



## **Rafting Athlete Development Management Strategy to Improve Achievement in Jambi City**

**Rita Alfian<sup>1</sup>, Ugi Nugraha<sup>2</sup>, Anggel Hardi Yanto<sup>3</sup>, Ely Yuliawan\*<sup>4</sup>, Bangkit Yudho Prabowo<sup>5</sup>**

<sup>12345</sup>Sports Education and Coaching, Faculty of Education and Teacher Training, Universitas Jambi, Jambi, Indonesia

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### **Abstract**

This study was motivated by fluctuations in the performance of Jambi City's whitewater rafting athletes and limitations in facilities and funding that could potentially hinder the sustainability of the coaching programme. Despite achieving success at provincial and national championships, the coaching system still faces challenges in the form of dependence on grant funding, limited training facilities, and the need for more structured management. This study aims to analyse the management strategies for training whitewater rafting athletes to improve their performance in Jambi City using a qualitative approach based on the Input–Process–Output (IPO) model. Data were collected through in-depth interviews with four informants who are competent in their fields, namely the General Secretary, the Performance Development Division (Binpres), coaches, and athletes. Data analysis was conducted with the help of NVivo through thematic coding and source triangulation to ensure the credibility of the findings. The results of the study show that the input aspect is supported by local government policies, KONI grant funding, human resources, and the utilisation of available facilities, although these are still limited. In terms of process, coaching was carried out through annual training plans, gradual physical and technical training, coach motivation, and periodic evaluations. In terms of output, there was an increase in performance, motivation, and athlete regeneration. These findings emphasise the importance of policy synergy, systematic management, and continuous support.

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\*Corresponding email : [elyyuliawan.fik@unja.ac.id](mailto:elyyuliawan.fik@unja.ac.id)

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## INTRODUCTION

Sport is an integral part of human life that not only serves as physical activity, but also as a means of shaping overall quality of life. Sports activities involve physical, spiritual, and social aspects that contribute to improving health, fitness, and psychological balance of individuals. In the context of human resource development, sports are seen as a strategic instrument for shaping a healthy, productive, and characterful society. Armaita et al. (2024) explain that sports are physical and psychological activities carried out consciously to maintain and improve a person's health. In addition, sports also have a strong social dimension because they can foster values of togetherness, discipline, and sportsmanship. Riyoko & Al Ghani (2022) emphasise that sports are activities that cannot be separated from community life because they have become a basic necessity in supporting quality of life. Therefore, the development of sports cannot be separated from systematic efforts involving various parties, from individuals and communities to the government. In this framework, competitive sports are an important focus because they not only impact individual athletes but also bring prestige to regions and nations through achievements at the national and international levels.

Competitive sports require a planned, tiered, and sustainable training process so that athletes' potential can develop optimally. Not all sporting activities can produce achievements without the support of an adequate training system, including professional

management. According to Yoda (2020), sport is an effort to improve the quality of human life, where through targeted sporting activities, a person not only gains health but also achieves proud achievements. In this context, athletes as the main actors in competitive sports need support from various aspects, such as competent coaches, systematic training programmes, adequate facilities and infrastructure, and sustainable funding. Law Number 3 of 2005 concerning the National Sports System emphasises that sports aim to improve health, fitness, and performance, as well as build national character. Therefore, competitive sports development cannot be done partially, but must be managed with a comprehensive management approach. Without good development management, the great potential of athletes risks not being developed to its fullest and it will be difficult to achieve sustainable achievements.

One sport that has great potential to be developed as a competitive sport is rafting. This sport not only requires physical strength, but also agility, courage, the ability to read natural conditions, and solid teamwork. Komaini et al. (2018) states that rafting is a sport that provides a sense of challenge and tests courage by utilising naturally formed river rapids, thus requiring high coordination and team cohesion. In addition to its competitive value, whitewater rafting also has appeal as a recreational and adventure sport that is increasingly popular among the public (Ginting et al., 2025; Wuwute et al., 2025). Komaini et al. (2018) add that whitewater rafting is a sport rich in sportsmanship and teamwork values, making it highly relevant to develop as a regional flagship sport. With these

characteristics, whitewater rafting has the potential to become a strategic sport capable of producing accomplished athletes while developing nature-based sports tourism.

Geographically, Jambi Province has natural potential that is highly conducive to the development of whitewater rafting, particularly the presence of large rivers with varied rapids. The Batanghari River and several other rivers are valuable natural assets for the training and development of whitewater rafting athletes. However, this potential has not been fully optimised in the context of competitive sports. The phenomenon shows that the achievements of whitewater rafting athletes in this region are still relatively limited when compared to the natural resource potential. This indicates problems in the sports coaching and management system. Telaumbanua et al. (2024) explain that the success of sports coaching is largely determined by the suitability between regional potential and the management strategies implemented. The imbalance between potential and achievement is an important phenomenon that needs to be studied in depth, especially in relation to how athlete development management strategies are implemented by the relevant sports organisations.

The urgency of this research is further reinforced when considering the various obstacles faced in the development of whitewater rafting athletes, particularly in relation to limited funding, facilities, and institutional support. Athlete development cannot run optimally

without adequate budgetary support, given that whitewater rafting requires relatively expensive specialised equipment and high safety standards. Law No. 3 of 2005 emphasises that the government has a responsibility to provide support and facilitation for the development of competitive sports. However, in practice, this support is often not fully felt by certain sports, including whitewater rafting. This condition has an impact on the limited frequency of training, the quality of coaching programmes, and the opportunities for athletes to participate in championships. Without strong structural support, sports coaching tends to be sporadic and unsustainable. Therefore, a coaching management strategy is needed that can optimise available resources despite limitations (Al-Faiz et al., 2025; Syahroni & Sukartidana, 2025).

In addition to practical urgency, there is also a research gap that forms an important basis for this study. Most studies on sports coaching still focus on popular sports, such as football or athletics, while studies on whitewater rafting coaching management are still relatively limited, especially at the regional level. Asmawi et al. (2022) mention that nature-based sports require a different coaching approach compared to conventional sports. This research gap indicates the need for an in-depth study of how coaching management strategies are applied in the context of whitewater rafting, including the roles of administrators, coaches, and local government support. By examining the phenomenon of whitewater rafting

athlete coaching specifically, this study is expected to enrich the scientific knowledge in the field of sports management and provide a new perspective on the management of nature-based sports.

Based on the background, phenomenon, urgency, and research gap, this study aims to analyse rafting athlete coaching management strategies in improving performance in the city of Jambi. The focus of this study includes training programme planning, human resource management, provision of facilities and infrastructure, funding, and the institutional role in supporting athlete coaching. Khuddus et al. (2026) state that the success of sports development is greatly influenced by the synergy between good management and the commitment of all stakeholders. Thus, the results of this study are expected to provide a comprehensive overview of the development strategies that have been implemented, identify the obstacles encountered, and formulate strategic recommendations to improve the performance of whitewater rafting athletes in a sustainable manner. This research is also expected to serve as a reference for local governments and sports organisations in formulating more effective and performance-oriented development policies.

## **METHOD**

### **Design**

This study utilised a descriptive qualitative design aimed at gaining an in-depth understanding of whitewater rafting athlete development management strategies. A qualitative approach was

chosen because it allows researchers to explore the meanings, processes and experiences of participants comprehensively in a natural context. Creswell & Creswell (2017) state that qualitative research focuses on exploring social phenomena based on the participants' perspectives, making this design relevant for examining sports coaching strategies that involve complex interactions between administrators, coaches, and athletes within an organisational system.

### **Participants**

The research participants consisted of administrators and athletes from the Indonesian Rafting Federation (FAJI) in Jambi City who were directly involved in the performance coaching process. There were four informants who had competence and strategic roles in rafting coaching, namely the General Secretary of FAJI, the Chair/Head of Performance Coaching, coaches, and active athletes. The involvement of these various elements was intended to obtain a comprehensive picture of the implementation of development management.

### **Sampling Procedures**

Participants were determined using purposive sampling, which is the deliberate selection of informants based on certain considerations in accordance with the research needs. Subhaktiyasa (2024) explains that purposive sampling is used to select data sources that are considered to have the best understanding of the issues being studied. Therefore, informants were selected based on their experience, role, and direct involvement in the

development management strategy for whitewater rafting athletes in Jambi City.

### **Materials and Apparatus**

The main instrument in this study was the researcher as the key instrument who directly collected and interpreted the data. The researcher was supported by semi-structured interview guidelines, observation sheets, and documentation as auxiliary instruments. The interview guidelines were compiled based on the Input–Process–Output (IPO) framework to guide systematic data exploration. Interviews were used to explore information related to the planning, implementation, and evaluation aspects of coaching; observations were conducted to directly observe the training process; while documentation was used as supporting data and to reinforce findings. Moleong (2017) emphasises that in qualitative research, researchers play a key role in the entire research process.

### **Procedures**

The research procedure began with the preparation of instruments and the selection of informants, followed by data collection through in-depth interviews, field observations, and documentation studies. Interviews were conducted directly with each informant according to the IPO guidelines, observations were carried out during training activities, and relevant documents were collected to strengthen data validity. All stages were carried out systematically and continuously until the data obtained was considered adequate.

### **Design or Data Analysis**

The collected data was analysed interactively and continuously through the stages of data reduction, data presentation, and conclusion drawing. The analysis process was assisted by the NVivo application to facilitate coding, theme grouping, and systematic identification of patterns and relationships between categories (Mortelmans, 2024). Miles et al. (2014) state that qualitative data analysis is ongoing until data saturation is reached, so that the research findings have an optimal level of credibility and depth of interpretation.

### **RESULTS**

This study produced findings on whitewater rafting athlete development management strategies in Jambi City, which were analysed using a thematic approach based on the Input–Process–Output (IPO) model. The analysis was conducted by integrating the views of various key informants, namely the general secretary, the performance development division, coaches, and athletes. To ensure data validity, the researcher applied source triangulation by utilising the interrelationships between the coding results in NVivo. This approach enabled the researcher to identify the consistency, differences, and relationships between the meanings of the themes that emerged from each informant, resulting in comprehensive and credible findings.

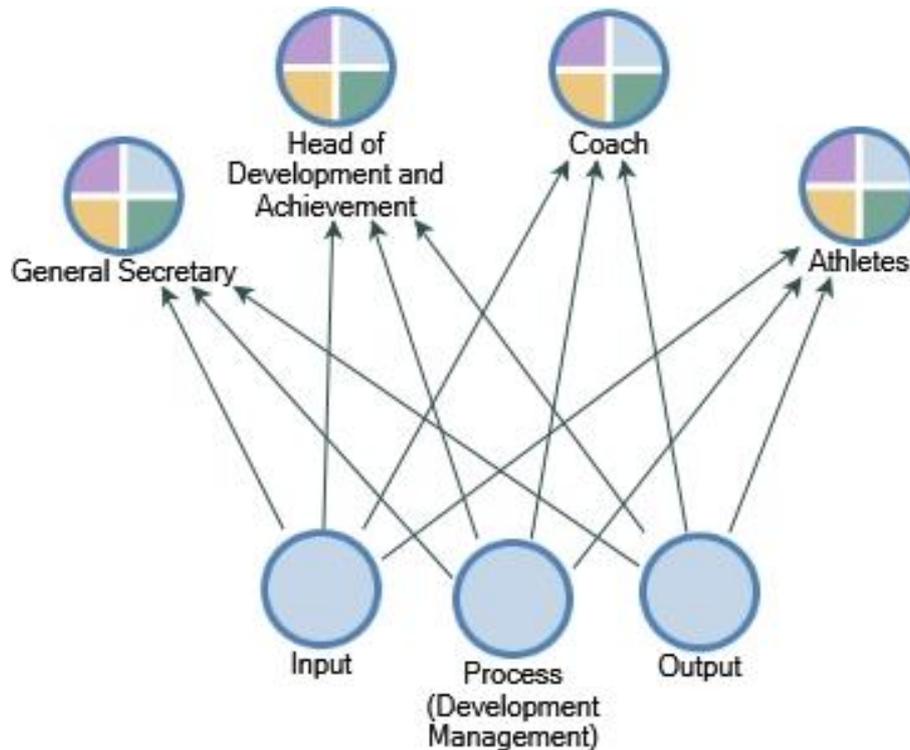


Fig 1. Triangulation of sources using intercode relationships

Figure 1 shows the results of interthematic validation through triangulation of sources, illustrating the interrelationships between the input, process (coaching management), and output components based on each informant's perspective. Each actor, namely the general secretary, coaching manager, coach, and athlete, has a direct or indirect relationship with these three components. In terms of input, all informants emphasised the importance of policy support, funding, infrastructure, and human resources as the foundation of coaching. The process component shows the strategic role of coaches and binpres in planning, implementing, motivating, and evaluating training, supported by the coordinating function of the general secretary. Meanwhile, athletes are the main subjects who directly feel the impact of the coaching process. The integration of these components results in outputs such as improved

performance, athlete motivation, programme sustainability, and the need for ongoing support. This pattern of interrelationships confirms that the success of whitewater rafting athlete development is largely determined by the synergy between roles and the consistency of overall development management.

As part of the thematic analysis, the researchers present data visualisation in the form of a word cloud to illustrate the main focus and thematic trends that emerged from the interviews with all informants. This visualisation was produced through a data coding process using NVivo, which aimed to display the frequency of word occurrence and their relevance in the context of whitewater rafting athlete development management strategies. Word clouds were used as an analytical tool to strengthen understanding of the dominant issues that are the main concerns in athlete development in the city of Jambi.



athlete development system in Jambi City before entering the management and implementation stages of development

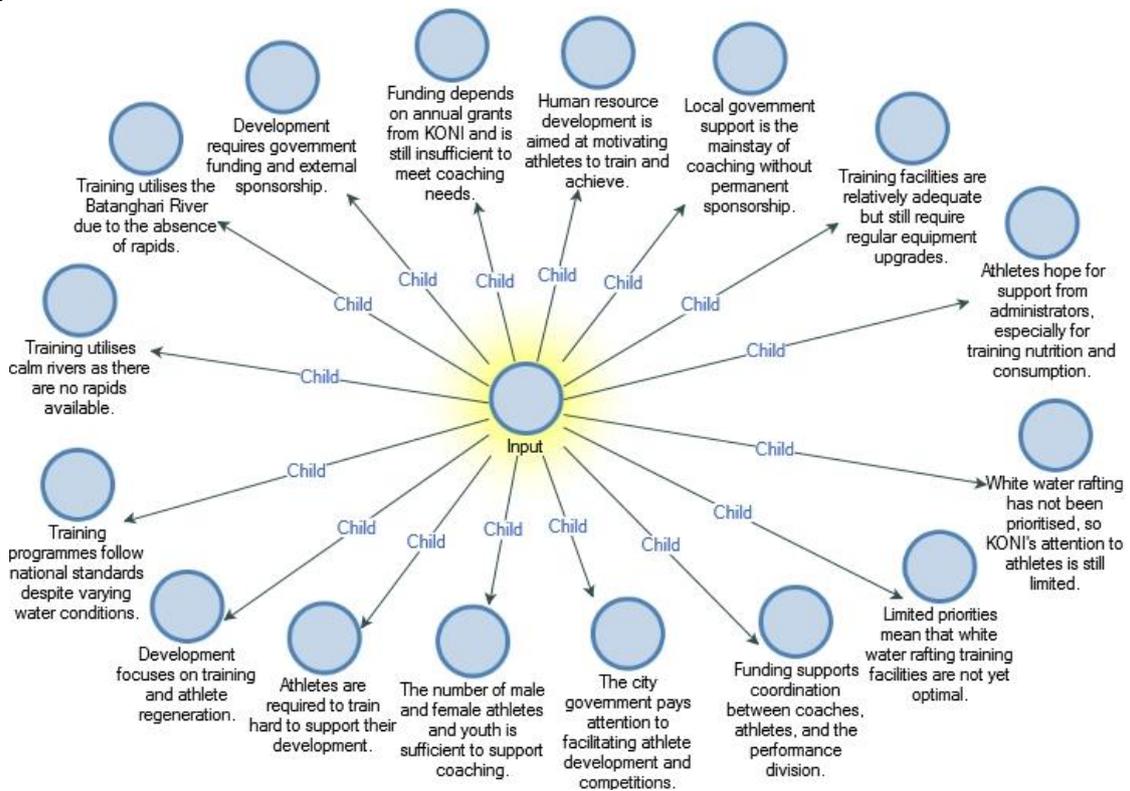
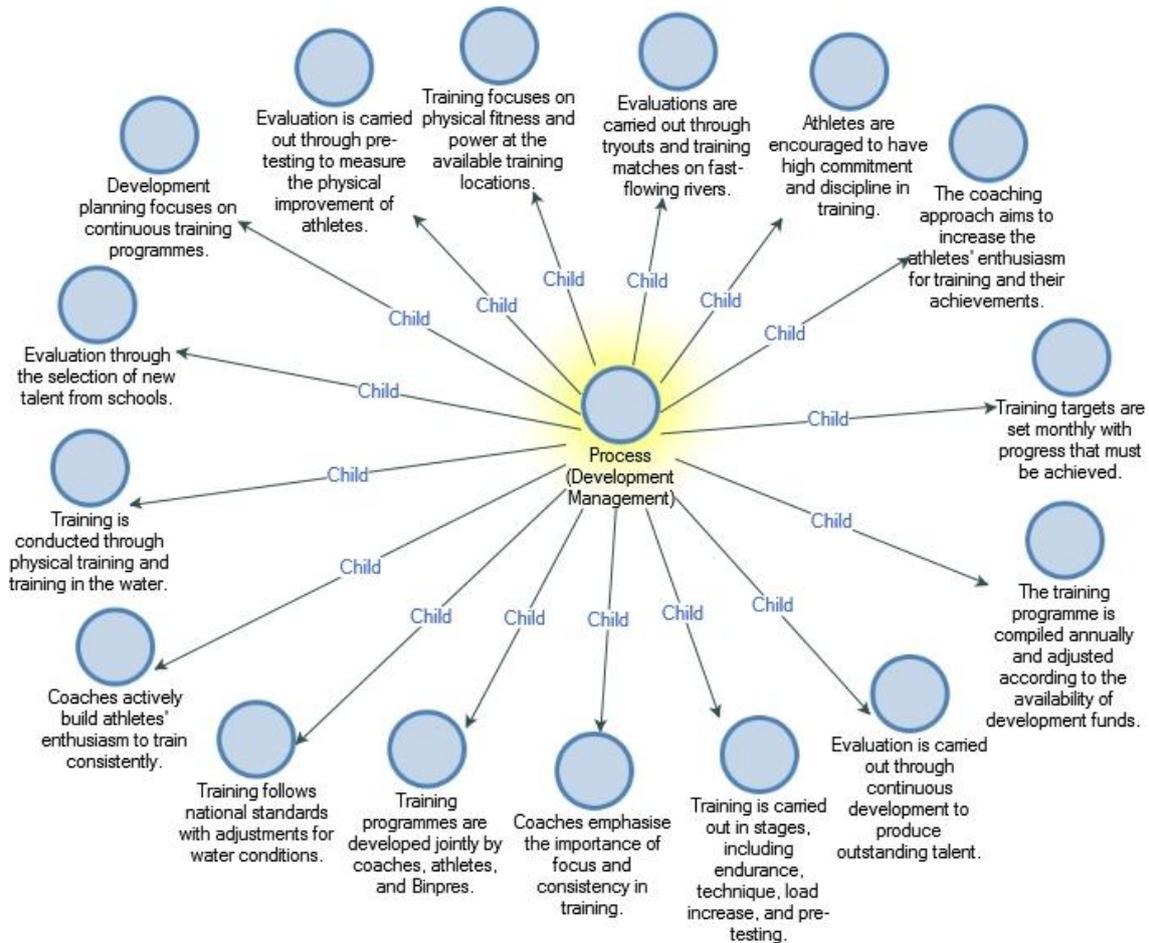


Fig 3. Input exploration diagram

Figure 3 shows that inputs in whitewater rafting athlete training in Jambi City cover several key aspects, namely government policy support and facilitation, training funding, availability of facilities and infrastructure, and human resources. Local government support is a dominant factor because training still relies heavily on annual grants from the Indonesian National Sports Committee (KONI) and is not yet supported by regular sponsorship. Limited funding has an impact on meeting training needs, including nutrition and athlete consumption. In

terms of facilities and infrastructure, the absence of whitewater rivers means that training is transferred to calm rivers such as the Batanghari River, although the training programme still refers to national standards. Human resources, including male, female, and youth athletes, are considered sufficient to support athlete development and regeneration. Overall, the input theme indicates that whitewater rafting athlete development in Jambi City has an adequate foundation but still requires strengthening, particularly in terms of funding and sustainable support.



**Fig 4.** Process Exploration Diagram (Coaching Management)

Figure 4 Process Exploration Diagram (Coaching Management) shows that the coaching management process is central to improving athlete performance. The results of the study reveal that coaching is carried out through continuous training programme planning, setting clear achievement targets, and periodic evaluation of athlete development. The training programme is collaboratively developed by coaches, athletes, and administrators with reference to national standards and adjusted to the conditions of the river as the training location. Training is carried out in stages, including endurance, technique, training load, and pre-tests to

measure the athletes' readiness. In addition, coaches emphasise the importance of discipline, commitment, consistency, and motivation in building the athletes' competitive spirit. Evaluations are conducted through talent selection from schools, physical tests, tryouts, and continuous progress monitoring, while the development programme is reviewed annually based on the availability of development funds. These findings confirm that a systematic, structured, and continuous development management strategy is a key factor in improving the performance of whitewater rafting athletes in Jambi City.

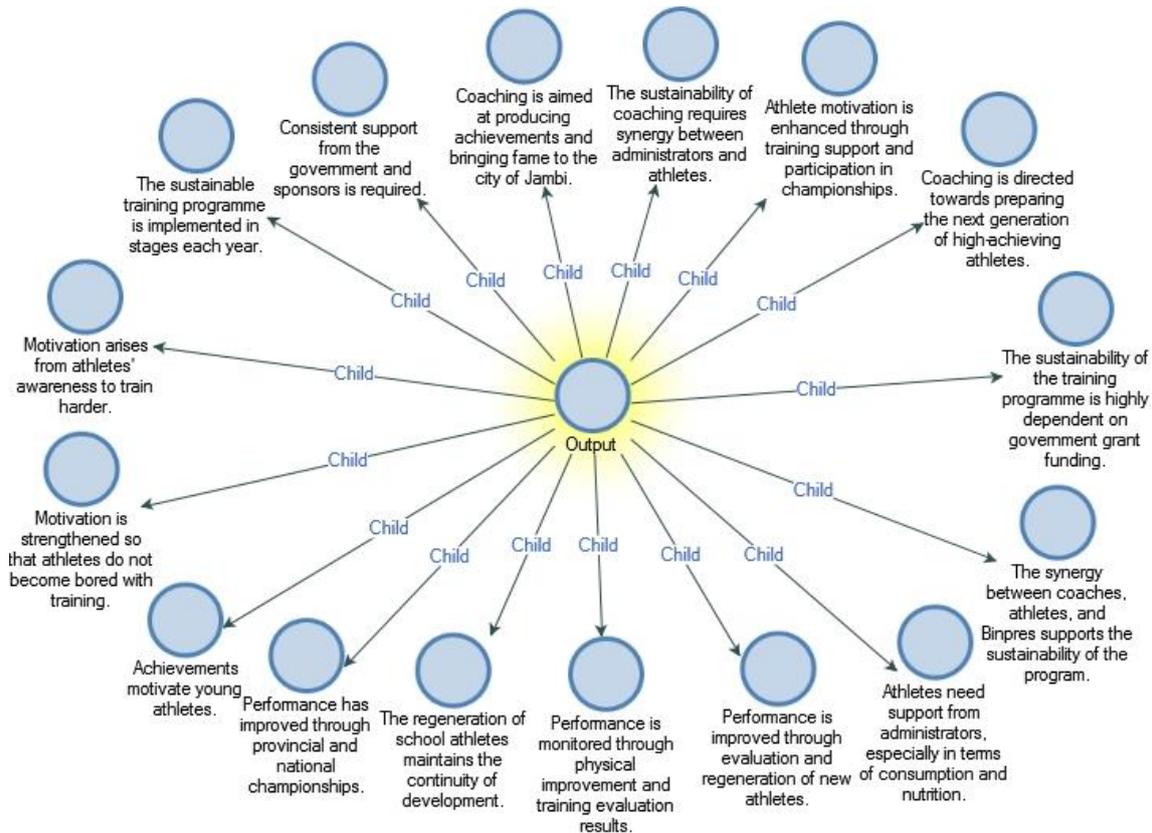


Fig 5. Output exploration diagram

Figure 5 shows that coaching outputs are not only oriented towards achievement, but also towards programme sustainability and athlete regeneration. The results of the study reveal that improvements in athlete performance can be seen through participation and achievements in provincial and national championships, as well as performance monitoring through regular physical evaluations and training results. The success of the training is also marked by the regeneration of athletes from the school level, which maintains the continuity of performance development. In addition, the athletes' motivation is strengthened through training support, participation in competitions, and a training atmosphere that encourages enthusiasm and prevents

boredom. Other outputs show the importance of synergy between coaches, athletes, and administrators, as well as government and sponsor support, because the sustainability of the programme is highly dependent on grant funding and administrative support, including the fulfilment of nutritional and equipment needs. Overall, the training output reflects improved performance, increased motivation, the creation of athlete regeneration, and the establishment of a sustainable training system that brings good name to the city of Jambi.

## DISCUSSION

The results of the study show that the whitewater rafting athlete training management strategy in Jambi City can

be comprehensively analysed using the Input–Process–Output (IPO) approach. This approach provides a systematic framework for understanding how initial resources are utilised, managed, and processed to produce outputs in the form of achievements and training sustainability. The IPO model emphasises that the success of a system is not only determined by the quality of the output, but also by the suitability and integration of the inputs and processes carried out. Syaufi et al. (2025) explain that the quality of organisational inputs greatly influences the effectiveness of the process and the final results achieved. The findings of this study reinforce this view, as the coaching of whitewater rafting athletes in Jambi City is highly dependent on policy support, funding, the availability of infrastructure, and the quality of human resources. When these inputs are managed in an integrated manner through a planned coaching process, outputs in the form of improved performance and athlete motivation can be achieved. Thus, the IPO approach is relevant for explaining the dynamics of whitewater rafting athlete development management comprehensively.

In terms of input, policy support and facilitation from the local government are dominant factors in the sustainability of whitewater rafting athlete development in Jambi City. The results of the study show that development is still highly dependent on annual grants from KONI, while sponsorship support has not developed optimally. This dependence on a single source of funding limits the flexibility of

the development programme, particularly in terms of meeting the needs of athletes, such as nutrition, equipment, and intensity of participation in championships. This condition is in line with the opinion of Hoye et al. (2018), who stated that sports organisations that rely on a single source of funding tend to experience obstacles in developing long-term programmes. However, the availability of human resources, including male, female, and youth athletes, is a major strength in the coaching system. The relatively sufficient number of athletes provides great opportunities for regeneration and continued achievement, provided that it is supported by more sustainable policies and funding.

Facilities and infrastructure are also input components that significantly influence the quality of whitewater rafting athlete development. The results of the study show that geographical limitations, particularly the unavailability of whitewater rivers in the Jambi City area, are a major challenge in conducting training. To overcome this, administrators and coaches have adapted by utilising calm rivers as training locations. This strategy reflects the organisation's flexibility and creativity in responding to environmental constraints. This is in line with Fitri & Razak (2024), who emphasises that systems capable of adapting to environmental changes and constraints have a greater chance of survival and development. By adjusting training methods and utilising available facilities, natural limitations do not completely hinder training. However, more representative training facilities are

still needed to optimally improve the quality of training.

In terms of process, annual training planning is an important foundation in whitewater rafting athlete training management. The findings show that training plans are developed based on the availability of training funds and the development needs of athletes, including physical and technical targets, as well as competition readiness. Although planning is still adaptive in nature, this management function has been carried out systematically. Hill & McShane (2008) emphasise that planning is a key management function that serves as a guideline for the implementation of organisational activities. With clear planning, athlete development has measurable directions and goals, even with limited resources. Planning that is developed collaboratively between coaches, administrators, and athletes also demonstrates good coordination in development management, so that training programmes can be adjusted to actual conditions without losing focus on improving performance.

The implementation of training is a core stage in the process of developing whitewater rafting athletes in Jambi City. The results of the study show that training is carried out in a gradual and structured manner, including endurance training, paddling techniques, increased training loads, and evaluation through physical pre-tests. The training programme continues to refer to national standards even though it is carried out under limited facilities. These findings are in line with those stated by Bompa &

Buzzichelli (2019), who argue that training must be carried out systematically, progressively, and continuously in order to optimally improve athlete performance. The application of these principles shows that the quality of the training process is maintained by coaches and administrators. Thus, limited facilities do not completely reduce the quality of training, as long as the basic training principles are applied consistently and systematically.

Motivation and coaching approach are determining factors in maintaining athletes' consistency and commitment to the training programme. The results show that coaches play an active role in building athletes' motivation, especially when athletes experience boredom due to training routines or limited facilities. A coaching approach that emphasises discipline, commitment, and psychological encouragement has been proven to maintain athletes' enthusiasm for continuing to train. This is in line with the theory of achievement needs proposed by Supriyanto (2019), which states that achievement motivation can be increased through environmental support and the role of significant figures such as coaches. With strong motivation, athletes not only train to fulfil the programme but also have the internal drive to improve their abilities and achievements (Syaukani et al., 2020; Wati & Jannah, 2021). Therefore, the aspect of motivation is an important element in the success of long-term coaching.

In terms of output, the results of the study show that the coaching of

whitewater rafting athletes in the city of Jambi has resulted in improved performance at the provincial and national levels. In addition to performance achievements, the output of coaching is also reflected in the increased motivation of athletes, the maintenance of the regeneration process, and the sustainability of the coaching programme (Maulana & Ali, 2023). This success shows that the integration between input and process has been quite effective. Staff et al. (2023), states that success in sports performance is the result of a structured and sustainable long-term training system. The findings of this study support this view, as the achievements were not instantaneous but rather the result of a consistent development process. However, the sustainability of future achievements still requires strengthening of funding support, government policies, and training facilities so that the whitewater rafting athlete development system in Jambi City can continue to develop in a sustainable manner.

## CONCLUSION

Based on the results of the study, it can be concluded that the whitewater rafting athlete development management strategy in Jambi City has been implemented in a structured manner through the integration of input, process, and output components. Support from local government policies, the availability of human resources, and the utilisation of existing facilities form the main foundation of the development programme, despite limitations in funding and facilities. The development

process is carried out through adaptive training planning, training implementation based on national standards, a coaching approach that emphasises motivation and discipline, and continuous evaluation of athlete development. The results of the training show an increase in athlete performance at the provincial and national levels, accompanied by increased motivation and the maintenance of athlete regeneration. However, the sustainability of the training still depends heavily on funding support and more sustainable policies, so it is necessary to strengthen the role of the government and relevant stakeholders to optimise future achievements.

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