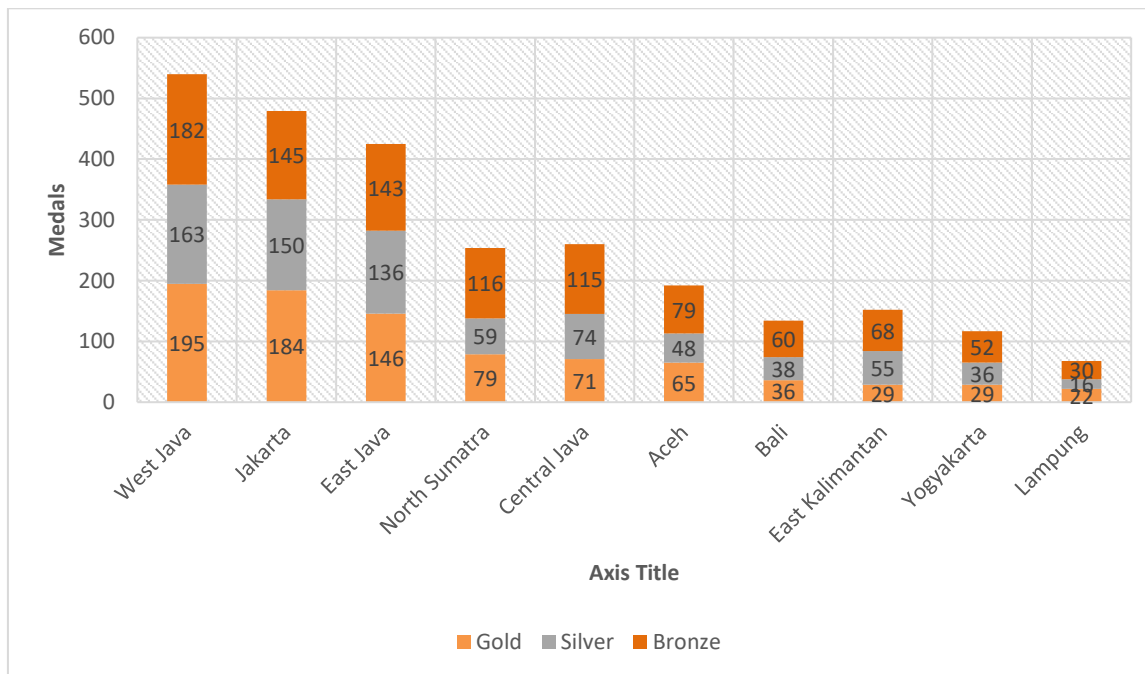
Based on the presentation of information on the implementation of PON participation in national scale competitions, especially if 'athletes have the opportunity to compete/participate in sports to improve the quality of athlete performance' (Participant 10). In this competition phase, it is an integration of DBON strategies starting from talent identification, athlete career advancement, and multi-level competition opportunities. In the context of DBON development, the role of the central, regional, and KONI governments cannot be ignored. KONI functions as the main manager who coordinates and integrates all aspects of DBON, both at the central and regional levels.

Furthermore, sports are the main priority for development by strengthening positions and regulations, especially on the basis of sports funding. This seeks to select a model for coaching and developing high-achieving sports in Indonesia. Then, the ideal concept of multi-event competition with new innovations that are presented according to the needs of the athlete's age by truly prioritizing the principles of tiered, sustainable, and programmed for the superior competition numbers. Thus, in the future, Indonesian sports can be realized as Fit, Characterized, and World Achievement.

The following is a description of the potential transformation of superior sports branches from 10 provinces spread across Indonesia. When viewed from the average achievement of PON cases, it is a tabulation of representative data that can be used as a reference for the norm of the level of success of national sports achievements in the international arena, which means the distribution of athletes and national-scale training camps based on the potential for regional excellence with an average ratio of 1 athlete winning 3-4 medals, a visual illustration is in Figure 1.

Figure.1.

The Figure of Data Statistic the success of the 10 provinces with the best performance in PON XXI ACEH-SUMUT 2024, ranked based on medals won.



Note: <https://pon2024.id/klasemen>

Referring to the reflection of the results of the 2024 PON medal data, the most medals were won by the West Java contingent from 10 leading sports. When compared to the DBON program, there is only a difference of 4 national leading sports. So the regional training center sports should be used as a long-term manifestation for the DBON program, as well as a regional sports research center for the development of sports science. The rest is building community participation in sports as the main foundation and the government building a good image in the distribution of sports. The following is a list of West Java's leading sports, including shooting which won a total of 17 medals with 12 gold, 2 silver, and 3 bronze. In second place, the athletics branch won 24 medals with a breakdown of 9 gold, 8 silver, and 7 bronze. Third, the weightlifting branch won 14 medals with a breakdown of 9 gold, 3 silver, and 2 bronze. Fourth, from the canoeing branch, won 13 medals with a breakdown of 9 gold, 2 silver, and 2 bronze. Next, with only 9 golds, rowing is in fifth place. In sixth place, there is the sport of taekwondo which won 16 medals with a breakdown of 8 golds, 4 silvers, and 4 bronzes.

Then, in the next position are filled by two other water sports, namely rafting and traditional boat race (TBR). From these two sports, West Java won 8 golds each. The ninth sport that became the gold mine for the West Java contingent was sambo. From this new PON sport, the West Java team won 6 golds, 2 silvers, and 2 bronzes. Finally, kick boxing also contributed 6 golds, 1 silver, and 6 bronzes for West Java. Meanwhile, for the second winner, DK Jakarta has three superior sports, namely athletics, swimming, and roller skating. Finally, for the third winner, East Java is centered on 5 superior sports, such as: archery, rock climbing, sepak takraw, diving, and wushu. The rest of the superior sports are evenly distributed in each other province.

4. DISCUSSIONS

The purpose of this work is to present an integrative analysis starting from the regional, national and international scales as a guide for studying the implementation of mega-event sports and new empirical data generated from a series of interviews with relevant experts. Then it will continue to examine the determinants of the relative level of success with limitations. This study focuses specifically on the case of PON XXI ACEH-SUMUT 2024. In general, this article analyzes the integration of the National Sports Grand Design (DBON) strategy in organizing national sports competitions. These conditions are based on important points noted from the interrelation of the level of success of sports performance. Thus, the exploration of this study provides results that are oriented towards the ranking of provincial/regional achievements based on their superior sports performance. Therefore, determining success depends on the measurement objectives that must be considered between elite sports policies (inputs and outcomes) and sports success at the national and international levels (outputs).

5. CONCLUSIONS

In general, the conclusions obtained show key supporters of the success of organizing national-level sports. This is a supporter of government efforts in realizing the success of raising the dignity of the nation. The next three factors are specifically supporting efforts made by the government to provide opportunities for competition in the event. Thus, this study advances knowledge regarding the development of the integration of the National Sports Grand Design (DBON) strategy. First, by identifying and describing certain elements in the sports pathway phase that require modification in the context of achievement coaching. Second, this study highlights the need for further research that examines the trajectory of athlete progress in sports performance, which not only aims to improve performance but also promote sports participation. Third, we show that cross-synergized collaboration between the central government, regions, and KONI needs to be strengthened by the environment in the corridor of achievement coaching pathways according to the priority scale of excellence in DBON. Finally, sports organizations and stakeholders, together design a new framework that combines athletes-coaches-performance-facilities, so that the rest can take advantage of an integrated and systematic approach to encourage participation and promote excellence.

Acknowledgment

We would like to express our deepest gratitude to all parties involved in the realization of this journal. We are grateful for the support from our institution which is very important for the completion of this research. Our highest appreciation is conveyed to all research participants for their willingness to contribute their time, knowledge, and experience.

REFERENCES

- Aizawa, K., Orr, M., Inoue, Y., Nagazumi, J., & Yoshida, M. (2021). Leveraging sport events for sustainable sport participation: how schools contribute to sport development through events. *European Sport Management Quarterly*, 0(0), 1–21. <https://doi.org/10.1080/16184742.2021.1910326>
- Bandur, A. (2019). Penelitian Kualitatif Studi Multi-Disiplin Keilmuan dengan NVivo 12 plus.

Jakarta: Mitra Wacana Media.

- Chen, T. H. (2023). The (un)bearable lightness of Chineseness?—Taiwanese national identities and the opening ceremony of the 2022 Beijing Winter Olympics. *Journal of Contemporary East Asia Studies*, 12(2), 341–357. <https://doi.org/10.1080/24761028.2024.2353471>
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed., Issue 5). SAGE Publications.
- Cunningham, G. B., Fink, J. S., & Zhang, J. J. (2021). The distinctiveness of sport management theory and research. *Kinesiology Review*, 10(3), 339–349. <https://doi.org/10.1123/KR.2021-0022>
- De Bosscher, V., Shibli, S., & Weber, A. C. (2019). Is prioritisation of funding in elite sport effective? An analysis of the investment strategies in 16 countries. *European Sport Management Quarterly*, 19(2), 221–243. <https://doi.org/10.1080/16184742.2018.1505926>
- De Rycke, J., & De Bosscher, V. (2019). Mapping the potential societal impacts triggered by elite sport: a conceptual framework. *International Journal of Sport Policy and Politics*, 11(3), 485–502. <https://doi.org/10.1080/19406940.2019.1581649>
- Fife, W. (2020). Counting as a Qualitative Method: Grappling with the Reliability Issue in Ethnographic Research. In *Springer International Publishing* (1st ed.). Springer International Publishing. <https://doi.org/10.1007/978-3-030-34803-8>
- Fraenkel, J. R. ., Wallen, N. E. ., & Hyun, H. H. . (2023). *How to design and evaluate research in education*. McGraw Hill.
- Funahashi, H., Shibli, S., Sotiriadou, P., Mäkinen, J., Dijk, B., & De Bosscher, V. (2020). Valuing elite sport success using the contingent valuation method: A transnational study. *Sport Management Review*, 23(3), 548–562. <https://doi.org/10.1016/j.smr.2019.05.008>
- Ha, J.-P., Lee, K., & Ok, G. (2015). From Development Of Sport to Development Through Sport: A Paradigm Shift for Sport Development in South Korea. *The International Journal of the History of Sport*, 32(10), 1–17. <https://doi.org/10.1080/09523367.2015.1062756>
- Houlihan, B., & Green, M. (2008). Comparative elite sport development: Systems, structures and public policy. In *Comparative Elite Sport Development: Systems, Structures and Public Policy*. <https://doi.org/10.4324/9780080554426>
- Lee Ludvigsen, J. A., Rookwood, J., & Parnell, D. (2022). The sport mega-events of the 2020s: governance, impacts and controversies. In *Sport in Society* (Vol. 25, Issue 4, pp. 705–711). Routledge. <https://doi.org/10.1080/17430437.2022.2026086>
- Ma'mun, A., Anggorowati, R., Risma, R., Slamet, S., & Anira, A. (2023). An Historical Overview of the Culture of Sports in Indonesia: Global Issues and Challenges for Future Indonesian Sports Development Policies. *Asian Journal of Sport History & Culture*, 1–22. <https://doi.org/10.1080/27690148.2022.2119091>
- Peraturan Pemerintah. (2007). Republik Indonesia, Peraturan Pemerintah, No. 16 Tahun 2007 tentang Penyelenggaraan Keolahragaan.
- Peraturan Pemerintah. (2007). Republik Indonesia, Peraturan Pemerintah, No. 17 Tahun 2007 tentang Penyelenggaraan Kejuaraan dan Pekan Keolahragaan.

- Rahadian, A. (2022). PEMBINAAN DAN PENGEMBANGAN ATLET ELITE DALAM PENCAPAIAN PRESTASI: STUDI KASUS PELATNAS PBSI. *Doctoral Dissertation, 1*, 138–166.
- Rahadian, A., Ma'mun, A., Berliana, & Nuryadi. (2021a). 2018 Asian Games Success : Policies for the Development of Indonesian Elite Athlete. *Maenpo, 11*(1), 1–12. <https://doi.org/https://doi.org/10.35194/jm.v11i1.1278>
- Rahadian, A., Ma'mun, A., Berliana, & Nuryadi. (2021b). SPORT POLICY INDONESIA : ELITE SPORT DEVELOPMENT. *THE ASEAN JOURNAL OF SPORT FOR DEVELOPMENT & PEACE, 1*(1), 19–26. [https://doi.org/P.ISSN 2807-1611 E.ISSN 280701638](https://doi.org/P.ISSN%20807-1611%20E.ISSN%20280701638)
- Rahadian, A., Ma'mun, A., Berliana, & Nuryadi. (2021c). Successful Elite Sport Policies: Indonesia at The 2018 Asian Games. *Juara: Jurnal Olahraga, 6*(2), 288–303. <https://doi.org/https://doi.org/10.33222/juara.v6i2.1327>
- Rahadian, A., Ma'mun, A., Berliana, Nuryadi, Mutohir, T. C., & Irianto, D. P. (2021). Gerakan Sport for All Kunci Keberhasilan Olahraga Indonesia. *JOPI, 1*(1), 78–95. <https://doi.org/https://doi.org/10.54284/jopi.v1i1.7>
- Smith, A., Gold, J. R., & Gold, M. M. (2024). Olympic urbanism: past, present and future. *Planning Perspectives, 39*(3), 487–499. <https://doi.org/10.1080/02665433.2024.2344598>
- Undang-Undang. (2022). Republik Indonesia, Undang-Undang No. 11 Tahun 2022 tentang Keolahragaan.
- Wang, Y., Derom, I., & Theeboom, M. (2023). Volunteering at the Olympic and Youth Olympic Games: More Than a Distant Memory? *Journal of Global Sport Management, 8*(1), 361–385. <https://doi.org/10.1080/24704067.2021.1871857>
- Woolf, N. H., & Silver, C. (2017). Qualitative analysis using MAXQDA: The five-level QDA® method. *Qualitative Analysis Using MAXQDA: The Five-Level QDA Method*, 1–208. <https://doi.org/10.4324/9781315268569>