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Article Information	
Article Code	A-11-1628-1
Submission Status	Published
Title of the article (en)	Running' with the Devil: A Study on Athletes' Compensation and Turnover Intention
Title of the article (fa)	
Short English Title (Running head) (en)	Running' with the Devil
Short Persian Title (fa)	
Subject	Sport Management and its related branches
Type of Study	Original Article
Submit date	2021/03/20
Poster	wawan_maulana () [Code : 1628]

Sender Information

Sender Information

User Information:	Username: wawan_maulana - Email address: ikhwan.maulana@unm.ac.id
Name Information:	- Prof M. Ikhwan Maulana Haeruddin From Universitas Negeri Makassar
Full Address:	Indonesia- Makassar- Department of Management, Fakultas Ekonomi dan Bisnis Universitas Negeri Makassar, South Sulawesi, Indonesia 90222- Zip Code: 90222- P.O. Box: 90222
Phone:	Telephone - Office/Work: +62411889464- Mobile (International format): +62411889464- Fax: +624118982141
Registrant information (date):	2021/03/20 - General

Co-workers / Authors Information

* _ _ _
M. Ikhwan Maulana Haeruddin - Associate Professor Department of Management, Universitas Negeri Makassar, Sulawesi Selatan, Indonesia - - - ikhwan.maulana@unm.ac.id
ORCID: 0000-0003-2704-1876

_ _ _
Asmulyani Asri - Assistant Professor Department of Psychology, Universitas Negeri Makassar, Sulawesi Selatan, Indonesia - - - asmulyani.a@unm.ac.id

_ _ _
Faradillah Firdaus - Assistant Professor Department of Psychology, Universitas Negeri Makassar, Sulawesi Selatan, Indonesia - - - faradillah@unm.ac.id
ORCID: 0000-0002-8440-2693

_ _ _
Muhammad Yushar Mustafa - Department of Management, Universitas Negeri Makassar, Sulawesi Selatan, Indonesia - - - yusharmustafam@yahoo.co.nz
ORCID: 0000-0002-1316-056X

_ _ _
Filya Pasca Airlangga Putri Abraham - Department of Management, Universitas Negeri Makassar, Sulawesi Selatan, Indonesia - - - filyapasca05@gmail.com

_ _ _
Muhammad Ilham Wardhana Haeruddin - Assistant Professor Department of Management, Universitas Negeri Makassar, Sulawesi Selatan, Indonesia - - - ilham.wardhana@unm.ac.id
ORCID: 0000-0003-4503-8523

Muhammad Ilham Wardhana Haeruddin - Assistant Professor Department of Management, Universitas Negeri Makassar, Sulawesi Selatan, Indonesia - - - ilham.wardhana@unm.ac.id
 ORCID: 0000-0003-4503-8523

Article review procedure

Action Date	Action	By
2023/04/14 - 20:38	Viewing Profile	wawan_maulana

Review status

Reviewers suggested by article author

[Code: A-992-1867] - Sent for reviewer Hidden in 2021/03/23 21:00

Review answered in 2021/03/24 02:15 [View the review result]

[Code: A-992-1868] - Sent for reviewer Hidden in 2021/03/23 21:00

Review answered in 2021/04/22 18:58 [View the review result]

Publish status

This article published in journal with volume 10 and number 1 in year of 2022 and month of 3 . [VIEW]

Related Files


Manuscript's First Page	A-11-1628-1.992.pdf Last submit date: 2022/04/27 - 01:06
-- The article version archived in 2021/04/22	A-11-1628-1.992_archive_1619114841.docx [46 KB]
Main Manuscript (Without Authors' Name)	./files/site1/user_files_dbc6fd/anonym/wawan_maulana-A-11-1628-1-81d9a29.docx [48.2568359375 KB] Last submit date: 2021/04/23 - 04:25
Signed Cover Letter	./files/site1/user_files_dbc6fd/prereq/wawan_maulana-A-11-1628-1-81d9a29.pdf [112 KB] Last submit date: 2021/04/23 - 04:25

Attachments:

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Ann. Appl. Sport Sci.-attach-1187.docx	2021/04/23	26 KB		Yes	

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2. In the "**Submissions Statistics**" section click on "**Total submitted articles**".
3. Now you can see your manuscript in the "[**List of submitted articles**]" section with its *Code, Title, Submission Status*.
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Prepare your revised manuscript in the three files with MS Word format:

1. Your revised article (with author name/s and its affiliation) with a yellow/grey, and blue/red color highlight (separate colors for a corrected section of each reviewer's comments).
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Please send the revised manuscript within one week.

Sincerely Yours,
SM. Tayebi
Editor in Chief

Comment written at 2021/04/23 (20:29) by Hidden User with the title of site_admin_comments:
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Dear Prof. M. Ikhwan Maulana Haeruddin
The corrected manuscript is accepted by the reviewers.
Please pay the Publication Fee by PayPal via the following link:

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Please note that in the related page, don't change "**Paid Value**". For the "**Code**" filed under the "**Payer**" filed, please mention the **submission code**.

Besides, we are publishing the Autumn Issue of 2021 within this month and we have only one opportunity for fast publication (with extra 550 USD). If you want it, please contact with executive board via chat in WhatsApp (+1 (346) 299-1479).

Look forward to hearing from you.

Best Regards

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22 April 2021 at 18:42

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: Message

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.thank you for your contact

.Your manuscript is under review
.One reviewer decided (Major Revision) and the second reviewer didn't respond yet
.probably we assign another reviewer

,Sincerely
Journal Office

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,Dear Editor

?How are you

.I hope this email finds you well

I would like to follow up on my submitted article (**A-11-1628-1 Runnin' with the Devil: A Study on Athletes' Compensation and Turnover Intention**)

?Is there any progress on review yet

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,Warm Regards

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Warm Regards,

=====
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ikhwan.maulana UNM <ikhwan.maulana@unm.ac.id>

22 April 2021 at 21:10

To: Yushar Mustafa <yusharmustafam@yahoo.co.nz>, Yushar Mustafa <myusharm@gmail.com>

[Quoted text hidden]

--

M. Ikhwan Maulana Haeruddin
S.E., MHRMgt., PhD.

Associate Professor
Department of Management
Faculty of Economics and Business
Universitas Negeri Makassar

Tel | +62 411 889464

Email | ikhwan.maulana@unm.ac.id

Web | <http://www.sinta.ristekdikti.go.id/authors/detail?id=49900&view=overview>

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2 messages

Ann. Appl. Sport Sci. <info@aassjournal.com>
Reply-To: info@aassjournal.com
To: ikhwan.maulana@unm.ac.id

23 April 2021 at 23:59



Dear Prof M. Ikhwan Maulana Haeruddin

Please check out the comment from site managers on your article in [Annals of Applied Sport Science](#) .

Article Code: A-11-1628-1

Article Title: Runnin' with the Devil: A Study on Athletes' Compensation and Turnover Intention.

Comment:

Dear Prof. M. Ikhwan Maulana Haeruddin
The corrected manuscript is accepted by the reviewers.
Please pay the Publication Fee by PayPal via the following link:

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Sincerely

Seyed Morteza Tayebi

Managing Editor

Dear Prof. SM Tayebi,

How are you?

Thank you for the positive result on our manuscript acceptance in your respected journal.

I already received the publication payment notification.

However, can I pay for the publication in the first week of May?

Also, is there any chance for us to get a discount for the payment publication?

We are looking forward to hearing from you.

Warm regards,

M. Ikhwan Maulana Haeruddin

S.E., MHRMgt., PhD.

Associate Professor
Department of Management
Faculty of Economics and Business
Universitas Negeri Makassar

Tel | +62 411 889464

Email | ikhwan.maulana@unm.ac.id

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Assign date: 2021/03/23 – **Review date:** 2021/03/24

Article title: Running' with the Devil: A Study on Athletes' Compensation and Turnover Intention ([A-11-1628-1](#)) –

Reviewer confirmation status : Completed – **Subject :** Sport Management and its related branches

■ A. SPELLING, GRAMMAR, STYLE OF WRITING

1 Please comment on the spelling, grammar, style, and readability of the manuscript in general.

-

■ B. TITLE

2 Whether the title makes sense, is clear, attractive, concise and illustrative?

Average

3 If Not completely, please comments on the TITLE in details:

-

■ C. ABSTRACT

4 C-1: Whether the abstract is concise, informative and holistic?

Average

5 C-2: Whether the abstract conveys the Background, Objectives, Methods, Results, Conclusion, and Highlights in an attractive manner to the reader?

Average

6 C-3: Whether the "Conclusion" and "Highlights" Are in line of "Objectives" and "Results" of Study?

Average

7 If Not completely, please comments on the ABSTRACT for each section of C-1, C-2, C-3, in details, separately:

-

■ D. INTRODUCTION

8 D-1: Are there up-to-date references for Statement of the Problem?

Poor

9 **D-2: Is there a logical necessity of study?**

Average

10 **D-3: Whether the objectives and/or hypothesis are clear and achievable?**

Average

11 **D-4: Are there Applicable aspects for results of study?**

Average

12 **D-5: Is there a harmony between sentences for Statement of the Problem?**

Average

13 **If Not completely, please comments on the INTRODUCTION for each section of D-1, to C-5, in details, separately:**

-

■ E. MATERIAL AND METHODS

14 **E-1: Are the experimental protocols proper for this study?**

Average

15 **E-2: Are the measurement protocols standard for covering the study purposes?**

Average

16 **E-3: Have the measurement tools a proper validity and reliability for a standard research study?**

Average

17 **E-4: Are the Measurements Units is International and acceptable/applicable for a standard study?**

Average

18 **E-5: Do the statistical methods cover the study purposes?**

Average

19 **If Not completely, please comments on the MATERIAL AND METHODS for each section of E-1, to E-5, in details, separately:**

-

■ F. RESULTS

20 **F-1: Are the results reported in line with the study purposes?**

Average

21 **F-2: Are the results reported applicable/understandable?**

Average

F-3: Are the tables clearly arranged? Such as supplemental to the text, enough information (units, mean, SD/SE, etc.), self-explanatory (caption in heading, explanatory matters in footnotes), etc.

Average

F-4: Are the figures clearly arranged? Such as supplemental to the text, enough information (units, mean, SD/SE bars, etc.), self-explanatory (both caption and explanatory matters in footnotes), etc.

Average

24 **If Not completely, please comments on the RESULTS for each section of F-1, to F-5, in details, separately:**

-

■ G. DISCUSSION

25 **G-1: Did the all results discuss properly and logically?**

Average

26 **G-2: Whether the discussion of results is accompanied by adequate exposition and interpretation?**

Average

27 **G-3: Are there both up-to-date and basic references for discussion of results?**

Average

28 **G-4: Is there a harmony between sentences for a proper and logical discussion?**

Average

29 **If Not completely, please comments on the DISCUSSION for each section of G-1, to G-4, in details, separately:**

-

■ H. CONCLUSION

30 **H-1: Is it based on results of this study?**

Average

31 **H-2: Are there limitations of the study?**

Average

32 **H-3: Is/are there proper the proper suggestion(s) for future study based on limitations?**

Average

33 **If Not completely, please comments on the CONCLUSION for each section of H-1 to H-3, in details, separately:**

-

■ **I. APPLICABLE REMARKS**

34 **I-1: Are the remarks really applicable?**

Average

35 **I-2: Are these Applicable Remarks based on purposes and so results of this study?**

Average

36 **If Not completely, please comments on the APPLICABLE REMARKS for each section of I-1 and I-2, in details, separately:**

-

■ **J. REFERENCES**

37 **J-1: Are there any unnecessary and irrelevant references?**

Average

38 **J-2: Are the number of references proper (is low/high)?**

Poor

39 **If Not completely, please comments on the REFERENCES for each section of J-1 and J-2, in details, separately:**

-

■ **CONCLUSION OF EVALUATIONS**

40 **Whether the article is "Accepted" and the corrections (Comments) of article must be done?**

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Assign date: 2021/03/23 – **Review date:** 2021/04/22

Article title: Running' with the Devil: A Study on Athletes' Compensation and Turnover Intention ([A-11-1628-1](#)) –

Reviewer confirmation status : Completed – **Subject :** Sport Management and its related branches

■ A. SPELLING, GRAMMAR, STYLE OF WRITING

1 **Please comment on the spelling, grammar, style, and readability of the manuscript in general.**

the manuscript written in proper English, hence the spelling, grammar, style and readability are academically proper to be published

■ B. TITLE

2 **Whether the title makes sense, is clear, attractive, concise and illustrative?**

Excellent

3 **If Not completely, please comments on the TITLE in details:**

No need further explanations

■ C. ABSTRACT

4 **C-1: Whether the abstract is concise, informative and holistic?**

Good

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Excellent

6 **C-3: Whether the "Conclusion" and "Highlights" Are in line of "Objectives" and "Results" of Study?**

Very Good

7 **If Not completely, please comments on the ABSTRACT for each section of C-1, C-2, C-3, in details, separately:**

No need further explanations

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Very Good

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Good

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No need further explanations

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Very Good

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Very Good

16 **E-3: Have the measurement tools a proper validity and reliability for a standard research study?**

Excellent

17 **E-4: Are the Measurements Units is International and acceptable/applicable for a standard study?**

Very Good

18 **E-5: Do the statistical methods cover the study purposes?**

Very Good

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No need further explanations

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Good

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Average

33 **If Not completely, please comments on the CONCLUSION for each section of H-1 to H-3, in details, separately:**

Please elaborate the conclusion section in precise manner, particularly the limitations and further direction for upcoming relevant research

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Please add remarks as required by the publisher

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No need further explanations

■ **CONCLUSION OF EVALUATIONS**

40 **Whether the article is "Accepted" and the corrections (Comments) of article must be done?**

YES it is Accepted with Minor Revision

41 Please tell your overall opinion about the manuscript:

It is an interesting piece of research and it emphasizes the importance on how to manage human resource, particularly the athletes in sports context.

Despite of the contributions offered, this manuscript will be benefited from the improvement suggested.

Please do revise as suggested, especially on the limitation section, also to add some insight on applicable remarks as required.

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5 **C-2: Whether the abstract conveys the Background, Objectives, Methods, Results, Conclusion, and Highlights in an attractive manner to the reader?**

Excellent

6 **C-3: Whether the "Conclusion" and "Highlights" Are in line of "Objectives" and "Results" of Study?**

F. RESULTS

20 **F-1: Are the results reported in line with the study purposes?**

Very Good

21 **F-2: Are the results reported applicable/understandable?**

Excellent

22 **F-3: Are the tables clearly arranged? Such as supplemental to the text, enough information (units, mean, SD/SE, etc.), self-explanatory (caption in heading, explanatory matters in footnotes), etc.**

Good

23 **F-4: Are the figures clearly arranged? Such as supplemental to the text, enough information (units, mean, SD/SE bars, etc.), self-explanatory (both caption and explanatory matters in footnotes), etc.**

Good

24 **If Not completely, please comments on the RESULTS for each section of F-1, to F-5, in details, separately:**

No need further explanations

G. DISCUSSION

25 **G-1: Did the all results discuss properly and logically?**

Excellent

26 **G-2: Whether the discussion of results is accompanied by adequate exposition and interpretation?**

Very Good

27 **G-3: Are there both up-to-date and basic references for discussion of results?**

Good

28 **G-4: Is there a harmony between sentences for a proper and logical discussion?**

Good

29 **If Not completely, please comments on the DISCUSSION for each section of G-1, to G-4, in details, separately:**

No need further explanations

H. CONCLUSION

30 **H-1: Is it based on results of this study?**

Excellent

31 **H-2: Are there limitations of the study?**

31 **H-2: Are there limitations of the study?**

Poor

32 **H-3: Is/are there proper the proper suggestion(s) for future study based on limitations?**

Average

33 **If Not completely, please comments on the CONCLUSION for each section of H-1 to H-3, in details, separately:**

Please elaborate the conclusion section in precise manner, particularly the limitations and further direction for upcoming relevant research

▣ **I. APPLICABLE REMARKS**

34 **I-1: Are the remarks really applicable?**

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35 **I-2: Are these Applicable Remarks based on purposes and so results of this study?**

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37 **J-1: Are there any unnecessary and irrelevant references?**

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38 **J-2: Are the number of references proper (is low/high)?**

Excellent

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▣ **CONCLUSION OF EVALUATIONS**

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It is an interesting piece of research and it emphasizes the importance on how to manage human resource, particularly the athletes in sports context. Despite of the contributions offered, this manuscript will be benefited from the improvement suggested. Please do revise as suggested, especially on the limitation section, also to add some insight on applicable remarks as required.

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Excellent

38 **J-2: Are the number of references proper (is low/high)?**

Excellent

39 **If Not completely, please comments on the REFERENCES for each section of J-1 and J-2, in details, separately:**

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Assign date: 2021/03/23 - **Review date:** 2021/03/24

Article title: Running' with the Devil: A Study on Athletes' Compensation and Turnover Intention (A-11-1628-1) -

Reviewer confirmation status : Completed - **Subject :** Sport Management and its related branches

▣ A. SPELLING, GRAMMAR, STYLE OF WRITING

1 Please comment on the spelling, grammar, style, and readability of the manuscript in general.

-

▣ B. TITLE

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Average

3 If Not completely, please comments on the TITLE in details:

-

▣ C. ABSTRACT

4 C-1: Whether the abstract is concise, informative and holistic?

Average

4	C-1: Whether the abstract is concise, informative and holistic?
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5	C-2: Whether the abstract conveys the Background, Objectives, Methods, Results, Conclusion, and Highlights in an attractive manner to the reader?
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7	If Not completely, please comments on the ABSTRACT for each section of C-1, C-2, C-3, in details, separately:
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D. INTRODUCTION	
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	Poor
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	Average
10	D-3: Whether the objectives and/or hypothesis are clear and achievable?
	Average
11	D-4: Are there Applicable aspects for results of study?
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12	D-5: Is there a harmony between sentences for Statement of the Problem?
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13	If Not completely, please comments on the INTRODUCTION for each section of D-1, to C-5, in details, separately:
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E. MATERIAL AND METHODS	
14	E-1: Are the experimental protocols proper for this study?
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16	E-3: Have the measurement tools a proper validity and reliability for a standard research study?
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19	If Not completely, please comments on the MATERIAL AND METHODS for each section of E-1, to E-5, in details, separately:
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F. RESULTS	
20	F-1: Are the results reported in line with the study purposes?
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21	F-2: Are the results reported applicable/understandable?
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24	If Not completely, please comments on the RESULTS for each section of F-1, to F-5, in details, separately:
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G. DISCUSSION	
25	G-1: Did the all results discuss properly and logically?
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26	G-2: Whether the discussion of results is accompanied by adequate exposition and interpretation?
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27	G-3: Are there both up-to-date and basic references for discussion of results?
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29 If Not completely, please comments on the DISCUSSION for each section of G-1, to G-4, in details, separately:

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H. CONCLUSION

30 H-1: Is it based on results of this study?

Average

31 H-2: Are there limitations of the study?

Average

32 H-3: Is/are there proper the proper suggestion(s) for future study based on limitations?

Average

33 If Not completely, please comments on the CONCLUSION for each section of H-1 to H-3, in details, separately:

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I. APPLICABLE REMARKS

34 I-1: Are the remarks really applicable?

Average

35 I-2: Are these Applicable Remarks based on purposes and so results of this study?

Average

36 If Not completely, please comments on the APPLICABLE REMARKS for each section of I-1 and I-2, in details, separately:

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J. REFERENCES

37 J-1: Are there any unnecessary and irrelevant references?

Average

38 J-2: Are the number of references proper (is low/high)?

Poor

39 If Not completely, please comments on the REFERENCES for each section of J-1 and J-2, in details, separately:

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📄 **J. REFERENCES**

37 **J-1: Are there any unnecessary and irrelevant references?**

Average

38 **J-2: Are the number of references proper (is low/high)?**

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Runnin' with the Devil: A Study on Athletes' Compensation and Turnover Intention.

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Abstract

Background. Athlete's performance in sporting events is influenced by several factors. One of them is how fair the compensation system is implemented. The proper compensation will motivate the athlete to perform better. Otherwise, it will be a loss for the team. **Objectives.** The purpose of this study was to determine the effect of compensations on sports achievements of South Sulawesi athletes at PON XIX 2016 in West Java, Indonesia. **Methods.** This research employed a qualitative stance with semi-structured interviews on 100 athletes as respondents who were participated during the PON XIX 2016 event. **Results.** This paper' findings suggest that there are several major themes emerged in regard to this particular topic, they are 1) unfair treatment; 2) cognitive dissonance; and 3) turnover intention. **Conclusion.** To conclude, this study was strengthening the importance of the proper compensation system implementation in order to have such effective talent management within an organization. This research brings such theoretical and practical implications. For theoretical implication, this research fills the gaps in present research. Moreover, for practical implications, it is expected that the decision makers in sport committee or sport organization should be able to maintain their athletes by providing them a fair compensation.

Keywords Sport Event, Athlete's motivation, Compensations, Performance, Talent Management, Turnover Intention.

1. Introduction

Within organization context, according to some literatures such as [1,2,3,4], every organization's member has some significant considerations for example the interest and/or goal arise once such a member partaking into the organization. On one hand, job expectation for instance having an adequate income especially sufficient amount of money for living is becoming one of main reasons by some organization's members. Nonetheless, on the other hands, some members identify that money becomes less priority rather than some factors such as high appreciation from organization received by the members and so on [5]. Through such reasons above, this study then suggests that the organization, in order to successfully reach both the goals from organization and its members, top management of organization should be able to acknowledge member's

motive and also be able to provide the job satisfaction for organization's members. Compensation such as compensations as well as lots of kinds of beneficial facilities are also considered as the supportive tools in increasing members' satisfaction.

Compensation is regarded as one of the key factors in motivating the members inside the organization. This is because, through the offering of motivation based on the compensation reward, the members of organization are positively expected to provide better job performance, in other words, the members are able to acquire higher level of performance in work and eventually reach far beyond the job targets that have been set earlier. Some literatures show that if the members of organization have no compensations or less compensations rewarded based on their performances, there will be less motivation exists around the members and this could be seen on the decreasing on hardworking or happiness level of the members [5,6,7]. Based on this phenomenon, Stone [8] suggests that offering the appropriate quantity of compensations for the members, especially those who have scores above the average level of job performance, is important given the fact that such compensations will be turned into tool that boost confidently the hardworking eagerness of the members that may be later increase their employment productivities. Furthermore, compensations are seen as one of the motivation tools for the members that are received outside the fixed salary and are scientifically supposed to be a reward for members' recognition award onto their better job achievements [9].

Additionally, the job determination outcomes that have been completed by organization's member which consequently affect the value of organization members, organization environment, and the organization at a whole are advised by some scholars as the achievement. Likewise, in the context of sports, the achievement is also considered as the aftermath of hard efforts accomplished by an athlete who has reached a goal which has been set before [10]. In other words, by completing utterly all the tasks that has been assigned, the athlete can be defined as a success athlete.

Moreover, in Indonesia, there is a great and well-known sports event called *Pekan Olahraga Nasional* (PON) or the National Sports Week. This sports event is regularly hold once in every 4 years and well contributed by all participants who are from all over provinces in Indonesia. One of the provinces in Indonesia which is Sulawesi Selatan, in 2016 has successfully reached the 12th ranking at PON XIX event with 63 gold medals achievement. The athletes of Sulawesi

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Selatan in this the 19th national sports event however has less successful achievements rather than the previous 18th one. This can be identified based on the ranking that has been diminished for 5 levels from the 7th to the 12th PON ranking and such result was far beyond what the target has been prepared which was the 10th ranking [11].

Additionally, in accordance with the medals achievement at such PON XIX, the athletes of Sulawesi Selatan shows a declination of achievements level and this study pinpoints that such issue has been triggered by some factors including compensations reward [12,13]. Based on the literature found from the online national newspaper named Tirto.id, this study discovers that the number of compensations received by the athletes of Sulawesi Selatan is smaller than other provinces. In detail, this study finds that on one hand, Sulawesi Selatan province offers one hundred million Indonesian Rupiah (IDR) compensations reward for the athletes who gain gold medal, on the other hand, the capital city of Jakarta, Riau, as well as Jawa Timur, Jawa Barat, and Aceh sequentially proposes IDR 200.000.000, 225.000.000, 215.000.000, 275.000.000, and 250.000.000 [14].

In regard with the information above, this study finds that there should be several major issues that need to be addressed, the smaller number of given compensations for the Sulawesi Selatan's athletes compared those who are from others provinces which may finally lead to the downfall of athletes' achievements of Sulawesi Selatan. This problem, if it is remained unsolved, then Sulawesi Selatan's athletes would consider to move to other provinces, which offered a better compensation. Also, this problem will make the practice of hijacking athletes from other provinces become more prevalent [14].

In sum, this study then suggests that there is an issue arises among Sulawesi Selatan's athletes in PON XIX particularly the decrease of PON ranking and as such this study aims to put a great highlight on how the compensations which offered by the province government of Sulawesi Selatan affect the achievements level of the athletes especially during PON XIX 2016 in Jawa Barat.

2. Literature review

Compensation is considered as motivation which provides encouragement for individuals e.g., organization's members in order to optimally execute the tasks given by the organization and consequently those receive the compensation are eager to deliver better job performance and achievement within organization they are attached. Compensation is also described as additional income but salary or wage.

Based on the research of Zia-Ul-Islam et al. [15], compensation is (1) a form of motivation designed as money or payment for the individuals who achieve higher performance; as well (2) the recognition form of organization

to its members' performance and contribution.

The primary goal offering compensations is basically to motivate members of organization to do their tasks better in job and achieve a good job performance. Deutscher [16] suggests that the application of such compensation system, by the organizations, is aimed to mainly escalate the productivity of members and to maintain those high-performance members to be more loyal in the group.

According to Natsir [17], the indicators of compensation can be divided into two groups, namely:

- a) Material compensations. Compensations money-formed: Bonus, Commission, Profit share, and Compensation for a remuneration program that may include future payments, such as Retirement and Contractual payments. Also, the compensations may in the form of social security. This may include but not limited to construction of official homes, medical insurance, membership, subscribe to a newspaper or magazine for free, sick leave that still gets salary, moving costs and award for educational or training program to develop knowledge.
- b) Non material compensations, which may come in the form of Title award, Honors or medals, Certificate of appreciation, Compliment award, and Authorization legally of job attribution usage.

Achievement is the result of someone's efforts which completed in many types of particular fields and eventually provide positive values on him/herself, environment, and the organization in which he/she involved. Furthermore, achievement in sports field is the maximum determination that achieved by an individual athlete or an athlete group or team through the implementation of ability and skills to complete tasks which have been targeted both in training and competitions over the application of robust and rational evaluation parameters.

Pawoko, Wibowo, and Hamidah [18] propose that there are four aspects of training need to be considered and trained carefully by the athletes, namely physical, technical, tactical, and mental training.

- a) Physical condition: an element or basic ability that must be possessed by every athlete to achieve a sports achievement. Physical condition describes the body ability of an athlete. Therefore, to excel more, an athlete has to be in good physical condition i.e., such physical condition determines an athlete performance.
- b) Technique: an athlete must be able to master the technique of the sport based on such athlete's physical condition. In order to master the technique, it requires continual exercise, and whatever target has been set hence can be achieved.
- c) Tactics: physical and technical conditions are the elements that are vital for implementing and executing the tactics or strategies in the field. There are two types of tactics or strategy implementation, namely individual and group or team tactics.
- d) Mental: Every coach and athlete must have a strong

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in term of mental. This is due to having a strong mentality, individual is able to make a better decision.

3. Method

The research was carried out in the Indonesia during the year of 2019. In this study, the population was all athletes from South Sulawesi that partook in particular sports within PON XIX (2016), West Java. Sampling technique in this study is purposive sampling with some particular considerations and the sample in this study is 100 athletes of South Sulawesi from particular sports and who had contributed in PON XIX in West Java Province.

Semi-structured interviews were conducted on 100 respondents over a period of 3 months between December 2020 and February 2021 in South Sulawesi Province. In these interviews, respondents described various aspects of their personal perception on the compensations, what motivate them in their performance, what are their working preferences, and personal experiences [20] during the National Sports Week 2016.

4. Results

Komite Olahraga Nasional Indonesia (KONI) or Indonesian National Sports Committee is an organization that manages sports championships in Indonesia and one of the sports events held for one week that coordinated by KONI is known as *Pekan Olahraga Nasional* (PON) or the National Sports Week. PON is a national sports festival in Indonesia which is held every four years and is attended by the athletes from entire provinces in Indonesia. Based on the results of a meeting of members of KONI in Jakarta (27/4/2010), West Java Province was chosen to host the PON XIX in 2016 in Bandung.

The 2016 PON XIX contingent of South Sulawesi Province participated in 39 sports in 10 cities in West Java, consisting of 323 athletes, 77 coaches, 23 mechanics, 26 managers, 32 extra officials and 132 committee members. Thus, there are 613 people in total for the 2016 PON XIX Contingent of South Sulawesi Province.

In order to answer the research question in this study, eagerness and strong effort as well as proper analysis method are needed to solve such question in this study. In doing so, this study initially presents, an overview of the South Sulawesi athletes' characteristics, namely:

Table 1 Percentage of Respondents by Gender

Gender	Quantity	Percentage
Male	63	63
Female	37	37
Total	100	100

Data processed, 2021

Table 2 Percentage of Respondents by Sports

No.	Sports	Total	Percentage
1	Fencing	9	9%
2	Weightlifting	1	1%
3	Athletics	3	3%
4	Motorcycle racing	1	1%
5	Basketball	8	8%
6	Badminton	3	3%
7	Cricket	4	4%
8	Rowing / Crew	14	14%
9	Hockey	4	4%
10	Judo	6	6%
11	Karate	6	6%
12	Kempo	2	2%
13	Surfing	4	4%
14	Archery	2	2%
15	Rock climbing	1	1%
16	Martial arts	2	2%
17	Synchronous pool	5	5%
18	Gymnastics	8	8%
19	Soccer	5	5%
20	<i>Sepak takraw</i>	11	11%
21	<i>Tarung Derajat</i> (Boxer)	1	1%
	Total	100	100%

Data processed, 2021

Based on the Table 1 and 2 above, this study denotes that the majority gender of athletes is male athletes or 63% of 100 sample. Additionally, the largest number of athletes is from rowing as much as 14% of 100 athletes whereas the smallest number of respondents (athletes) is from weightlifting, motor racing, rock climbing, and *Tarung Derajat* with 1% each of 100 South Sulawesi's athletes contributed in PON XIX events.

A qualitative research design was employed as it was significantly match with the research question and also to comprehend the lived experiences of athletes during the event and an understanding of the meanings of compensations roles in improving athletes' performances. The interviews took 2 to 2.5 hours. These interviews were all recorded by tape recorder and mobile phone as a backup plan. Interviews were also transcribed manually in order to capture the essence of the quotes.

In each interview, researchers asked several topics concerning the readiness of the athlete's personal perception on their achievement during the sport event and as the interview went by, it seems that there was negative perspective among the athletes regarding their compensation for their participation in the sport event. The collected data are classified into several. Interview sessions were conducted in Bahasa Indonesia and there was no problem encountered. All data were translated, transcribed, within the six weeks of

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data collection. In analyzing data, the researcher firstly read and re-read the data as an effort to engage with the rich and complex data. While reading these various emerged themes, data saturation is reached. The process of data analysis and emergence of themes was iterative. Initially the researcher analyzed the data to understand the procedures and policies regarding athletes' perception on their fair compensation. The data were coded and thematically analyzed using the NVivo computer software.

Based on the research findings, there are several factors (themes) emerged on the research question, which eventually deteriorating their motivation to perform better. These factors are: 1) unfair treatment; 2) cognitive dissonance; and 3) turnover intention. These factors will be elaborated in the following section.

a. Unfair treatment

All the respondents claimed that they were treated unfairly despite of their loyalty, dedication, sacrifice and the most of all are their medal achievement during the sport event. It is commonly known that the financial readiness among provinces is varied. High reputable provinces such as DKI Jakarta, West Java, East Java, Riau and Aceh are compensating their athletes more than any other provinces. Despite of their different achievement during the event, all the respondents, regardless of their sports, conveyed their concerns on the unfair treatment as illustrated by the following quotes:

"It is hard to compete with someone who is fully supported by their team. I really mean it, fully supported, the contingent ensure that the athlete is provided everything he/she needs in order to perform to be the best. Therefore, the athlete will be able to focus on their training and winning (Respondent #30, Fencing, Male)".

"We know that each province has different financial ability. But at least can just the government put some standards on the compensation? (Respondent #88, Gymnastics, Female)".

b. Cognitive Dissonance

From the athlete's perspective, this situation put them in a perplexed situation. On the one hand, the athletes were asked to give their best in order to contribute to the province' reputation. However, as mentioned earlier, the athletes argued that the compensation for their contribution are not adequate. This is best exemplified by the following excerpts from Respondent #1, Karate, Female).

"You know, it is difficult to be focus on winning while you still thinking about your upcoming monthly installment to pay your motorcycle".

It also can be seen that there was a low level of trust among athletes toward the officials, as was no

transparency, particularly to those who are in strategic level. Many athletes argued that the promised compensation amount has not been fully paid, this situation made them believe that the fund have been corrupted by some of the officials.

"I would like to believe and stay loyal in this team, but it is just hard to do. The athletes are suffering while the officials just sitting there and enjoying our sweats and sacrifices. I do not know how they can live in peace, buying new house... while my bonus has not been paid fully" (Respondent #3, Athletics, Male).

As a consequence, it is not a surprise that majority of the respondents have their intention to leave or move to other team/opposing provinces for financial security reason. This will be elaborated in the following theme.

c. Turnover intention

Due to the majority respondents' perception on the inadequate amount of compensation, this eventually led them to think about resigning with their current team. Respondent #86 (Soccer, Male) illustrated this statement by mentioned that: *"I do not mind to join any other team as long as the pay is great"*. Also, by Respondent #21 (Badminton, Female) who confessed that *"it is okay for me to move to other team even though it is hard to start over again and again"*.

Also, finding from this study confirms and at the same time filling the gap from previous work of Simiyu Njororai [21]. It argues that the unfair treatments (feeling betrayed by the officials) as experienced by the respondents and unbalance financial ability would become impetus of a massive movement to another team/group. However, their study only focused on the Africa and Middle East region.

5. Discussion

This study aims to determine how the influence of financial and non-financial compensations received by South Sulawesi athletes on athletes' sports performance in South Sulawesi Province at PON XIX 2016 in West Java. Moreover, the results of this research provide a new understanding that for how to manage the human resource management, for in this case is the sport athletes. The results of this research also indicated the fact that by implementing the proper compensation system, then this practice is fostering and motivating the athletes themselves in reaching their potential achievement. This showed that a sport organization or team need to constantly develop their competencies in talent management.

Providing compensations is one of the main things that is important for an organization to pay attention to, it can be a separate motivation for South Sulawesi athletes to provide

maximum performance to exceed achievement targets. If the athletes do not get the amount of compensations according to the performance and achievements they have provided, the athletes will tend to be discouraged because there is no high motivation as the trigger.

The significant effect of the results of this study is because many athletes agree that the financial and non-financial compensations, they receive from the training preparation stage to the competition have an effect on their level of sporting achievement, which is a form of motivation for them to achieve achievement targets that were targeted earlier.

Based on one of the compensation theories contained in previous section, the results of the research match the theory according to Stone [8], that compensations are one way of motivating in the form of material, which is given as a deliberate impetus to workers (athletes) so that there was great enthusiasm in increasing the productivity of his work/performance.

The ability of an organization to develop its human resource understood that this organization must also have such professional compensation system in order to improve its athletes' performances. Fail to do so will bring several negative impacts in the long term [22, 23]. Also, it is discovered that the uneven distribution of financial readiness among provinces has created movement of sporting talent from less paying to higher paying provinces [22, 23].

Athlete movement is seen as an activity in the HR field as a positive activity, but for a sports organization, athlete movement cannot merely be seen as a beneficial thing, especially for the host organization. From a coaching perspective, is this transfer normal and professional? Why did something like this happen? Are there any other rational reasons or purely financial reasons? Or do sports activities no longer uphold the value of sportsmanship by justifying any means, including hijacking athletes from other provinces who are willing to pay more?

6. Conclusion and Suggestion

In this paper, it was found that due to unbalanced financial ability among provinces, then the compensation varied. This creates such problems among athletes. These problems may include trust issues between athletes and officials and also the increasing number of turnover intentions.

Therefore, it is suggested that in creating a high level of trust, top level management of the sport committee should be able to be more transparent in their financial condition. Also, to implement a fair compensation system. By doing this, then it is expected to build a high level of trust among athletes and officials as argued by Gomes et al. [10] and Simiyu Njororai. [21].

Provincial sport committee should pay more attention to the type and sum of compensations that will be given to their

athletes. This can be done by providing compensations in relate with the achievements their athletes reached and empowering all coaching and training institutions and/or facilities so that the future or successor potential outstanding athletes will always be available and be more loyal with the team primarily avoiding such potential athletes left to the other team or province.

Acknowledgements

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Runnin' with the Devil: A Study on Athletes' Compensation and Turnover Intention.

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Abstract

Background. Athlete's performance in sporting events is influenced by several factors. One of them is how fair the compensation system is implemented. The proper compensation will motivate the athlete to perform better. Otherwise, it will be a loss for the team. **Objectives.** The purpose of this study was to determine the effect of compensations on sports achievements of South Sulawesi athletes at PON XIX 2016 in West Java, Indonesia. **Methods.** This research employed a qualitative stance with semi-structured interviews on 100 athletes as respondents who were participated during the PON XIX 2016 event. **Results.** This paper' findings suggest that there are several major themes emerged in regard to this particular topic, they are 1) unfair treatment; 2) cognitive dissonance; and 3) turnover intention. **Conclusion.** To conclude, this study was strengthening the importance of the proper compensation system implementation in order to have such effective talent management within an organization. This research brings such theoretical and practical implications. For theoretical implication, this research fills the gaps in present research. Moreover, for practical implications, it is expected that the decision makers in sport committee or sport organization should be able to maintain their athletes by providing them a fair compensation.

Keywords Sport Event, Athlete's motivation, Compensations, Performance, Talent Management, Turnover Intention.

1. Introduction

Within organization context, according to some literatures such as [1,2,3,4], every organization's member has some significant considerations for example the interest and/or goal arise once such a member partaking into the organization. On one hand, job expectation for instance having an adequate income especially sufficient amount of money for living is becoming one of main reasons by some organization's members. Nonetheless, on the other hands, some members identify that money becomes less priority rather than some factors such as high appreciation from organization received by the members and so on [5]. Through such reasons above, this study then suggests that the organization, in order to successfully reach both the goals from organization and its members, top management of organization should be able to acknowledge member's

motive and also be able to provide the job satisfaction for organization's members. Compensation such as compensations as well as lots of kinds of beneficial facilities are also considered as the supportive tools in increasing members' satisfaction.

Compensation is regarded as one of the key factors in motivating the members inside the organization. This is because, through the offering of motivation based on the compensation reward, the members of organization are positively expected to provide better job performance, in other words, the members are able to acquire higher level of performance in work and eventually reach far beyond the job targets that have been set earlier. Some literatures show that if the members of organization have no compensations or less compensations rewarded based on their performances, there will be less motivation exists around the members and this could be seen on the decreasing on hardworking or happiness level of the members [5,6,7]. Based on this phenomenon, Stone [8] suggests that offering the appropriate quantity of compensations for the members, especially those who have scores above the average level of job performance, is important given the fact that such compensations will be turned into tool that boost confidently the hardworking eagerness of the members that may be later increase their employment productivities. Furthermore, compensations are seen as one of the motivation tools for the members that are received outside the fixed salary and are scientifically supposed to be a reward for members' recognition award onto their better job achievements [9].

Additionally, the job determination outcomes that have been completed by organization's member which consequently affect the value of organization members, organization environment, and the organization at a whole are advised by some scholars as the achievement. Likewise, in the context of sports, the achievement is also considered as the aftermath of hard efforts accomplished by an athlete who has reached a goal which has been set before [10]. In other words, by completing utterly all the tasks that has been assigned, the athlete can be defined as a success athlete.

Moreover, in Indonesia, there is a great and well-known sports event called *Pekan Olahraga Nasional (PON)* or the National Sports Week. This sports event is regularly hold once in every 4 years and well contributed by all participants who are from all over provinces in Indonesia. One of the participating provinces in Indonesia is Sulawesi Selatan, which in 2016 has successfully reached the 12th ranking at PON XIX event with 63 gold medals achievement. The

athletes of Sulawesi Selatan in this the 19th national sports event however has less successful achievements rather than the previous 18th one. This can be identified based on the ranking that has been diminished for 5 levels from the 7th to the 12th PON ranking and such result was far beyond what the target has been prepared which was the 10th ranking [11].

Additionally, in accordance with the medals achievement at such PON XIX, the athletes of Sulawesi Selatan shows a declination of achievements level and this study pinpoints that such issue has been triggered by some factors including compensations reward [12,13]. Based on the literature found from the online national newspaper named Tirto.id, this study discovers that the number of compensations received by the athletes of Sulawesi Selatan is smaller than other provinces. In detail, this study finds that on one hand, Sulawesi Selatan province offers one hundred million Indonesian Rupiah (IDR) compensations reward for the athletes who gain gold medal, on the other hand, the capital city of Jakarta, Riau, as well as Jawa Timur, Jawa Barat, and Aceh sequentially proposes IDR 200.000.000, 225.000.000, 215.000.000, 275.000.000, and 250.000.000 [14].

In regard with the information above, this study finds that there should be several major issues that need to be addressed, the smaller number of given compensations for the Sulawesi Selatan's athletes compared those who are from others provinces which may finally lead to the downfall of athletes' achievements of Sulawesi Selatan. This problem, if it is remained unsolved, then Sulawesi Selatan's athletes would consider to move to other provinces, which offered a better compensation. Also, this problem will make the practice of hijacking athletes from other provinces become more prevalent [14].

In sum, this study then suggests that there is an issue arises among Sulawesi Selatan's athletes in PON XIX particularly the decrease of performance which is reflected in current PON ranking and as such this study aims to put a great highlight on how the compensations which offered by the province government of Sulawesi Selatan affect the achievements level of the athletes especially during PON XIX 2016.

2. Literature review

Compensation is considered as motivation activity which provides encouragement for individuals e.g., organization's members in order to optimally execute the tasks given by the organization and consequently those receive the compensation are eager to deliver better job performance and achievement within organization they are attached.

Based on the research of Zia-Ul-Islam et al. [15], compensation is (1) a form of motivation designed as money or payment for the individuals who achieve higher performance; as well (2) the recognition form of organization to its members' performance and contribution.

The primary goal offering compensations is basically to

motivate members of organization to do their tasks better in job and achieve a good job performance. Deutscher [16] suggests that the application of such compensation system, by the organizations, is aimed to mainly escalate the productivity of members and to maintain those high-performance members to be more loyal in the group.

According to Frandsen [17], the indicators of compensation can be divided into two groups, namely:

- a) Material compensations. Compensations money-formed: Bonus, Commission, Profit share, and Compensation for a remuneration program that may include future payments, such as Retirement and Contractual payments. Also, the compensations may in the form of social security. This may include but not limited to construction of official homes, medical insurance, membership, subscribe to a newspaper or magazine for free, sick leave that still gets salary, moving costs and award for educational or training program to develop knowledge.
- b) Non material compensations, which may come in the form of title award, honors or medals, certificate of appreciation, compliment award, and authorization legally of job attribution usage.

The form of compensation is strongly associated with the particular needs of these individuals, or in this case are athletes. If these athletes' needs are revolving around the physical dimensions, then it would be fair to argue that the form of compensation are best given in the physical form. This is in line with previous literatures, for example according to Thibault Landry, Schweyer, and Whillians [24], organizations must be able move beyond salary and traditional cash rewards in motivating, attracting, and retaining talents. This may include such support for talents' psychological needs.

Achievement is the result of someone's efforts which completed in many types of particular fields and eventually provide positive values on him/herself, environment, and the organization in which he/she involved. Furthermore, achievement in sports field is the maximum determination that achieved by an individual athlete or an athlete group or team through the implementation of ability and skills to complete tasks which have been targeted both in training and competitions over the application of robust and rational evaluation parameters.

Pawoko, Wibowo, and Hamidah [18] propose that there are four aspects of training need to be considered and trained carefully by the athletes, namely physical, technical, tactical, and mental training.

- a) Physical condition: an element or basic ability that must be possessed by every athlete to achieve a sports achievement. Physical condition describes the body ability of an athlete. Therefore, to excel more, an athlete has to be in good physical condition i.e., such physical condition determines an athlete performance.
- b) Technique: an athlete must be able to master the

technique of the sport based on such athlete's physical condition. In order to master the technique, it requires continual exercise, and whatever target has been set hence can be achieved.

- c) Tactics: physical and technical conditions are the elements that are vital for implementing and executing the tactics or strategies in the field. There are two types of tactics or strategy implementation, namely individual and group or team tactics.
- d) Mental: Every coach and athlete must have a strong in term of mental. This is due to having a strong mentality, individual is able to make a better decision.

3. Method

The research was carried out in the Indonesia during the year of 2019. In this study, the population was all athletes from South Sulawesi that partook in particular sports within PON XIX (2016), West Java. Sampling technique in this study is purposive sampling with some particular considerations and the sample in this study is 100 athletes of South Sulawesi from particular sports and who had contributed in PON XIX in West Java Province.

Semi-structured interviews were conducted on 100 respondents over a period of 3 months between December 2020 and February 2021 in South Sulawesi Province. In these interviews, respondents described various aspects of their personal perception on the compensations, what motivate them in their performance, what are their working preferences, and personal experiences [20] during the National Sports Week 2016.

The entire interview recordings consist of 251 hours of interview, accompanied with 552 pages of transcribed text. The data was then imported into the NVivo software package for coding. Also, to ensure interviewees' anonymity, pseudonyms were assigned and all identifying detail was removed from the transcripts.

4. Results

Komite Olahraga Nasional Indonesia (KONI) or Indonesian National Sports Committee is an organization that manages sports championships in Indonesia and one of the sports events held for one week that coordinated by KONI is known as *Pekan Olahraga Nasional* (PON) or the National Sports Week. PON is a national sports festival in Indonesia which is held every four years and is attended by the athletes from entire provinces in Indonesia. Based on the results of a meeting of members of KONI in Jakarta (27/4/2010), West Java Province was chosen to host the PON XIX in 2016 in Bandung.

The 2016 PON XIX contingent of South Sulawesi Province participated in 39 sports in 10 cities in West Java, consisting of 323 athletes, 77 coaches, 23 mechanics, 26 managers, 32 extra officials and 132 committee members. Thus, there are 613 people in total for the 2016 PON XIX

Contingent of South Sulawesi Province.

In order to answer the research question in this study, eagerness and strong effort as well as proper analysis method are needed to solve such question in this study. In doing so, this study initially presents, an overview of the South Sulawesi athletes' characteristics, namely:

Table 1 Percentage of Respondents by Gender

Gender	Quantity	Percentage
Male	63	63
Female	37	37
Total	100	100

Data processed, 2021

Table 2 Percentage of Respondents by Sports

No.	Sports	Total	Percentage
1	Fencing	9	9%
2	Weightlifting	1	1%
3	Athletics	3	3%
4	Motorcycle racing	1	1%
5	Basketball	8	8%
6	Badminton	3	3%
7	Cricket	4	4%
8	Rowing / Crew	14	14%
9	Hockey	4	4%
10	Judo	6	6%
11	Karate	6	6%
12	Kempo	2	2%
13	Surfing	4	4%
14	Archery	2	2%
15	Rock climbing	1	1%
16	Martial arts	2	2%
17	Synchronous pool	5	5%
18	Gymnastics	8	8%
19	Soccer	5	5%
20	<i>Sepak takraw</i>	11	11%
21	<i>Tarung Derajat</i> (Boxer)	1	1%
	Total	100	100%

Data processed, 2021

Based on the Table 1 and 2 above, this study denotes that the majority gender of athletes is male athletes or 63% of 100 sample. Additionally, the largest number of athletes is from rowing as much as 14% of 100 athletes whereas the smallest number of respondents (athletes) is from weightlifting, motor racing, rock climbing, and *Tarung Derajat* with 1% each of 100 South Sulawesi's athletes contributed in PON XIX events.

A qualitative research design was employed as it was significantly match with the research question and also to

comprehend the lived experiences of athletes during the event and an understanding of the meanings of compensations roles in improving athletes' performances. The interviews took 2 to 2.5 hours. These interviews were all recorded by tape recorder and mobile phone as a backup plan. Interviews were also transcribed manually in order to capture the essence of the quotes.

In each interview, researchers asked several topics concerning the readiness of the athlete's personal perception on their achievement during the sport event and as the interview went by, it seems that there was negative perspective among the athletes regarding their compensation for their participation in the sport event. The collected data are classified into several. Interview sessions were conducted in Bahasa Indonesia and there was no problem encountered. All data were translated, transcribed, within the six weeks of data collection. In analyzing data, the researcher firstly read and re-read the data as an effort to engage with the rich and complex data. While reading these various emerged themes, data saturation is reached. The process of data analysis and emergence of themes was iterative. Initially the researcher analyzed the data to understand the procedures and policies regarding athletes' perception on their fair compensation. The data were coded and thematically analyzed using the NVivo computer software.

Based on the research findings, there are several factors (themes) emerged on the research question, which eventually deteriorating their motivation to perform better. These factors are: 1) unfair treatment; 2) cognitive dissonance; and 3) turnover intention. These factors will be elaborated in the following section.

a. Unfair treatment

All the respondents claimed that they were treated unfairly despite of their loyalty, dedication, sacrifice and the most of all are their medal achievement during the sport event. It is commonly known that the financial readiness among provinces is varied. High reputable provinces such as DKI Jakarta, West Java, East Java, Riau and Aceh are compensating their athletes more than any other provinces. Despite of their different achievement during the event, all the respondents, regardless of their sports, conveyed their concerns on the unfair treatment as illustrated by the following quotes:

"It is hard to compete with someone who is fully supported by their team. I really mean it, fully supported, the contingent ensure that the athlete is provided everything he/she needs in order to perform to be the best. Therefore, the athlete will be able to focus on their training and winning (Respondent #30, Fencing, Male)".

"We know that each province has different financial ability. But at least can just the government put some standards on the compensation? (Respondent #88, Gymnastics, Female)".

b. Cognitive Dissonance

From the athlete's perspective, this situation put them in a perplexed situation. On the one hand, the athletes were asked to give their best in order to contribute to the province' reputation. However, as mentioned earlier, the athletes argued that the compensation for their contribution are not adequate. This is best exemplified by the following excerpts from Respondent #1 (Karate, Female).

"You know, it is difficult to be focus on winning while you still thinking about your upcoming monthly installment to pay your motorcycle".

It also can be seen that there was a low level of trust among athletes toward the officials, as was no transparency, particularly to those who are in strategic level. Many athletes argued that the promised compensation amount has not been fully paid, this situation made them believe that the fund have been corrupted by some of the officials.

"I would like to believe and stay loyal in this team, but it is just hard to do. The athletes are suffering while the officials just sitting there and enjoying our sweats and sacrifices. I do not know how they can live in peace, buying new house... while my bonus has not been paid fully" (Respondent #3, Athletics, Male).

We seek in vain to change this unfair situation, but we just stayed in quandaries, like running with the devil. The more you run, then you are the devil in the organization. Other people will judge us as materialistic athletes. We feel helpless and we do not know what to do (Respondent #92, Athletics, Female).

As a consequence, it is not a surprise that majority of the respondents have their intention to leave or move to other team/opposing provinces for financial security reason. This will be elaborated in the following theme.

c. Turnover intention

Due to the majority respondents' perception on the inadequate amount of compensation, this eventually led them to think about resigning with their current team. Respondent #86 (Soccer, Male) illustrated this statement by mentioned that: *"I do not mind to join any other team as long as the pay is great"*. Also, by Respondent #21 (Badminton, Female) who confessed that *"it is okay for me to move to other team even though it is hard to start over again and again"*.

Also, finding from this study confirms and at the same time filling the gap from previous work of Simiyu Njororai [21]. It argues that the unfair treatments (feeling betrayed by the officials) as experienced by the respondents and unbalance financial ability would become impetus of a massive movement to another

team/group. However, their study only focused on the Africa and Middle East region.

5. Discussion

This study aims to determine how the influence of financial and non-financial compensations received by South Sulawesi athletes on athletes' sports performance in South Sulawesi Province at PON XIX 2016 in West Java. Moreover, the results of this research provide a new understanding that for how to manage the human resource management, for in this case is the sport athletes. The results of this research also indicated the fact that by implementing the proper compensation system, then this practice is fostering and motivating the athletes themselves in reaching their potential achievement. This showed that a sport organization or team need to constantly develop their competencies in talent management.

Providing compensations is one of the main things that is important for an organization to pay attention to, it can be a separate motivation for South Sulawesi athletes to provide maximum performance to exceed achievement targets. If the athletes do not get the amount of compensations according to the performance and achievements they have provided, the athletes will tend to be discouraged because there is no high motivation as the trigger.

The significant effect of the results of this study is because many athletes agree that the financial and non-financial compensations, they receive from the training preparation stage to the competition have an effect on their level of sporting achievement, which is a form of motivation for them to achieve. achievement targets that were targeted earlier.

Based on one of the compensation theories contained in previous section, the results of the research match the theory according to Stone [8], that compensations are one way of motivating in the form of material, which is given as a deliberate impetus to workers (athletes) so that there was great enthusiasm in increasing the productivity of his work/performance.

The ability of an organization to develop its human resource understood that this organization must also have such professional compensation system in order to improve its athletes' performances. Fail to do so will bring several negative impacts in the long term [22, 23]. Also, it is discovered that the uneven distribution of financial readiness among provinces has created movement of sporting talent from less paying to higher paying provinces [22, 23].

Athlete movement is seen as an activity in the HR field as a positive activity, but for a sports organization, athlete movement cannot merely be seen as a beneficial thing, especially for the host organization. From a coaching perspective, is this transfer normal and professional? Why did something like this happen? Are there any other rational reasons or purely financial reasons? Or do sports activities

no longer uphold the value of sportsmanship by justifying any means, including hijacking athletes from other provinces who are willing to pay more?

6. Conclusion and Suggestion

In this paper, it was found that due to unbalanced financial ability among provinces, then the compensation varied. This creates such problems among athletes. These problems may include trust issues between athletes and officials and also the increasing number of turnover intentions.

Therefore, it is suggested that in creating a high level of trust, top level management of the sport committee should be able to be more transparent in their financial condition. Also, to implement a fair compensation system. By doing this, then it is expected to build a high level of trust among athletes and officials as argued by Gomes et al. [10] and Simiyu Njororai. [21].

Provincial sport committee should pay more attention to the type and sum of compensations that will be given to their athletes. This can be done by providing compensations in relate with the achievements their athletes reached and empowering all coaching and training institutions and/or facilities so that the future or successor potential outstanding athletes will always be available and be more loyal with the team primarily avoiding such potential athletes left to the other team or province.

For further research, the investigation should be able to develop better research results by analyzing other factors that may have effect to increase the sports performance of South Sulawesi athletes i.e., other variables that are found however not explored more detail in this study, show the indication of their effect in some results of this study. This paper acknowledges several limitations, as there are limited numbers of participants and organizations; therefore, it is difficult to provide an insight for a result generalization and as a representation of the bigger picture. Further research may benefit a quantitative research, with time series data may benefit the topic in the future.

Applicable Remarks

The findings of this study could be beneficial for provincial government as the only policymakers in developing their own performances and reputation in the national scale sports events. This study also offers such insight in order to create performance-based equal pay among athletes nationally. This is aimed to minimize the problem of the hijacking practices from one province to other.

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