



Available online at:

<https://ejournal.upi.edu/index.php/penjas/article/view/26441>DOI: <https://doi.org/10.17509/jpjo.v5i2.26441>**Athlete Welfare and Reward System in Indonesia: The 30th SEA Games 2019
Athlete and Coach Perspectives****Novrizal Achmad Novan^{1*}; Nuryadi²; Komarudin¹**¹Department of Sport Coaching Education, Universitas Pendidikan Indonesia, Indonesia²Department of Sport Education, Universitas Pendidikan Indonesia, Indonesia**Article Info***Article History :**Received June 2020**Revised June 2020**Accepted August 2020**Available online September 2020**Keywords :**athlete rewards, athlete welfare, motivation, sport achievement, sport rewards***Abstract**

Sports heroes are considered worthy of appreciation, especially for those who contribute to providing achievements for the nation at regional and international levels. The reward is given to athletes and coaches during their productive lives in the present until their retirement period. However, the rewards received by athletes and coaches tend not to be able to fulfill their welfare as a guarantee of life in the future. Therefore, this study was aimed at determining the relationship between rewards and the level of welfare given by the government and sports committees in Indonesia to athletes and coaches. This research was an ex-post-facto study using a self-administered closed-questionnaire conducted on athletes and national coaches on the 30th SEA Games team in Philippines in 2019. The number of samples was determined by using Slovin formula at 5% error rate and carried out on 46 athletes and nine coaches under the authority of the Indonesian National Sport Committee in Bandung. Data analysis was performed by using SPSS. From the results obtained, these rewards also had a direct correlation with the level of welfare of athletes and coaches. Considering that, if a maximum reward is given, the level of welfare will also increase. The result indicates that there is a robust and significant positive relationship between rewards and welfare. Athletes and coaches expected the government and sport committees in Indonesia to give rewards that are not only limited to financial bonuses. Other aspects also need a concern when the athletes and coaches are no longer productive in contributing to the national sport achievements.

INTRODUCTION

The National Sport Hero title should be addressed to every sportsperson, including athletes and coaches involved in elite sports on behalf of the nation to attain their highest achievements in competition at the international level, because elite sports can provide benefits for the government and the society as a national pride (Hallmann, Breuer, & Kühnreich, 2013). Indonesia's Broad Outlines of the Nation's Direction explain that sport coaching and development are parts of efforts to improve the quality of Indonesian people by improving physical, mental, and spiritual health of the community, and aimed at building characters and personality, discipline, and high sportsmanship, as well as increasing achievements that can arouse a sense of national pride.

The sport committee in every city in Indonesia has the task and responsibility in organizing the development of sport achievements, especially in preparing athletes to involve in the sport training for competing in various important events. In Indonesia, the national sport system implementation is regulated under The Republic of Indonesia Law number 3 year 2005 concerning the national sport system which explains that sport is a part of the process of achieving nationwide development goals, thus the existence and the role of sport in society must be prominently placed in the public legal system. In this perspective, the guarantee of the future certainty, honor, and well-being of sportspeople are important points to enable them to concentrate and dedicate their full time, thoughts, and energy for the highest achievement (Kim, Kim, & Lee, 2020).

The Presidential Regulation clearly states that the government must pay a close attention to the welfare of athletes with great achievements, but, in reality, the regulation has not been implemented well (Nuryadi, Hidayat, Budiana, & Darajat KN, 2020). The number of research on the rewards given by sports committees or the national authorities to athletes and coaches is limited. Several studies show that only a few of researchers have conducted extensive studies to survey the welfare and rewards received by Indonesian athletes. Consequently, the general purpose of this study was to examine appropriate rewards for Indonesian elite athletes in surviving a better and prosperous life afterward.

Rewards System

Definitions of reward have been defined in various ways by experts in their fields with different perspectives. Rewards are generally given in almost all fields of economic and social life, either in sports, in arts and culture, or politics (Frey, 2005, p. 32). Besides, rewards are increasingly popular in the corporate sector, where managers consider innovative human-resource practices are important for the competitiveness (Ichniowski & Shaw, 2003, p. 157). In this connection, reward practices have been adopted by many organizations both public and private sectors (Rahim, Norhayate, & Daud, 2012, p. 71). In other words, a reward can be said to be the most common human resource management practice used in recognizing and compensating for a good performance.

The rewarding system is seen as a system that contributes to the performance by linking the interests of employees from the team and organization, thus it will increase the effort and performance (Sajuyigbe, Olaoye, & Adeyemi, 2013). Inevitably, fostering achievements in high-performance sports must lead to the fulfillment of a specific and fascinating performance so that athletes are interested and aware of the importance of achievement. In this connection, rewarding is defined as a process of determining the application and building of compensations relating to issues arising during the rewarding process. (Michael, Duncan, & Peter, 2011).

Organizations can also give motivation through social rewards, such as titles and other status symbols. In the same way, job enrichment, vacation, proper work position, participation in decision making, promotion, ownership, stability, security, trust in organizational goals could also give motivation (Al-Nsour, 2011). Such links can lead to the increase of the employee knowledge or skill development, flexibility, commitment, retention, and productivity (Howard & Dougherty, 2004). A good reward system must be able to handle organizational members as individuals as well as pay attention to differences in the needs, desires, hopes, goals, and aspirations of others (Wasiu, 2014, p. 17)

Athletes will not only hope to be praised when they excel but they also hope for a guarantee of their

retirement age and an increase in living standards when they are no longer athletes (Bundon, Ashfield, Smith, & Goosey-Tolfrey, 2018). Empirical research conducted by experts prove that the indicators of extrinsic rewards often examined are salary or wages, bonuses, benefits, and promotions, while indicators of intrinsic rewards are recognition, career advancement, responsibilities, and educational opportunities (Edirisooriya, 2014; Hafiza, Shah, & Jamsheed, 2011; Yapa & Yapa, 2002). From the various literatures, the reward has given by the organization to its members, either financial material or non-financial material; both psychologically or non-materially.

Athlete Welfare

Subjective well-being is a general term to describe the level of well-being of an individual following the personal evaluation of life. The theory underlining subjective well-being asserts that individuals have positive thoughts in interpreting various events in their lives that create a feeling of happiness and satisfaction (Diener & Ryan, 2009). Meanwhile, well-being refers to an optimal function and experience. The desirable nature of optimal functioning is not necessarily clear. However, many philosophers and psychologists provide different welfare concepts (McMahan & Estes, 2011).

Welfare and self-development in a particular activity are factors to determine achievements. The results of the exercise can increase and decrease due to several factors. Two factors affecting athlete performance include ability and motivation. Motivation factors will be seen from one's attitude in dealing with training situations as well as a condition that moves a person to be directed to achieve the set goals (Corlaci, Hidi, Vasilescu, & Stoica, 2013; Harwood & Thrower, 2020; Vink, Raudsepp, & Kais, 2015). It was further explained in the Presidential Regulations number 44 of 2014 that in Indonesia, a sport reward is an acknowledgment of achievements in sports that are manifested in material and non-material forms.

In Malaysia, a research shows that the athletes' readiness to retire and the influence on their quality of life can significantly provide a clear view of the life satisfaction of athletes at the retirement age. Policy makers are expected to learn the finding because there is no a retirement plan for athletes in Malaysia (Abu

Samah, Shamsudin, & Darus, 2019). For a small country, like Singapore, with a limited talent pool, opportunity costs to pursuing elite sports come at a high price. Research has revealed that an intangible support is essential for the long-term well-being of athletes so that they can cope better with the various transitions they face (Tan, 2019).

Furthermore, every sportsperson, sport committee, a national or private institution, and an individual who excels in advancing sports must be rewarded. In that case, the main task of the sport management is develop self-confidence and foster motivation for coaches and athletes. Providing rewards by considering the athletes' needs and presenting a good view of their future will have implications on their work commitments as well as their welfare to continuously improve their competence by training and continue pursuing achievements in the future.

METHODS

In accessing the perspectives of Indonesian athletes and coaches at the 30th SEA Games in Philippines, a quantitative descriptive research approach was used. The variables in this study were limited to the rewards and level of welfare of athletes and coaches by using a self-administered questionnaire.

In this study, the instrument used was a closed-ended questionnaire. Several questions were given to athletes and coaches. The respondents had to choose one answer that suited their characteristics. The validity test results of the questionnaire, through SPSS by using the Pearson correlation, showed that 23 items of statements had a validity score above the r -table (0.261), while 1 question item was invalid with an r value of 0.170. The results of reliability testing, through SPSS using Cronbach's Alpha, showed a result of 0.746, which means that this instrument is reliable to use.

Participants

The population of this study were 183 people, including athletes and coaches, at the 30th SEA Games in 2019 contingent from the West Java province.

Sampling Procedures

The research sample was chosen based on non-

probability sampling methods by using a purposive sampling technique. The study involved 55 respondents consisted of 46 athletes and nine coaches under the auspices of Bandung National Sports Committee by heeding certain considerations related to the policy which intersects to athletes' financial and welfare. The number of samples was determined by using Slovin formula at 5% error rate which is 50.

Procedures

The study began with the selection of problems in the provision of rewards and welfare levels; determining the sample; trying out a questionnaire; determining research instruments; data collection; processing and analyzing data; and making conclusions. Furthermore, the analysis and interpretation of the meaning and significance of the data collected were also conducted.

RESULT

Data To provide a general description of the distribution of collected data from the results of the reward and welfare questionnaire, it is important to understand the characteristics of the respondents. From these data, it can be seen that the average value of appreciation was 15.64, while for welfare was 8.31 (n = 55). After obtaining data from two variables, the normality test was administered. The purpose of the normality test is to find out whether the information is normally distributed or not and the approach that should be used next.

The data normality test was completed by using the Kolmogorov-Smirnov Test and administered by the help of the SPSS 24 program. From the reward data, the Asymp value was obtained. Sig. (2-tailed) of 0.017 or H0 is rejected for reward data. Thus, reward data were not normally distributed. From the welfare data, the Asymp value was obtained. Sig. (2-tailed) of 0.001 or H0 is rejected for welfare data. Thus, welfare data were not normally distributed. Hence, the data from these two variables were not normally distributed.

Assessing the Correlation between Instruments

After describing the data and conducting a normality test, the next step was testing the data correlation. The results of correlation testing using Spearman's rank correlations obtained the following results.

Table 2. Spearman's rank correlations

Spearman's rho	Reward	Correlation Coefficient	Reward	Welfare
			1,000	0,928**
	Welfare	Correlation Coefficient	0,928**	1,000
	N	N	55	55

** Correlation is significant at the 0.01 level (2-tailed).

According From the SPSS output, the correlation coefficient number was 0.928. The level of strength of the relationship between the rewards and welfare variable was 0.928 or had a very strong correlation. An asterisk (**) means that the correlation between variables is significant at the 0.01 significance number. After processing the correlation, the research data were presented as a percentage.

Percentage of Rewards Data

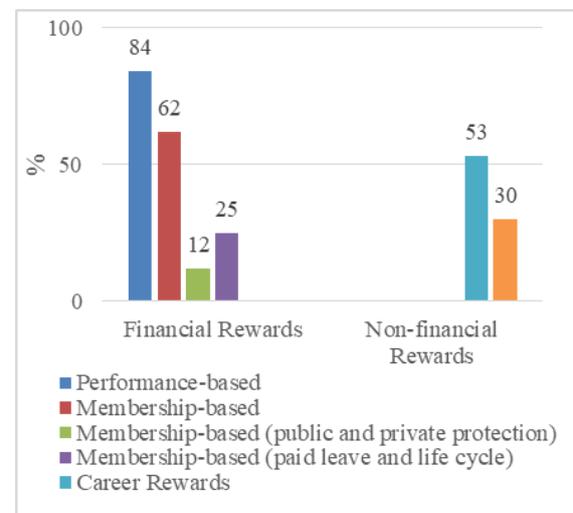


Figure 1. Financial and Non-financial Rewards Percentage

The results obtained from the reward variable for athletes and coaches (n = 55) illustrated factual scores or the total value of 860, while the ideal score or the maximum number of values was 1650. Therefore, the overall average score was 0.52, then the percentage of rewards given to athletes and coaches was 52%, which means "good enough." Furthermore, the data were described based on indicators starting from intrinsic rewards. Intrinsic reward indicators that include interesting work, responsibility, recognition, achievement, task variety, and task significance got a percentage value of 98%, which means "outstanding." On the other hand,

the extrinsic reward indicators on the financial sub-indicator of the performance-based section (direct compensation) which include salary, merit pay, and bonuses showed a percentage value of 84%, which means "outstanding."

The eminently attractive reward for employees is money. In real terms, it can be used directly to buy items needed by everyone. Money is the most obvious organizational reward, but non-financial rewards and receiving increased attention (Peterson & Luthans, 2006, p. 343).

The extrinsic reward indicator in the financial sub-indicator of the membership-based section (direct compensation) which includes cost of living increase, seniority-based increase, and the educational-based increase showed a percentage value of 62%, which means "good." Nevertheless, Membership-based (indirect compensation) which includes public protection (social security, unemployment premiums, disability premium) and private protection (pension, savings, life insurance) showed a percentage value of 12%, which means "very poor." Membership-based which includes paid leave (training, illness, vacation) and life cycle (child and elder care, parks, and playgrounds) showed a percentage value of 25%, which means "not good." Whereas extrinsic rewards for non-financial sub-indicator of career rewards covering job security, career growth, self-development earned a percentage value of 53%, which means "good enough." Non-financial in the social rewards' section which includes status symbols (title, office, preferred schedule) got a percentage value of 30%, which means "not good."

Percentage of Welfare Data

The results obtained from the welfare variable for athletes and coaches ($n = 55$) illustrated factual scores or the total value of 457, while the ideal score or the maximum number of values was 1265. Therefore, the overall average score was 0.52, then the percentage of rewards given to athletes and coaches was 36%, which means "not good." Furthermore, indicator of extrinsic welfare level in the financial sub-indicator in the performance-based (direct compensation) section which includes salary, merit pay, bonuses showed a percentage value of 81%, which means "very good." Indicators of extrinsic financial sub-indicators in the membership-

based (direct compensation) section which include cost of living increase, seniority-based increase, education-based increase showed a percentage value of 57% which means "good enough". Membership-based (indirect compensation) which includes: public protection (social security, unemployment premiums, disability premium) and private protection (pension, savings, life insurance) showed a percentage value of 13% which means "very poor". Membership-based which includes paid leave (training, illness, vacation) and life cycle (child and elder care, parks, and playgrounds) showed a percentage value of 20% which means "very poor". Whereas extrinsic rewards for non-financial sub-indicators of career rewards covering job security, career growth, self-development earned a percentage value of 47%, which means "good enough." Non-financial in the social rewards' section which includes status symbols (title, office, preferred schedule) got a percentage value of 27%, which means "not good."

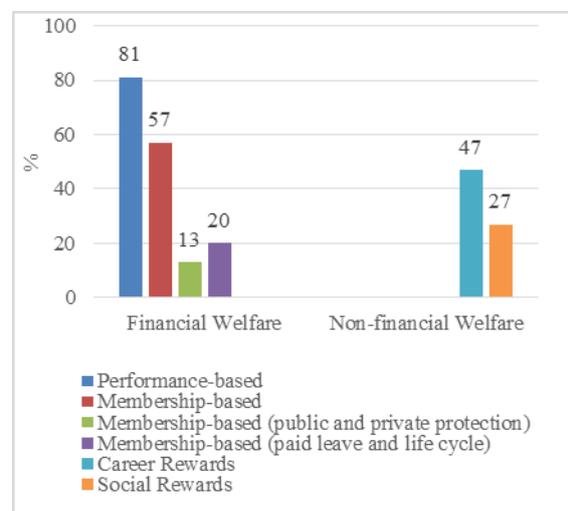


Figure 2. Financial and Non-financial Welfare Percentage

DISCUSSION

Researchers in the area of employee motivation agree that reward in an organization is the most important element in generating motivation to complete a task. The financial reward can directly improve the employee economic welfare. For example, salary, wages, and bonuses are rewards that can be obtained by the recipient and used for any purpose (Chelladurai & Kerwin, 2018, p. 270; Kankanhalli, Tan, & Wei, 2005, p.

35). Athletes are motivated to perform their specific tasks skillfully according to the sport they are in and due to compensation values related to the task at hand. Essentially, rewards are intended to motivate certain behaviors (Šajeva, 2014).

Indonesian athletes and coaches from the SEA Games 30th 2019 in Philippines contingent felt that they had not received the maximum prize, both internal and external. It needs to be considered more by the government or relevant authorities regarding the reward. In Indonesia, elite sports are intended as an effort to improve the abilities and potential of athletes in the context of completing achievements to improve the nation's dignity (Isidori & Benetton, 2015). The stage of development utilizing education and training of talented athletes in a planned, systematic, tiered, and continuous program is expected to produce potential athletes technically, tactically, physically, and physiologically. (Elferink-Gemser, Jordet, Coelho-E-Silva, & Visscher, 2011).

Financial rewards are very important for strategic institutions to determine the extent to which incentives can affect employee job satisfaction (Erbasi & Arat, 2012). Primarily, financial rewards consist of four dimensions, namely basic salary, performance bonuses, incentives for extra work, festival bonuses (Aktar, Uddin, & Sachu, 2013). Bonuses are payments at the same time for employees as the recognition of their performance during a certain period (Chelladurai & Kerwin, 2018, p. 71). Unlike salaries, bonuses are not added to a person's basic salary. Therefore, bonuses require workers to make certain achievements every year to receive rewards. On the other hand, salaries are added to a person's basic salary, where the increase is given in one year and will continue to be given each year even though the worker may not work at the same level and achievements in the following years.

In addition to wages and salaries, financial rewards can also be in the form of social security such as pension plans, health insurance, and vacations and are usually not based on performance, but based on years of service (Gibson, Ivancevich, James H. Donnelly, & Konopaske, 2014, p. 243). Performance-based rewards are directly linked to a performance done by individuals or groups. In this case, financial compensation is a compensation in the form of money given to employees

for services that have been done (Ahmad, Aziz, Aziz, Faez, & Bakhtiar, 2012).

Moreover, sports coaching and development are part of efforts to improve the quality of Indonesian people that are directed at improving physical, mental, and spiritual health of the community and are aimed at the formation of character and personality, discipline, and high sportsmanship, as well as increased achievements that can arouse a sense of national pride. Athletes and coaches have gone through a lengthy process, so they can compete at the international level. The process they went through was certainly full of struggle and sacrifice of themselves (energy, time, money, and other non-material things). They have struggled to make the name of the Nation and Country at the international level, they are even referred to "Sports Heroes" (Hallmann et al., 2013). For this reason, it is appropriate, for the government and related authorities, to give a maximum appreciation as regulated by law.

The control of incentives and rewards is closely related to a person's perception known as the "Locus of Causality" (what causes a person to behave) in sports. The reward must be used as an information to provide feedback or reinforcement of their competencies; extrinsic rewards do not naturally come after the performance of activity but are given to someone by some external agents, thus motivation will continue to increase (Sánchez de Miguel et al., 2017). Conversely, if the reward is seen as something that contributes to the "internal locus of causality" (the cause of a person's behavior comes from within himself), the intrinsic motivation will increase. In this condition, the athlete has a high self-determination; the athlete will perceive that his behavior is determined by intrinsic motivation, which is the impetus that comes from within him (Baena Extremera, Ruiz-Juan, & Granero-Gallegos, 2016).

The reward system consists of extrinsic and intrinsic programs where there are differences between the two. Intrinsic rewards refer to the identification of work done well by someone, thus it represents a non-financial way to appreciate and recognize employee contributions to excellent quality and service (Özutkua, 2012, p. 44). On the other hand, extrinsic rewards refer to the part outside the main work itself such as salary, benefits, job security, promotions, private office space,

and social climate (Wasiu, 2014).

As a result, giving rewards to athletes should not be used as the control of athletes, but rewards must be used as information to provide feedback or reinforcement of their competencies. The motivation will continue to increase. The result of the research presented the diversity of rewards that need to be given or fulfilled by stakeholders to Indonesian athletes and coaches in the 30th SEA Games 2019 in Philippines, while some reward indicators had been going well.

CONCLUSION

The results of this study prove that a variety of rewards need to be given by stakeholders to Indonesian athletes and coaches at the 30th SEA Games 2019 in Philippines. Following the results of the processing and analysis of data regarding rewards, overall results obtained by 52% satisfaction. As well as the results of data analysis, regarding Indonesian athletes' and coaches' welfare, overall results showed 36% satisfaction. It indicates that the level of welfare of Indonesian athletes and coaches are "poor." It shows that the level of welfare of athletes and coaches is still needed to be considered further by the government and related institutions. This means that the reward given by the government to athletes and coaches, in their perspective, have not had an optimal impact. Giving reward also has a direct correlation with the level of well-being of athletes and coaches by considering that there are many athletes and coaches who depend their whole lives on sports as they set aside education and office work and left the family to practice in national training camps.

RECOMMENDATION

To the government or authorities related to elite sports, giving rewards to athletes should not only be limited to the provision of jobs, bonuses, scholarships, but also to other aspects, such as the guarantee of their lives after they are no longer productive as athletes in order to fulfill their psychological need and give prosperous live. Consequently, they will not feel disappointed because all of the efforts they spent in their young period for the glory of the nation. To athletes, coaches, and other sports practitioners, there is no need to worry

to get involved in promoting sports in Indonesia, because the government and related institutions have sought to implement the reward and welfare of athletes as stipulated in the law.

Limitations of the Study and Possible Future Study

In particular, this study simply provides a glimpse of what Indonesian athletes and coaches felt at the 30th SEA Games 2019 in Philippines. Other factors that had constrained the study include different local government policies regarding athlete welfare. Besides, this study only focused on reward factors, which mostly included direct finance (materially) as an element influencing motivation to keep achieving. The athlete's openness, based on their regional background in the national team, made it difficult to find a larger population. Therefore, this study was conducted by limiting the sample of athletes and coaches who lived in West Java Province and under the authority of the Indonesian National Sport Committee in Bandung. Thus, it is necessary to conduct a study that goes hand in hand with policies. Therefore, athletes do not need to doubt as athletes are influenced by doubts about the transparency in providing answers that might affect stakeholders' decisions in their selection to the elite team.

ACKNOWLEDGEMENT

We would like to deliver our gratitude to Lembaga Penelitian dan Pengabdian kepada Masyarakat (LPPM) UPI as the funding source of the study. We would also deliver our sincere gratitude to all participants who had involved in the study.

REFERENCES

- Abu Samah, I. H. B., Shamsudin, A. S., & Darus, A. (2019). Is Malaysian Athlete Retirement Matter? *International Journal of Information, Business and Management*, 11(3). Retrieved from https://www.researchgate.net/profile/Kalani_Samarasinghe/publication/338357306_Challenges_in_Implementing_Reverse_Logistics_Practices_in_Sri_Lanka/links/5e0f09cfa6fdcc283752ae4c/Challenges-in-Implementing-Reverse-Logistics-Practices-in-Sri-Lanka.pdf#page=
- Ahmad, N. A., Aziz, A. A., Aziz, A. A., Faez, M., & Bakhtiar, S. (2012). THE INFLUENCE OF DI-

- RECT FINANCIAL COMPENSATION TOWARDS FUTURE-GRADUATES CAREER CHOICE IN HOTEL INDUSTRY Dental education View project. In researchgate.net. Retrieved from <https://www.researchgate.net/publication/313697740>
- Aktar, S., Uddin, M. Z., & Sachu, M. K. (2013). The Impact of Rewards on Job Satisfaction and Employees' Performance in Bangladesh: A Comparative Analysis between Pharmaceutical and Insurance Industries. *International Journal of Business and Management Invention*, e-ISSN: 2319-8028, 2(8), 2319–8028.
- Al-Nsour, M. (2011). Relationship between Incentives and Organizational Performance for Employees in the Jordanian Universities. *International Journal of Business and Management*, 7(1), 78–89. <https://doi.org/10.5539/ijbm.v7n1p78>
- Baena Extremera, A., Ruiz-Juan, F., & Granero-Gallegos, A. (2016). A CROSS-CULTURAL ANALYSIS IN PREDICTING 2X2 ACHIEVEMENT GOALS IN PHYSICAL EDUCATION BASED ON SOCIAL GOALS, PERCEIVED LOCUS OF CAUSALITY AND CAUSAL ATTRIBUTION. *STUDIA PSYCHOLOGICA*, 58, 1. <https://doi.org/10.21909/sp.2016.01.708>
- Bundon, A., Ashfield, A., Smith, B., & Goosey-Tolfrey, V. L. (2018). Struggling to stay and struggling to leave: The experiences of elite para-athletes at the end of their sport careers. *Psychology of Sport and Exercise*, 37, 296–305. <https://doi.org/10.1016/j.psychsport.2018.04.007>
- Chelladurai, P., & Kerwin, S. (2018). *Human resource management in sport and recreation* (3rd ed.). Retrieved from https://www.google.com/books?hl=en&lr=&id=jvR6DwAAQBAJ&oi=fnd&pg=PR1&dq=packianathan+kerwin&ots=WlUcPJBJ&sig=hJVkjS2z58UuFN8ldr_lkfAyiBE
- Corlaci, I., Hidi, I. L., Vasilescu, D., & Stoica, M. (2013). The Motivational Profile of Individual Practitioners of Sports Performance. *Procedia - Social and Behavioral Sciences*, 84, 1646–1650. <https://doi.org/10.1016/j.sbspro.2013.07.008>
- Diener, E., & Ryan, K. (2009). Subjective Well-Being: A General Overview. *South African Journal of Psychology*, 39(4), 391–406. <https://doi.org/10.1177/008124630903900402>
- Edirisooriya, W. (2014). Impact of rewards on employee performance: With special reference to ElectriCo. Proceedings of the 3rd International Conference on Management and Economics. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.703.9382&rep=rep1&type=pdf>
- Elferink-Gemser, M. T., Jordet, G., Coelho-E-Silva, M. J., & Visscher, C. (2011, July 1). The marvels of elite sports: How to get there? *British Journal of Sports Medicine*, Vol. 45, pp. 683–684. <https://doi.org/10.1136/bjsports-2011-090254>
- Erbasi, A., & Arat, T. (2012). The Effect of Financial and Non-financial Incentives on Job Satisfaction: An Examination of Food Chain Premises in Turkey. *International Business Research*, 5(10), 136–145. <https://doi.org/10.5539/ibr.v5n10p136>
- Frey, B. S. (2005). Knight Fever towards an Economics of Awards. (2), 69.
- Gibson, J. L., Ivancevich, J. M., James H. Donnelly, J., & Konopaske, R. (2014). Organizations - Behavior, Structurem Processes. In Igarss 2014. <https://doi.org/10.1007/s13398-014-0173-7.2>
- Hafiza, N. S., Shah, S. S., & Jamsheed, H. (2011). Relationship between Rewards and Employee's Motivation in the Non-Profit Organizations of Pakistan. *Business Intelligence Journal*, 4(12), 327–334.
- Hallmann, K., Breuer, C., & Kühnreich, B. (2013). Happiness, pride and elite sporting success: What population segments gain most from national athletic achievements? *Sport Management Review*, 16(2), 226–235. <https://doi.org/10.1016/j.smr.2012.07.001>
- Harwood, C. G., & Thrower, S. N. (2020). Motivational climate in youth sport groups. In *The Power of Groups in Youth Sport* (pp. 145–163). <https://doi.org/10.1016/b978-0-12-816336-8.00009-3>
- Howard, L. W., & Dougherty, T. W. (2004). Alternative Reward Strategies and Employee Reactions. *Compensation & Benefits Review*, 36(1), 41–51. <https://doi.org/10.1177/0886368703261273>
- Ichniowski, C., & Shaw, K. (2003). Beyond Incentive Pay: Insiders'. *Journal of Economic Perspectives*, 17(1), 155–180.
- Isidori, E., & Benetton, M. (2015). Sport as Education: Between Dignity and Human Rights. *Procedia - Social and Behavioral Sciences*, 197, 686–693. <https://doi.org/10.1016/j.sbspro.2015.07.060>
- Kankanhalli, Tan, & Wei. (2005). Contributing Knowledge to Electronic Knowledge Repositories: An Empirical Investigation. *MIS Quarterly*, 29(1), 113. <https://doi.org/10.2307/25148670>
- Kim, M., Kim, Y. Do, & Lee, H. W. (2020). It is time to consider athletes' well-being and performance satisfaction: The roles of authentic leadership and psychological capital. *Sport Management Review*. <https://doi.org/10.1016/j.smr.2019.12.008>
- McMahan, E. A., & Estes, D. (2011). Hedonic Versus Eudaimonic Conceptions of Well-being: Evidence of Differential Associations With Self-reported Well-being. *Social Indicators Research*, 103(1), 93–108. <https://doi.org/10.1007/s11205-010-9698-0>
- Michael, A., Duncan, B., & Peter, R. (2011). Increasing the effectiveness of reward management: an evidence-based approach. *Employee Relations*, 33(2), 106–120. <https://doi.org/10.1108/01425451111096668>

- Nuryadi, N., Hidayat, Y., Budiana, D., & Darajat KN, J. (2020, February 28). Career Development Model and Awarding System for Athletes and Former Athletes in Indonesia. 53–54. <https://doi.org/10.2991/ahsr.k.200214.015>
- Özütqua, H. (2012). The Influence of Intrinsic and Extrinsic Rewards on Employee Results : An Empirical Analysis in Turkish Manufacturing Industry. *Business and Economics Research Journal*, 3(3), 29–48.
- Peterson, S. J., & Luthans, F. (2006). The impact of financial and nonfinancial incentives on business-unit outcomes over time. *Journal of Applied Psychology*, 91(1), 156–165. <https://doi.org/10.1037/0021-9010.91.1.156>
- Rahim, M. A., Norhayate, W., & Daud, W. (2012). A Proposed Conceptual Framework for Rewards and Motivation among Administrators of Higher Educational Provider in Malaysia. *International Journal of Business and Commerce*, 1(9), 67–78.
- Šajeva, S. (2014). Encouraging Knowledge Sharing among Employees: How Reward Matters. *Procedia - Social and Behavioral Sciences*, 156, 130–134. <https://doi.org/10.1016/j.sbspro.2014.11.134>
- Sajuyigbe, A. S., Olaoye, B. . . , & Adeyemi, M. . (2013). Impact of reward on employees performance in a selected manufacturing companies in Ibadan, Oyo State, Nigeria. *International Journal of Arts and Commerce*, 2(2), 27–32.
- Sánchez de Miguel, M., Lizaso, I., Hermsilla, D., Alcover, C. M., Goudas, M., & Arranz-Freijó, E. (2017). Preliminary validation of the Perceived Locus of Causality scale for academic motivation in the context of university studies (PLOC-U). *British Journal of Educational Psychology*, 87(4), 558–572. <https://doi.org/10.1111/bjep.12164>
- Tan, M. (2019). Programs for Elite Athletes' Career & Education Support in Asia's Four Tigers. Retrieved from <http://s-space.snu.ac.kr/handle/10371/161383>
- Vink, K., Raudsepp, L., & Kais, K. (2015). Intrinsic motivation and individual deliberate practice are reciprocally related: Evidence from a longitudinal study of adolescent team sport athletes. *Psychology of Sport and Exercise*, 16(P3), 1–6. <https://doi.org/10.1016/j.psychsport.2014.08.012>
- Wasiu, B. O. (2014). REWARD SYSTEM AND EMPLOYEES PERFORMANCE IN LAGOS STATE (A STUDY OF SELECTED PUBLIC SECONDARY SCHOOLS). Introduction : Kuwait Chapter of Arabian Journal of Business and Management Review, 3(8), 14–28.
- Yapa, S., & Yapa, S. T. W. S. (2002). AN EXAMINATION OF THE RELATIONSHIP AMONG JOB SATISFACTION, REWARDS AND ORGANIZATIONAL COMMITMENT. In *Journal of Management Science* (Vol. 1). Retrieved from <https://www.researchgate.net/publication/275350225>