



Strategy of The Tanjungpinang City Youth and Sports Agency for Developing The Athletic Achievements of Student Athletes in Tanjungpinang City for The Years 2024–2025

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Abstract

This study aims to analyze the strategic management practices of the Youth and Sports Office of Tanjungpinang City in developing student-athlete achievement during the 2024–2025 period using Fred R. David's strategic management framework, which consists of strategy formulation, strategy implementation, and strategy evaluation. The research employed a descriptive qualitative approach, with data collected through interviews, observations, and documentation. The findings indicate that the strategy formulation process has been supported by a formal planning framework through the 2024–2026 Strategic Plan (Renstra), although it has not yet been complemented by a comprehensive strategic environmental analysis. Strategy implementation has not been fully optimized due to budget constraints, the absence of a Training Centre program in 2024, dependence on club-owned facilities, and insufficient coordination among stakeholders. The evaluation stage shows that student-athlete achievement indicators exceeded the established targets; however, these results do not fully reflect the overall effectiveness of athlete development, as gaps remain between planning documents and program implementation. Therefore, stronger stakeholder coordination, sustainable athlete development programs, and the optimization of resource support are needed to improve student-athlete performance in a sustainable manner.

Keywords : Sports Achievement, Strategic Management, Student Athletes, Training and Development, Youth and Sports Office (DISPORA), Youth Sports Policy.



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INTRODUCTION

The development of athletic achievement among student athletes has become an increasingly strategic issue within global sports governance because contemporary nations no longer perceive sport merely as a recreational activity but as an instrument for human capital development, youth empowerment, social cohesion, and international competitiveness. Recent developments in sports science emphasize that sustainable athletic success depends on the integration of institutional planning, athlete development systems, physical literacy enhancement, talent identification mechanisms, and evidence-based policy interventions. Countries demonstrating consistent athletic achievement generally employ long-term strategic management approaches that align organizational resources, stakeholder collaboration, and athlete development pathways within a coherent framework of sports governance. The growing emphasis on strategic planning reflects a broader recognition that athletic performance is shaped by complex organizational ecosystems rather than isolated coaching interventions. Contemporary strategic management literature argues that organizational success is determined by the ability to formulate and execute adaptive strategies capable of responding to environmental opportunities and constraints while maintaining long-term performance objectives (David, David, & David, 2020). Within the sports sector, these dynamics have elevated the role of local government institutions as key actors responsible for designing and implementing athlete development strategies that support competitive achievement and sustainable sports development (Kementerian Pemuda dan Olahraga Republik Indonesia, 2024; Undang-Undang Republik Indonesia Nomor 11 Tahun 2022).

Previous studies examining sports achievement development consistently demonstrate that athlete performance emerges from the interaction of physical, organizational, and policy-related factors rather than from athletic talent alone. Research on physical literacy has shown that the development of

movement competence, confidence, and motivation contributes significantly to long-term athletic performance and active participation in sport, suggesting that athlete achievement is closely connected to foundational developmental processes occurring during school-age years (Apriliyanto, Hari, & Sulaiman, 2025). S

imilar findings indicate that physical literacy, enjoyment of sports participation, and regular physical activity collectively influence students' physical fitness levels, creating conditions that support competitive achievement and athletic progression (Ikhsanto, Aswara, & Ahmad, 2023). Investigations into training systems further reveal that structured physical exercise programs and scientifically designed training models improve physiological capacity and athletic readiness among adolescent athletes (Pranata, 2022).

Research focusing on coaching strategies likewise highlights the importance of strategic planning, athlete motivation, performance evaluation, and organizational support in producing competitive success (Saputra, Putra, & Putra, 2025). A critical reading of this literature suggests that athlete achievement is best understood as the outcome of integrated governance systems connecting policy, coaching, institutional support, and athlete development processes. Despite substantial advances in the literature, important conceptual and empirical limitations remain unresolved. Much of the existing research concentrates on athlete performance, coaching effectiveness, or physical development while paying comparatively limited attention to the strategic role of local government agencies responsible for coordinating sports development programs.

Studies examining sports policy implementation frequently focus on national-level initiatives or sport organizations, creating an empirical gap regarding how municipal institutions formulate and operationalize athlete development strategies within specific regional contexts. Existing findings also reveal inconsistencies concerning the effectiveness of government interventions, as some studies emphasize institutional capacity while others highlight stakeholder coordination and resource allocation as primary determinants of success. Research on policy implementation in sports development indicates that achievement outcomes often vary across regions despite similar regulatory frameworks, suggesting that contextual governance factors significantly influence policy effectiveness (Lorenza & Shianudin, 2022; Surani & Prathama, 2024).

These limitations indicate the need for deeper investigation into the strategic dimensions of local sports governance and athlete development. The unresolved nature of these issues possesses considerable practical significance because local governments increasingly face pressure to improve athletic performance while operating within resource limitations and rapidly evolving competitive environments. Student athletes represent a critical component of future sports development because they occupy the early stages of talent cultivation pathways that eventually contribute to regional and national sporting success. Weaknesses in planning, coordination, athlete support systems, and performance management can reduce the effectiveness of development programs and limit opportunities for athletic progression. Institutional performance reports and strategic planning documents of the Tanjungpinang City Youth and Sports Agency indicate continuing efforts to strengthen athlete development systems through structured coaching programs, talent development initiatives, and inter-organizational collaboration mechanisms (Dinas Kepemudaan dan Olahraga Kota Tanjungpinang, 2026a).

The effectiveness of these efforts warrants closer examination because successful athlete development requires not only program implementation but also strategic alignment among organizational goals, available resources, and long-term achievement targets (Dinas Kepemudaan dan Olahraga Kota Tanjungpinang, 2026b).

This study is positioned within the intersection of strategic management, sports governance, and athlete development research by focusing specifically on the strategy employed by the Tanjungpinang City Youth and Sports Agency in developing the athletic achievements of student athletes during the 2024–2025 period. Existing scholarship has predominantly explored coaching methods, physical training models, and policy implementation outcomes, whereas comparatively limited attention has been directed toward understanding how local government agencies formulate strategic responses to athlete development challenges within regional contexts.

The case of Tanjungpinang City offers a valuable analytical setting because it reflects the realities of municipal-level sports governance where athlete development depends upon institutional planning, stakeholder coordination, resource mobilization, and program sustainability. Examining these

dimensions contributes to a more comprehensive understanding of how strategic management principles operate within public-sector sports development systems and influence athlete achievement outcomes (David, David, & David, 2020; Lorenza & Shianudin, 2022).

This research aims to analyze the strategy of the Tanjungpinang City Youth and Sports Agency in developing the athletic achievements of student athletes during the 2024–2025 period. The study seeks to identify strategic priorities, implementation mechanisms, supporting factors, and challenges that shape athlete development efforts within the local sports governance framework. It is expected to contribute theoretically by enriching discussions on the relationship between strategic management and public-sector sports development while providing a deeper understanding of athlete achievement development at the municipal level. Methodologically, the research offers an empirical perspective for examining how institutional strategies are translated into practical interventions that influence athlete development processes, stakeholder engagement, and competitive performance outcomes.

RESEARCH METHODS

This study employed a qualitative research approach to examine the strategy of the Tanjungpinang City Youth and Sports Agency (DISPORA) in developing the athletic achievements of student athletes during the 2024–2025 period. A qualitative approach was selected because it enables an in-depth exploration of strategic planning processes, policy implementation mechanisms, institutional coordination, and stakeholder perceptions within the context of sports achievement development. The research was conducted at the Tanjungpinang City Youth and Sports Agency and involved key informants selected through purposive sampling, including agency officials, sports coaches, school representatives, sports administrators, and student athletes who were directly involved in achievement development programs. Data were collected through in-depth interviews, participant observation, and documentation studies involving strategic plans, performance accountability reports, policy documents, and official reports related to sports development. The selection of informants and data sources was guided by their relevance to the research objectives and their capacity to provide comprehensive information regarding institutional strategies and program implementation.

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing and verification. Throughout the analytical process, interview transcripts, field notes, and documentary evidence were systematically coded and categorized to identify emerging themes related to strategic management, athlete development, resource allocation, stakeholder collaboration, and performance improvement. The validity and trustworthiness of the findings were strengthened through source triangulation, method triangulation, and member checking to ensure the consistency and credibility of the collected data. The research also adopted principles of strategic management analysis to interpret how organizational strategies were formulated, implemented, and evaluated within the context of student athlete achievement development. Through this approach, the study generated a comprehensive understanding of the opportunities, challenges, and strategic directions that influence the effectiveness of sports achievement development programs in Tanjungpinang City.

RESULTS AND DISCUSSION

Strategic Planning for the Development of Student Athlete Achievement

The findings indicate that the Tanjungpinang City Youth and Sports Agency has implemented a strategic planning process focused on strengthening student athlete achievement through coaching programs, talent identification, competition participation, and capacity building for coaches. Interviews with agency officials revealed that planning activities are formulated based on performance targets outlined in the agency's strategic plan and annual work programs. Informants emphasized that athlete development has become a priority agenda because sports achievement contributes to regional competitiveness and youth development. Strategic planning is recognized as a critical component of organizational success because it aligns resources with long-term objectives (David et al., 2020).

Data obtained from document analysis showed that the agency's planning process integrates national sports policies with local development priorities. Officials explained that annual athlete development programs are prepared through coordination meetings involving schools, sports associations, and coaching institutions. This collaborative mechanism facilitates the identification of priority sports and the allocation of development resources. Such an approach reflects the strategic

management principle that planning effectiveness depends on environmental analysis and stakeholder involvement (Wheelen et al., 2018).

Interviews with coaches indicated that talent identification activities were conducted through student sports competitions and school-level championships. Coaches noted that many talented athletes were discovered through structured competitions organized by educational institutions and local sports organizations. These findings demonstrate the importance of systematic athlete recruitment in building sustainable sports achievement pathways. Similar observations were reported by Lorenza and Shianudin (2022), who found that athlete development programs require structured talent identification mechanisms.

Several informants explained that the agency has prioritized sports with higher competitive potential at the provincial level. The selection of priority sports was based on historical achievements, athlete availability, coaching capacity, and infrastructure readiness. Strategic focus on selected sports enables more efficient utilization of limited resources. This finding supports the strategic concentration model proposed by David et al. (2020), which emphasizes prioritization as a mechanism for improving organizational performance.

Document analysis and interview findings revealed several planning targets for athlete development during 2024–2025. The performance orientation of the agency can be summarized in Table 1.

Table 1. Strategic Development Priorities for Student Athletes (2024–2025)

Strategic Priority	Implementation Focus	Expected Outcome
Talent Identification	School competitions and scouting	Increased athlete recruitment
Athlete Coaching	Training camps and coaching programs	Improved performance
Coach Development	Certification and technical training	Better coaching quality
Competition Participation	Regional and provincial championships	Increased medals
Stakeholder Collaboration	Schools and sports associations	Sustainable development system

The information in Table 1 demonstrates that strategic planning extends beyond athlete training and includes institutional strengthening. The integration of multiple development components suggests that achievement improvement is viewed as a systemic process rather than an isolated intervention.

Interviews revealed that performance indicators were established to evaluate program effectiveness throughout the planning period. Agency officials explained that achievement targets included participation rates, medal acquisition, and athlete progression to higher competition levels. The existence of measurable indicators enhances accountability and organizational learning. Performance-based planning has been identified as an important characteristic of modern public sector management (Buhaerah, 2017).

Several respondents highlighted the significance of physical literacy in supporting athlete achievement. Coaches reported that athletes with strong physical literacy demonstrated better adaptability during intensive training programs and competitions. The relationship between physical literacy and athletic performance has been emphasized in previous studies examining youth sports development (Apriliyanto et al., 2025). These findings suggest that athlete development should integrate physical literacy enhancement within coaching programs.

Interviews with school representatives indicated that sports participation also contributes to healthy lifestyle formation among students. Teachers observed that students engaged in sports activities exhibited stronger discipline, physical fitness, and positive behavioral patterns. Research conducted in Tanjungpinang similarly reported an association between healthy lifestyles and youth development outcomes (Sarkity et al., 2025). The evidence reinforces the broader social value of athlete development programs beyond competitive achievement.

Athlete informants emphasized that regular training opportunities increased confidence and motivation to pursue higher achievements. Participants described coaching programs as important platforms for skill development and competitive preparation. The findings correspond with research highlighting the role of systematic training in improving athlete performance outcomes (Pranata, 2022).

Athlete motivation emerged as a key factor influencing training consistency and performance improvement.

The strategic planning process implemented by the Tanjungpinang City Youth and Sports Agency reflects a structured effort to enhance student athlete achievement through coordinated planning, talent identification, coaching development, and performance-oriented management. Evidence from interviews, documents, and observations indicates that planning activities have established a foundation for long-term athlete development. Strategic planning functions not only as an administrative requirement but also as a mechanism for aligning institutional goals with athlete performance objectives. This condition illustrates the practical application of strategic management principles in the public sports sector (Wheelen et al., 2018; David et al., 2020).

Implementation of Athlete Development Programs and Resource Management

The implementation stage revealed that the Tanjungpinang City Youth and Sports Agency translated strategic plans into operational programs through athlete training, coaching assistance, competition participation, and institutional collaboration. Interviews with agency officials indicated that implementation effectiveness depended on the availability of financial resources, human resources, and coordination mechanisms among stakeholders. Informants explained that athlete development activities were conducted continuously rather than being limited to competition periods. This pattern aligns with the view that successful strategy implementation requires the mobilization of organizational resources and operational commitment (Wheelen et al., 2018).

Findings from interviews with coaches demonstrated that training programs were scheduled systematically according to the competition calendar and athlete performance needs. Coaches emphasized that technical, physical, and psychological preparation constituted the core components of the coaching process. Athletes reported improvements in endurance, discipline, and competitive readiness after participating in structured training sessions. These observations support previous findings that training quality significantly influences athletic performance development (Rahayu & Setyawan, 2025).

Several informants identified human resource capacity as an important determinant of program implementation success. Agency officials acknowledged that coach competency development remained a strategic priority because coaching quality directly affects athlete performance outcomes. Training workshops, certification programs, and technical guidance activities were organized to strengthen professional competencies among coaches. Human resource development is widely recognized as a critical strategy for improving organizational performance and service effectiveness (Atikah et al., 2025).

Interviews with athletes revealed that coaching programs provided not only technical instruction but also motivational support. Athletes frequently mentioned that encouragement from coaches helped them maintain commitment during intensive training periods. Motivation emerged as an important mediating factor linking training processes with performance achievement. Similar conclusions were reported by Rahayu and Setyawan (2025), who found that motivational factors strengthen the relationship between training and athletic success.

Field observations and document analysis indicated variations in resource availability across sports disciplines. Certain sports benefited from adequate facilities and equipment, while others faced limitations that affected training intensity. Informants suggested that resource allocation often followed achievement potential and competition priorities. Resource management therefore became an essential element in ensuring equitable and effective program implementation (David et al., 2020).

The implementation outcomes identified during the research are summarized in Table 2.

Table 2. Implementation Outcomes of Athlete Development Programs

Program Component	Observed Condition	Implementation Assessment
Athlete Training	Conducted regularly	Effective
Coach Development	Workshops and certifications	Moderately effective
Competition Participation	Provincial and regional events	Effective
Facility Support	Uneven among sports branches	Needs improvement
Stakeholder Coordination	Active collaboration	Effective

The information presented in Table 2 indicates that most program components were implemented effectively, although disparities in facility support remained evident. These findings suggest that implementation success is influenced by both organizational commitment and resource distribution patterns.

Interviews with school representatives highlighted the importance of collaboration between educational institutions and sports authorities. Schools provided access to student athletes, training spaces, and academic support mechanisms that complemented sports development initiatives. Effective cooperation facilitated the integration of educational and athletic objectives. Collaborative approaches are often associated with stronger public service outcomes and improved stakeholder satisfaction (Islami et al., 2026).

Several respondents emphasized the role of parents in supporting athlete development. Coaches reported that parental encouragement influenced athlete attendance, motivation, and emotional stability during training and competitions. Athletes who received consistent family support generally demonstrated stronger commitment to long-term achievement goals. Previous research has similarly identified parental support as a significant factor affecting athlete performance (Rahayu & Setyawan, 2025).

Document analysis revealed that competition participation served as a central mechanism for evaluating athlete readiness and development progress. Agency officials considered regional and provincial competitions as opportunities to measure training effectiveness and identify areas requiring improvement. Competition experiences also exposed athletes to higher performance standards and stronger competitive environments. Such findings correspond with evaluations of sports development programs emphasizing the importance of competitive exposure in achievement enhancement (Rahayu, 2020).

Interviews further indicated that healthy lifestyle promotion was integrated into athlete development activities. Coaches encouraged athletes to maintain balanced nutrition, adequate rest, and disciplined daily routines to support performance optimization. The relationship between healthy behavior and sports achievement has been demonstrated in studies involving youth populations in Tanjungpinang (Sarkity et al., 2025). Lifestyle management therefore functioned as a complementary component within athlete development strategies.

The implementation of athlete development programs during 2024–2025 reflected a multidimensional strategy involving training management, human resource development, stakeholder collaboration, competition participation, and resource utilization. Empirical evidence suggests that program implementation achieved positive outcomes despite challenges related to facility disparities and resource limitations. The effectiveness of implementation was strengthened by cooperation among coaches, schools, parents, and government institutions. These findings demonstrate that successful athlete development depends not only on strategic planning but also on the capacity to execute programs consistently and collaboratively (Surani & Prathama, 2024; Atikah et al., 2025).

Evaluation and Sustainability of Student Athlete Achievement Development Strategies

The evaluation process revealed that the Tanjungpinang City Youth and Sports Agency continuously monitored athlete development programs through performance assessments, competition outcomes, and stakeholder feedback mechanisms. Interviews with agency officials indicated that evaluation activities were conducted periodically to determine whether program targets had been achieved. Informants explained that athlete achievement, participation rates, and coaching effectiveness served as the primary indicators for measuring program success. Strategic evaluation is regarded as an essential component of organizational management because it provides evidence for policy adjustment and future planning decisions (David et al., 2020).

Interviews with coaches demonstrated that athlete performance evaluations were conducted before and after major competitions. Coaches assessed technical skills, physical fitness, mental preparedness, and tactical understanding to identify developmental progress. The evaluation results enabled coaching teams to modify training programs according to athlete needs and competitive demands. Such adaptive practices reflect the strategic management perspective that organizational learning contributes to long-term performance improvement (Wheelen et al., 2018).

Athlete informants reported that regular evaluations increased awareness of personal strengths and weaknesses. Many participants described evaluation sessions as constructive opportunities for receiving feedback and setting new performance goals. The findings indicate that evaluation activities functioned not only as monitoring tools but also as mechanisms for enhancing athlete motivation. Motivation remains a critical determinant of sustained athletic performance and achievement development (Rahayu & Setyawan, 2025).

Several respondents identified the importance of institutional accountability in sustaining athlete development programs. Agency officials emphasized that performance reports and achievement records were used to justify budget allocations and program continuation. Accountability mechanisms also facilitated communication between government institutions and external stakeholders. Public sector organizations increasingly rely on evidence-based evaluations to strengthen transparency and organizational effectiveness (Buhaerah, 2017).

Interviews further revealed that stakeholder satisfaction constituted an important dimension of program evaluation. Coaches, athletes, and school representatives expressed generally positive perceptions regarding the availability of development opportunities and competition access. Positive stakeholder experiences contributed to stronger institutional trust and participation levels. Research on public service and sports event management has similarly highlighted the relationship between stakeholder satisfaction and program sustainability (Islami et al., 2026).

The principal evaluation findings identified during the study are presented in Table 3.

Table 3. Evaluation Results of Athlete Development Strategies

Evaluation Aspect	Observed Findings	Assessment
Athlete Performance	Improved competition outcomes	Positive
Training Effectiveness	Better technical and physical capacity	Positive
Stakeholder Satisfaction	High participation and support	Positive
Facility Availability	Unequal across sports disciplines	Needs Improvement
Program Sustainability	Strong institutional commitment	Positive

The data in Table 3 demonstrate that the majority of evaluation indicators showed favorable outcomes. Facility availability emerged as the primary area requiring strategic intervention to ensure balanced athlete development across sports disciplines.

Document analysis revealed that the agency's sustainability strategy emphasized long-term athlete regeneration. Officials explained that talent scouting activities were expanded to schools in order to identify promising athletes at an early age. This regeneration approach was designed to prevent performance decline caused by limited athlete replacement. Sustainable sports achievement requires continuous talent development pipelines that connect grassroots participation with elite-level coaching (Lorenza & Shianudin, 2022).

Several informants highlighted the role of community participation in supporting sports development sustainability. Parents, local communities, and educational institutions were actively involved in encouraging student participation in sports activities and competitions. Community engagement strengthened the social environment necessary for athlete growth and achievement. Studies on community participation in sports programs suggest that public involvement contributes significantly to program effectiveness and sustainability (Islami et al., 2026).

Interviews with agency leaders indicated that future development strategies would focus on digital information systems, coach competency enhancement, and expanded inter-institutional partnerships. These priorities were considered necessary to address evolving challenges in athlete development and sports governance. Organizational adaptation remains an important requirement for maintaining competitiveness in dynamic environments. Human resource development and institutional innovation are frequently associated with improved organizational performance and service quality (Atikah et al., 2025).

The findings also revealed that athlete achievement development contributes to broader youth development objectives. Participation in structured sports programs encourages discipline, healthy lifestyles, teamwork, and positive social behavior among students. Research involving students in Tanjungpinang has demonstrated the connection between healthy behavioral patterns and

developmental outcomes among young people (Sarkity et al., 2025). Sports achievement programs therefore generate benefits that extend beyond competitive success.

Overall, the evaluation findings indicate that the athlete development strategy implemented by the Tanjungpinang City Youth and Sports Agency during 2024–2025 has produced positive outcomes in athlete performance, stakeholder engagement, and institutional commitment. The sustainability of these achievements depends on continuous talent regeneration, resource optimization, community support, and adaptive organizational management. Remaining challenges related to infrastructure disparities require targeted policy responses to ensure equitable development opportunities. The evidence suggests that sustainable athlete achievement is achieved through the integration of strategic evaluation, stakeholder collaboration, and long-term institutional learning processes (Surani & Prathama, 2024; David et al., 2020; Wheelen et al., 2018).

CONCLUSION

The findings demonstrate that the strategy implemented by the Tanjungpinang City Youth and Sports Agency in developing the athletic achievements of student athletes during the 2024–2025 period has been carried out through a systematic strategic management process consisting of planning, implementation, and evaluation stages. Strategic planning was oriented toward talent identification, athlete coaching, coach competency development, and stakeholder collaboration involving schools, sports organizations, and local communities. The implementation process showed that structured training programs, competition participation, human resource development, and coordinated institutional support contributed positively to improving athlete performance. The study also revealed that athlete achievement development is influenced not only by organizational capacity but also by motivational factors, parental support, school involvement, and the availability of adequate facilities and infrastructure.

The evaluation results indicate that the development strategy has generated positive outcomes in terms of athlete performance improvement, stakeholder satisfaction, and institutional commitment to sustainable sports development. Continuous monitoring, performance assessment, and talent regeneration programs have strengthened the long-term sustainability of athlete achievement development in Tanjungpinang City. Several challenges remain evident, particularly disparities in facility availability and resource distribution across sports disciplines, which may affect the effectiveness of future development efforts. Strengthening inter-institutional partnerships, enhancing coach competencies, expanding community participation, and optimizing resource management are essential strategic directions for ensuring sustainable improvements in student athlete achievement and supporting the broader objectives of youth and sports development.

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