



# Implementation of Traditional Sports Development coaching policies at the East Kutai Regency's

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## ABSTRACT

*In the experience of the life of the Indonesian nation, today there have been symptoms of inequality of opportunity and ability to utilize the right to exercise at all levels of society. The causes are strung together in a multi-complex network of problems. According to Mahendra (2008: 2), these problems can be seen at the level of government bureaucracy, community level, and individual level. This study aims to describe and analyze the East Kutai Regent Regulation Number 22 of 2023's implementation of traditional sports coaching policies at the East Kutai Regency's Youth and Sports Office, as well as to describe and analyze the factors that support and hinder policy implementation. Data gathering methods included interviews, observations, and documentation; data analysis methods included data condensation, data presentation, and concluding/verification. Researchers utilized a descriptive-qualitative methodology. The findings of this study suggest that the East Kutai Regency Youth and Sports Service's traditional sports coaching policies, which are based on East Kutai Regent Regulation Number 22 of 2023, have been implemented in the best possible way in terms of communication, resources, commitment, and bureaucratic structure. Inhibiting forces are still present, though. Internal impediments to the implementation of these policies include the existence of insufficient human resources, the existence of informational resources in the form of regulations, the contents of which are still not fully outlined, and external impediments, namely the lack of significant support from local business owners.*

**Keywords:** Development, Public Policy, Traditional Sports.

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## 1. INTRODUCTION

Global changes have made the social, economic, and cultural dynamics of the people and nation of Indonesia a necessity in the overall management of national sports by taking into account and considering the synergy of all aspects. In this context, Lawson (in (Rahadian, 2018: 4) argues that sports management must be able to generate and strengthen social networks, form collective identities, improve human and environmental health, and improve the mental health of individuals and families. In the experience of the life of the Indonesian nation, today there have been symptoms of inequality of opportunity and ability to utilize the right to exercise at all levels of society. The causes are strung together in a multi-complex network of problems. According to Mahendra (2008: 2), these problems can be seen at the level of government bureaucracy, community level, and individual level. At the level of the government bureaucracy, it is still felt that the role of sport is not prioritized in national development, so the role of sport is still placed at the bottom of development policies. In reality, the government needs to be more optimal in providing, regulating and developing public sports facilities that can be accessed easily by all levels of society as a form of community service. The limitations in the provision of public space and sports facilities are apparent, as in the limited funds allocated for sports purposes so far, it seems that the government is prioritizing sports achievements that can only be carried out by specific individuals who have excess talent, ability and potential (Mahendra, 2008: 2). While at the individual level, it is still constrained by limited participation in sports caused by the low quality of human resources in pursuing a sport, the high qualifications of individual abilities required to participate in competitive sports (achievement sports) which are so dominant in Indonesia, and the weak ability the economy of the majority of our society in meeting the minimum needs to engage in sports activities (Mahendra, 2008: 2).

The various problems described above further emphasize the existence of social inequalities in sports in Indonesia. The emergence of elitism in the sports community and the growth of an attitude of excessive dependence on the government have proven weaknesses in our country's fostering, developing and controlling sports. Thus, improving the declining condition of sports is a very urgent matter. Therefore, there is a need for alternative efforts from the government, which is a strategic breakthrough in restoring the function of sport so that it can make a real contribution to community development and empowerment efforts. One effort can be made to turn on and utilize traditional sports. Traditional sports are sports carried out by the community based on hobbies and abilities that grow and develop according to the conditions and cultural values of the local community, which are

carried out continuously for health, fitness and joy. At this time, East Kutai Regency still has a lot of potential for traditional sports that needs to be explored and must receive attention from the local government. Based on report data from the East Kutai Regency Youth and Sports Office (February 2023), this district has seven traditional sports: narrowing, basing, beige, catapult, traditional archery, ebook ball, and go back Sodor.

These traditional sports are often played and competed in every commemoration of the Birthday of East Kutai Regency and the Independence Day of the Republic of Indonesia. These traditional sports have often competed nationally, such as narrowing, slinging, slingshot, and traditional archery. The East Kutai Regency Youth and Sports Office has implemented various strategic programs to develop traditional community sports. However, based on a preliminary study conducted by researchers in February 2023, the program that has been carried out has not been maximized, so it has not been able to develop traditional sports activities that all levels of society can easily access as a form of public service.

The purpose of this study is to describe and analyze policy implementation as well as to describe and analyze the factors that support and hinder the implementation of traditional sports development policies based on the East East Kutai Regency Youth and Sports Office Kutai Regent's Regulation Number 22 of 2023. The advantage of this research is that it is anticipated to be able to develop a theory of public policy implementation about traditional sports coaching policies implemented by local governments based on applicable regulations and is anticipated to be input for the East Kutai Regency Youth and Sports Office in developing the concept of fostering community sports that are more traditional precise and applicable.

## **2. LITERATURE REVIEWS**

### **2.1 Sport Concept**

Sport consists of two words, namely "exercise" and "sport". Sports means efforts to train, make, process, or make something; of course, the pressure is in a better direction. Meanwhile, the body means the body or body. Thus, the word sport can be interpreted as an activity to cultivate the body or the body to be in better condition. With this understanding, it naturally arises that at the beginning of the formation of the word, many people equated the meaning of sport with "body exercise", an action of the body shown by the movement of the body, both in the fulcrum and in every segment of the body. The exact meaning cannot be blamed because the term exercise itself has been used in our sports repertoire before the word was changed by other words interchangeably into physical education, exercise, and sports (Mahendra, 2008: 3). Viewed from the theory of energy distribution, H. Spencer (1980) stated that human activities in the form of movement, games and sports are needed as a means of channelling from conditions in which children have excess energy. Through physical movement, children channel their excessive energy to restore the body and soul balance (equilibrium). This is also Piaget's opinion, which states that at any given moment and time, the individual as a living being is always in a state of imbalance (disequilibrium), both because of desire and because of the body's metabolism in the form of intake of food and oxygen, so it must continue to constantly rebalanced. For Piaget, the urge to consistently achieve balance after an imbalance occurs is what is referred to as the driving force behind learning (Mahendra, 2008: 7).

The community carries out traditional sports or community sports based on hobbies and abilities that grow and develop according to the conditions and cultural values of the local community, which are carried out continuously for health, fitness and joy. Educational units, institutions, associations, or sports organizations can carry out community sports. Everyone who organizes certain community sports that carry risks to environmental sustainability, maintenance of infrastructure and facilities, as well as safety and health must comply with the provisions and procedures determined according to the type of sport; provide instructors or guides who have qualifications according to the type of sport and have competency certificates; and provide competent health workers. These community sports must meet the requirements set by sports associations or organizations and be supported by sports science and technology. Sports coaching is a conscious effort carried out systematically to achieve sports goals. Sports coaching is carried out as an integral part of national development. The central and regional governments must carry out sports coaching by their authority and responsibilities. Sports coaching includes sports, workforce, organization, funding, methods, infrastructure and facilities, and sports awards. Sports coaching is carried out systematically through the stages of introduction, monitoring, guiding, developing talent on an ongoing basis, and increasing achievement. Sports coaching is carried out through the family, educational, and community pathways based on sports development for all people that last a lifetime. Sports coaching aims to shape character, provide basic knowledge of exercise, improve fitness and health, and create healthy and active lifestyle habits throughout life.

## **3. RESEARCH METHOD**

### **3.1 Research Approach and Focus**

A descriptive qualitative approach is used in this study. Bogdan & Taylor (in Moleong, 2002: 3) claim that descriptive-qualitative research yields descriptive data from people and observed behavior in the form of written or spoken words. By offering a methodical, factual, and correct description or description of the thing to be examined, the research results are intended to gather

information about the actual situation. This study focuses on implementing traditional sports coaching policies involving communication factors, resources, commitment, and bureaucratic structures. In addition, this research also focuses on supporting and inhibiting factors in implementing traditional sports coaching policies based on East Kutai Regent Regulation Number 22 of 2023 at the East Kutai Regency Youth and Sports Office.

### **3.2 Research Locations**

This research was carried out at the Youth and Sports Office of East Kutai Regency because East Kutai Regency has much potential cultural wisdom and has not been appropriately explored, one of which is the existence of traditional sports developing in local communities. There has yet to be any similar research regarding implementing public policies regarding coaching traditional sports at the East Kutai Regency Youth and Sports Service. As well as fostering and developing traditional sports, the East Kutai Regency Youth and Sports Office still encounters several obstacles, including the need for more intensive human resource development related to traditional sports. There is no collaboration with third parties in traditional sports development.

### **3.3 Types and Sources of Data**

This study's types and sources of data include primary and secondary data. The primary data used in this study were obtained directly from the informants using interview and observation techniques. The secondary data in this study comes from existing data obtained from books, journals and relevant documents.

### **3.4 Data Collection Techniques**

In this study, observation, documentation, and interviews were used as data collection methods. This study conducted interviews by having participants deliver a number of remarks orally to interview guides-preselected informants. The East Kutai Regency Youth and Sports Service's adoption of traditional sports coaching policies, as well as the enabling and impeding causes for this adoption, were investigated using interview methodologies. Participatory direct observation of the things under observation was used to make the observations. This is done in order to provide complete and accurate data to researchers. The implementation of traditional sports development policies at the East Kutai Regency Youth and Sports Office and the supporting and impeding elements in this implementation were studied using observational techniques to gather pertinent data to support information from interviews with informants. The documentation strategy is used by looking over various materials associated with the research's topic, including books, journals, and pertinent guidelines. The Department of Youth and Sports in East Kutai Regency uses documentation strategies to get reliable data regarding the application of traditional sports coaching policies.

### **3.5 Data Analysis Techniques**

The Miles, Huberman, and Saldana (2014: 10–19) model comprising steps in the form of condensing data, presenting data, and drawing conclusions was employed as the data analysis technique in this study. In order to condense the data, the researcher used field notes and transcripts to identify, concentrate, simplify, abstract, and transform information about the East Kutai Regency Youth and Sports Office's implementation of policies regarding the development of traditional sports, as well as its enabling and impeding factors. The researcher then provides information on the implementation of conventional sports coaching policies at the East Kutai Regency Youth and Sports Office, as well as its motivating and impeding elements, in succinct descriptions, charts, and photographs. Presentation of data in the form of tables and charts providing a broad picture of the social context is intended to bring together data that is organized in a way that is both accessible and existing. Additionally, when articulating the issue at hand, researchers gather data. The information that has been described is generalized. The results cover the transitivity's constituent parts, how they interact with social circumstances, and how the transitivity's constituent parts are employed. After it is finished, data analysis repeats the process until all the data is complex.

## **4. RESEARCH RESULTS**

### **4.1 Implementation of Traditional Sports Development Policy at the East Kutai Regency Youth and Sports Office**

According to the study's findings regarding the communication variable, there has been open and regular communication with staff members, the local community, and stakeholders when executing traditional sports coaching and development policies at the East Kutai Regency Youth and Sports Office. As a result, the public can trust the policy and understand it completely. The findings of this study support Edward III's theory of public policy implementation, which holds that communication implementation plays a crucial role not only for implementers but also for policymakers (Sadhana, 2011: 198–199). In order to prevent implementers from interpreting it in a different way, there must be constant, firm, and explicit communication from top to bottom. The right persons are informed about the requirement for accuracy and accuracy in policy information, as well as information about processes and rules for implementing policies, and implementers accurately take this information in. The communication transmission lines in the implementation process have a lot of difficulties, which might obstruct the execution of policies. Thus, the effectiveness of policy implementation also lies in the quality of communication in instructions/orders, both in the description of the main tasks and functions, the design of the organization/coordination structure, interactions, and orders to

the right personnel, so as not to cause confusion or overlapping of interpreted meanings. Allows people to exercise discretionary power. The measure of communication here is that the command to implement the policy must be transmitted to the right personnel, and the command must be clear, accurate, and consistent (communication consistency is vital because there are often contradictory decisions that confuse and frustrate staff (Sadhana, 2011, pp. 199-200 ).

Judging from the resource variable, this study's results show that adequate budgetary and infrastructure resources have been available in implementing traditional sports development policies at the East Kutai Regency Youth and Sports Service. However, in terms of human resources and information resources, their availability still needs to be improved. The findings of this study support Edward III's theory of public policy implementation, which holds that resources play a crucial role in the implementation of policies (Sadhana, 2011: 202–203). Because the individuals in charge of executing the policy will not be able to do their jobs successfully if they lack the resources, regardless matter how explicit and consistent the laws or rules and the accuracy of the communication are. Sadhana (2011: 203) claims that staff members with the knowledge and aptitude to complete duties, directives, and suggestions from superiors (leaders) are the sources in putting the desired policy into practice. Additionally, there must be a fit or possibility between the skills that must be possessed and the staff that is needed. In order to operationalize the implementation of a policy, facilities are needed. These facilities include, among other things, buildings (offices), equipment, and intensive funds, all of which will be useful in the implementation of a policy. Sadhana (2011: 204-205) further suggests that implementation becomes more complicated when two or more levels of government are involved. If the program selected or determined is a cross-sectoral program, then the first difficulty is determining the leading sector; conflicting interests can result in delays in policy implementation and budget swelling, as well as overlapping tasks and responsibilities. On the other hand, it is clear that the leading sector has even allocated funds but requires collaboration with other agencies to support the program's implementation.

Based on the commitment variable, the findings of this study indicate that the East Kutai Regency Youth and Sports Office has implemented traditional sports coaching policies with careful staff selection and appropriate employee incentives, resulting in human resources who are very committed to the organization's work. According to Edward III (in Agustino, 2016: 159–160), the disposition of policy implementation consists of (a) Appointment of bureaucracy, and the findings of this study support this idea. If the current staff does not carry out the policy that the higher authorities wish, the disposition or attitude of the executor will naturally create hurdles to its implementation. As a result, individuals committed to the policies that have been established, more specifically the interests of the community, must be appointed and chosen to carry out policy. (b) By modifying incentives, one of the suggested approaches to address the issue of policy implementers' attitudes is the use of incentives. People act in accordance with their interests, and policymakers' manipulation of incentives has an impact on how policy implementers behave. Increasing particular rewards or charges could be the motivating factor that encourages executors to correctly carry out orders. This is done to advance individual or corporate objectives. The majority of implementers can carry out policy implementation freely since they are dependant on the authority of policymakers, claims Sadhana (2011: 205-206). The manner in which implementers use this discretion, however, largely depends on their disposition or attitude toward a policy. Their opinions about a policy and how that policy affects their organization's and their personal interests have an impact on how they feel about it.

According to the bureaucratic structure variable, the findings of this study demonstrate that there has been a clear division of tasks and responsibilities of employees according to their duties and functions when implementing traditional sports coaching policies at the East Kutai Regency Youth and Sports Office. To ensure the efficiency of the bureaucracy's organizational structure, there has been extensive cooperation between organizational work units. The findings of this study support Edward III's (in Sadhana, 2011: 206) assertion that the bureaucratic structure includes elements of organizational structure, authority divisions, relationships between organizational units within the organization in question, and relationships between the organization and other organizations. Even though there are enough resources to implement a policy, the implementers are aware of the objectives and how to do so, and they also have the motivation to do so, according to Sadhana (2011: 206), but the implementation is still impractical because of the bureaucratic structure's shortcomings. This is due to the fact that many parties must cooperate in order to successfully implement a complete policy. This is so that the coordination required to carry out a complex policy can be hampered by organizational fragmentation. The inefficiency of the bureaucratic structure can also save resources, causing chaos and confusion, all of which will lead to the deviation of policy implementation from its goals.

#### **4.2 Supporting and Inhibiting Factors in the Implementation of Traditional Sports Development Policies at the Youth and Sports Office of East Kutai Regency**

According to the supporting factor variables, the study's findings demonstrate that there are internal factors that support, among other things, that there has been clear and consistent communication with employees, the community, and stakeholders; sufficient budgetary resources are available; adequate resources and infrastructure are available; and there has been proper training and supervision of coaches. The implementation of this policy has gained support from local residents and community-level

groups at the regional level, among other external considerations. The findings of this study support Edward III's theory of public policy implementation, which holds that four factors—communication factors, resource factors, disposition factors or attitudes, and organizational structure factors—interact and play a significant role in determining the success of policy implementation. The communication aspect is important in ensuring the success of a public policy's implementation, claims Sadhana (2011: 199). The right individuals must receive the command to implement the policy, and the instruction must be given in a clear, accurate, and consistent manner. Sadhana (2011: 202–203) asserts that resource considerations are crucial for policy implementation. Because the individuals in charge of executing the policy will not be able to do their jobs successfully if they lack the resources, regardless matter how explicit and consistent the laws or rules and the accuracy of the communication are. According to Sadhana (2011: 205-206), dispositional or attitude elements are crucial to the execution of policy. Due to their reliance on the authority of policymakers, the majority of implementers are free to carry out policy implementation. The manner in which implementers use this discretion is heavily influenced by their disposition or attitude toward a policy. Similar to this, organizational structure elements are crucial for policy implementation, according to Sadhana (2011: 205-206). Even though there are enough resources to implement a policy, those responsible for doing so are aware of its objectives, know how to do so, and are motivated to do so, implementation still needs to be improved due to the inefficiency of the current bureaucratic structure because a thorough policy implementation requires the cooperation of many different parties.

The findings of this study indicate that there are internal factors that impede the implementation of traditional sports coaching policies at the East Kutai Regency Youth and Sports Service, including the existence of information resources in the form of regulations that still lack sufficient detail and the existence of human resources for employees that are still insufficient. The implementation of this program is also hampered by outside influences, specifically the requirement for increased assistance from neighborhood business owners. The findings of this study are in line with Edward III's theory of public policy implementation, which holds that communication distortion is the primary cause of implementation failure. Edward III states this theory (in Sadhana, 2011: 209-2011) and that the more accurately policy decisions and implementation commands are transmitted to policy implementers, the more likely it is that implementers will actually carry it out. the significance of commitment from policy implementers at all levels. A policy is more likely to be communicated accurately if everyone involved in the various phases of implementation agrees on it. the requirement for top-notch "peripheral" resources. High-level decision-makers must rely on others to communicate and carry out their orders. If the policy needs to be explained, it can allow for free interpretation at the implementor's option; he can then choose to ignore it or distribute it.

Group size and level of cohesiveness. Implementation instructions are easier to transmit accurately when a relatively small and cohesive group is in charge. Conversely, the more people involved/reached by communication and the more layers of bureaucracy that must be passed in communicating a policy, the higher the probability of distortion. Group cohesiveness is also determined by the pattern of direct or indirect communication (with intermediaries. If the communication of policy implementation is direct, then the message is transmitted accurately. However, when officials maintain anonymity to serve political ends or personally use indirect tools to communicate with stakeholders implementor (a kind of third party), the probability of distortion significantly increases. Inconsistent or unclear communication of implementation is caused by the complexity of public policies, problems starting new programs, and the dual objectives of various policies. Inconsistency and ambiguity also occur due to conflicts of various interests. The greater the number of competing interests wishing to influence policy implementation, the greater the chance that the various implementation orders will be inconsistent. Moreover, if decision-makers do not separate individual /group interests from the public interest or leave a decision unclear, the higher the probability that the decision will be inconsistent. Based on the discussion of the research results as described above, the results of this study support the theory of public policy implementation developed by George C. Edward III (1980), which suggests that the success of a public policy implementation is determined by four interacting factors, namely communication factors, resource factors power, disposition or attitude factors, and organizational structure factors.

## **5. CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Conclusion**

Based on the results of research and discussion based on data analysis, it can be concluded that the policy of fostering traditional sports based on East Kutai Regent Regulation Number 22 of 2023 at the East Kutai Regency Youth and Sports Service in terms of indicators, communication, resources, commitment, and bureaucratic structure has been successfully implemented optimally. Factors that support the internal implementation of traditional sports development policies at the East Kutai Regency Youth and Sports Office are clear and consistent communication with employees, the community, and stakeholders; an adequate budget; the existence of adequate infrastructure; the provision of appropriate employee incentives; there is a clear division of duties and responsibilities of employees; there is intensive inter-organizational work unit coordination; and externally supporting factors are participation from community members and support from community organizations at the regional level. Meanwhile, the internally hindering factors in implementing these policies are the inadequate human resources for employees and the

existence of information resources in the form of regulations whose contents still need to be detailed. The inhibiting factor externally is that they have yet to receive much support from local entrepreneurs.

## **5.2 Suggestions**

Researchers can suggest that the relevant offices are expected to increase the number of employees and carry out education and training activities to increase the competence of existing employees. In addition, it is suggested that the relevant agencies make a technical guideline regarding implementing this policy to anticipate issuing a derivative regulation from Law Number 11 of 2022 concerning Sports. Due to the limited support from local entrepreneurs for the implementation of traditional sports coaching policies based on East Kutai Regent Regulation Number 22 of 2023 at the East Kutai Regency Youth and Sports Office, it is suggested that the related agencies carry out various outreach activities more intensively to the business community. Great support from the business world will certainly positively impact efforts to accelerate the success rate of implementing this policy.

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