Phys. Educ. Sport Stud. Res. 1(1); 1-20 (2022)

DOI: 10.56003/pessr.vii1.71

Physical Education and Sport: Studies and Research

ORIGINAL RESEARCH

Open Access

Benefits of the SHC System on Publication Management and Promotion of Sports Actor Services

Sapto Adi^{1*}, Abi Fajar Fathoni²

¹Universitas Negeri Malang, Jl. Semarang 5 Malang, East Java Province, 65145, Indonesia ² Universitas Negeri Malang, Jl. Semarang 5, Malang, East Java Province, 65145, Indonesia

Submitted: December 19, 2021 Accepted: January 7, 2022 Published: March 1, 2022

Abstract

Background: Publication and promotion of the profession as a sports actor has not been seen optimally. One that shows this is that it is difficult to find traces of the legality of the profession, its achievements, and its relationships. Some of these traces are very important to know because they can be a measure of the quality of services so that the public can determine the appropriate sports players to meet the needs of services in the field of sports. For this reason, it is necessary to develop an online system that makes it easier for the public to obtain information related to sports actors. As well as helping sports actors for the publication and promotion of their profession.

Objectives: The purpose of the research is to develop a Sport Human Connection (SHC) system that can help sports players for publication and promotion of their profession.

Methods: This research method uses research and development methods. The research subjects were sports actors (coaches, athletes, management of sports institutions, masseurs, and physiotherapists) as many as 60 people. The selection of research subjects was done randomly. The data collection technique was carried out by conducting a survey. The research instrument used closed and open questionnaires. The data analysis technique used is descriptive quantitative data analysis and narrative analysis.

Results: From the data obtained from the research subjects, it can be said that the SHC system has benefits for the publication and promotion of the profession of sports players with the support of features that display professional legality, achievements, relations, and communication features.

Conclusion: Looking at the results of the study, it can be concluded that the SHC system provides the benefits of publication and promotion of the profession of sports players.

Keywords: SHC system, publications and promotions, sports players.

*Correspondence: sapto.adi.fik@um.ac.id

Sapto Adi

¹Faculty of Sports Science, Universitas Negeri Malang, Jl. Semarang No 5, Malang, East Java Province, 65145, Indonesia



INTRODUCTION

A profession in sports is a job whose goals can be categorized into several types. This depends on the needs of the community as consumers (Maksimovic, Milosevic, Matic, & Jaksic, 2012). The survey results state that some people need the services of an instructor or sports trainer to guide and assist them in improving their physical fitness and maintaining a healthy body condition (Kaifi, Khanfar, Nafei, & Kaifi, 2013). Some people need the services of an instructor or sports coach, whose goal is to improve their abilities and skills in specific sports to achieve achievements in the field. So that as a person who works as a service provider in the field of sports, he can adjust his role according to the needs desired by the community.

The phenomenon that occurs in Indonesia is that many people who have passed adulthood take advantage of sports to keep their bodies healthy (Sutawijaya, Sugiyanto, & Riyadi, 2020). Especially after the Covid-19 pandemic in 2020, many people flocked to do sports activities with the excuse of increasing their body immunity. Departing from this experience too, many parents understand the benefits of sports, so that many of their children are also included in sports coaching for athletes at an early age (Staub, Zinner, Bieder, & Vogt, 2020). Besides aiming to educate children to be interested in sports, it also aims to make children have good skills in certain sports and later in adulthood can get achievements in these sports (Adi & Fathoni, 2020).

Seeing the community's needs regarding their achievements in sports can create some jobs that Sports Doers play (Martin, 2020). Sports actors are individuals or groups who are really involved in the profession in the field of sports and also have a lot of experience in the field of sports (Winter & Collins, 2016). For sports development, the achievement will require several roles of the sports actors, namely, the role of coaches, sports clubs or sports schools, sports doctors, masseurs, and physiotherapists (De Souza Dias & Monteiro, 2020). The results of observations in the community, for parents who want their children to be fostered in a sport, the child will join a sports club or sports school as an athlete (Johnson et al., 2020). Not only children, usually athletes involved in sports coaching start from the age of children, teenagers, to adults in pursuing professional sports (Kokko et al., 2015). In this coaching, the Sports Club or Sports School will work closely with the Coach, Sports Doctor, Physiotherapist, and Masseur (Yoshida, Gordon, Nakazawa, & Biscaia, 2014). The coach's role is clear, namely, to train athletes' physical

skills (Bissett, Kroshus, & Hebard, 2020). The role of the Sports Doctor is to treat Athletes assisted by Sports Clubs if they are injured (Moreau, Holder, & Nabhan, 2019). The role of Physiotherapists is to assist athletes who are carrying out the recovery process after recovering from sports injuries (Simonelli et al., 2020). Masseur's role is to provide massage services if athletes want to relieve fatigue after undergoing a series of training activities (Davis, Alabed, & Chico, 2020). Then the role of the Sports Club or Sports School is to provide facilities in the form of facilities infrastructure and also manage the athlete training activity program (Watts, Webb, & Netuveli, 2017). Those were some of the sports actors who play a role in providing services in the field of sports where the community will dare to give wages to them if they can meet the community's needs related to sports..

The results of observations in the community are also known that sometimes people who need services in the field of sports are not only people who have training program ties with Sports Clubs or Sports Schools. But people who only like sports or are new to sports also often need the services of sports actors (Dadelo, 2020). The services they often need are independent sports coaches at home, personal injury healing from a Sports Doctor, services in injury recovery while at home by physiotherapists, and Masseur services for those who want to relieve fatigue after exercising or working (Lee, Hwang, & Shin, 2020). So that this can be additional income for Coaches, Sports Doctors, Physiotherapists and Masseurs outside the services managed by Sports Clubs or Sports Schools.

Starting from here, the problems that occur in the community will be discussed. In Indonesia, many sports coaches, sports doctors, physiotherapists, and masseurs have all competencies, experience, and legality in their fields. But not many people know about it. There are cases, for example, when someone needs a sports coach who will be asked to help train personally, then that person will take several ways to find that coach. The first way he will ask a Sports Club that he knows or is close to home, the Sports Club will recommend a Coach who only exists in that Sports Club. The second way is to ask a friend or co-worker. Later, the colleague will recommend a trainer who has trained them. If the colleague has never needed the services of a trainer, the colleague will ask another colleague. Those two ways are just a few of people's many ways. Even though, for example, someone needs a sports coach, it could be around their house or area, there are many trainers they can choose according to the competence and experience they need. This actually will also eliminate many opportunities for Sports Players who do not have many

works or social relationships with Sports Clubs or the wider community so that many people do not widely know them. Because build social relations and working relationships with various parties are also limited by place, time, and circumstances (Nowicka, 2017). They also need to publish their competencies and experiences to the public so that if someone needs services that coincide with their field, they can promote their services to that person by explaining their various competencies and experiences (Martínez-Sanz et al., 2018).

The results of previous relevant studies indicate that the promotion of traditional sports services has many weaknesses, including the lack of achieving the target market and the limited time in providing understanding to consumers (Attia, Chepyator-Thomson, Sonkeng, & el Azim, 2018). Then the results of the following study stated that online market management had more optimal, efficient, and able to reach a wider market (Shilbury et al., 2015). Furthermore, the results of other studies also state that promoting sports services, it will overcome classical promotion problems, namely time and distance limitations (Ma, Cui, & Tang, 2021).

Based on some of the problems described above, developing a system that can help sports players connect directly with the community is necessary. The aim is to provide facilities to sports actors in publicizing and promoting the profession of service providers in sports. Because if the Sports Actor is directly connected to the community, it will be easy for the Sports Actor to promote their competence and experience. People who are also directly connected to all sports players can have more choices if they need services in sports and can then choose one that fits the competence and experience they need. This system of connecting sports actors with the community must solve problems related to the limitations of their place, location, and distance which are obstacles to their relationship. In addition, this system must also overcome the problem of time and conditions, which means that this system can be used anytime and under any conditions. So that whenever the time is and what are the conditions between sports actors and the community, they can still be connected and can communicate with each other.

Seeing the need for a system with provisions and adjustments in the conditions described above, a system was developed with the name Sport Human Connection (SHC). This SHC system is packaged in the form of an Android-based application. The way this system works is done online. So that it can facilitate the relationship and communication

between sports actors and the community and solve the problem of limited space, location, and distance. Because this system can be used to communicate and obtain information without having to meet in person. Some of the features that function to protect sports players and the community and meet information needs related to services needed by the community, the SHC system can display the following requirements. On the accounts of Sports Players and the public, they will be asked to send an identity card when registering and creating an account on the SHC system. Furthermore, from the Sports Actor's account, they are required to display their specialization in the field of work, a letter of legalities such as a practice or training permit, home address, work location, achievements or experiences that have been carried out and working relationships with other Sports Doers. Some of this information needs to be displayed to make it easier for the public to determine the choice of sports actors according to their needs. In addition, a chat feature is also provided so that the public and sports players can interact directly to obtain more information and bargain prices before agreeing to provide services.

METHODS

This research was conducted using a research and development model. This research and development requires researchers to develop a product, and then it will be investigated regarding the quality and benefits of the products that have been developed (Sutton & Boag, 2019).

Design

The research design used adheres to the research and development model. The steps taken are as follows. The first stage is a needs analysis of the research subject broadly. Needs analysis is carried out to know the needs of the research subject. If the needs of the research subject are known, a solution can be found to meet the needs of the research subject (Stahl, Chatfield, Ten Holter, & Brem, 2019). The needs analysis in this study only looks at some general phenomena that can be seen from the subject's condition. The conditions seen in the subject's needs include matters related to the publication and promotion of sports services which can later be resolved through the SHC system.

The second stage is the development of the SHC system prototype. The prototype development was based on needs analysis data (Vapa-Tankosić, Miler-Jerkovi, Jeremić, Stanojević, & Radović, 2020). The goal is that the SHC system can suit the needs and solve research subjects, namely sports actors. The needs and solutions in question are the needs

that support the publication and promotion of the services of sports actors and solutions for barriers for sports actors to market their services in the field of sports.

The third stage is the development of instruments that will be used to measure product benefits from research (Hiruy & Eversole, 2020). The benefits in question are whether the SHC system has met the needs of sports actors and whether the SHC system can solve the problems of sports actors. So that the development of research instruments is based on the variables and indicators in the research.

The fourth stage is the validation of the research instrument. Instrument validation is carried out with the aim that the research instrument truly measures the criteria for variables and indicators of the benefits of the research product (Wibawa, 2021), so it is hoped that the developed instrument can measure the benefits of the SHC system..

After the prototype of the SHC system and research instruments are ready to be used, the next stage is testing the research product. The trial was carried out through the research subject, namely the sports actors operating the SHC system. Then the research subjects identify and analyze whether the SHC system has met their needs to make it easier to market their services in the field of sports and whether it has become a solution to the problems that have been hampering the publication and promotion of sports services for sports players. Then the results of identification and analysis are reported by research subjects through research instruments (Koningstein & Azadegan, 2018).

After the data is obtained from the research subjects, the following process analyzes the data. Data analysis is a process to summarize, assess and give meaning to all the data obtained (Wang & Zhang, 2020). Data related to responses from research subjects were analyzed to find out how useful the SHC system is to meet the needs and become a solution for sports players in marketing their services in sports..

After all the data has been obtained and given the meaning of the conclusion, the final stage is mandatory for the research results to be published. The purpose of publishing research results is to inform the public of research results at large. So that the research results can be used as a reference or also a theoretical basis when facing the same problem (Gallegos et al., 2020).

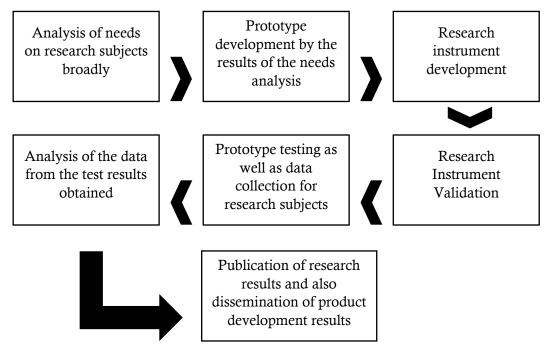


Figure 1. The steps of conducting the research

Subject

In this case, the subjects in question are Sports Coaches, Athletes, Sports Clubs or Sports Schools, Sports Physiotherapists, and Sports Masseurs. They become research subjects because they really know the conditions in the field and what needs are needed in their professional environment. That way, the product of the SHC system will truly match the needs of the subject and the needs of their professional background.

For information, the selected research subjects came from several provinces and several regions in Indonesia. The Province in question is as shown in table 1 below.

6

Province City No. Malang, Pasuruan, Probolinggo, Trenggalek, Bondowoso, Madiun, East Java 1 Sidoarjo, Kediri, Situbondo, Batu, Jember 2 South Borneo Banjarmasin, Banjarbaru, Samarinda West Nusa Tenggara Dompu 3 Denpasar 4 Bali 5 Southeast Sulawesi Kendari Yogyakarta Yogyakarta 6 West Java Bekasi

Table 1. Research Subject Areas

This is done so that the diversity of problems and needs of actors in each region can be identified. Considering that Indonesia is a country that has a lot of diversity.

The trial of the use of SHC was carried out on approximately 60 respondents as research subjects who were divided into several fields of expertise and the sports profession. The selection of respondents was made randomly. The occupations of respondents in the field of sports involved in this study are presented in table 2 below.

Respondent's ProfessionPercentageFrequencyCoach35%21Athlete10%6Sports institute management35%21Masseur10%6

10%

Table 2. Profession of respondents in the field of sports

Instrument

Physiotherapist

No.

2

3

In this study, the instrument used was a closed and open questionnaire. Closed questionnaires were used to obtain data related to responses from research subjects, but still in a context that was adjusted to research variables and indicators. An open questionnaire was used to obtain data related to responses from the subject according to the findings and feelings expressed by the subject regarding the SHC system.

The questionnaire used as an instrument in this study has gone through a validation stage carried out by three experts. The validation aspects include the clarity of the questionnaire title, clarity of question items, clarity of instructions for filling out the questionnaire, the accuracy of statements with expected answers, statements related to research objectives, statements according to the aspects to be achieved, statements revealing correct information, statements containing one idea that complete, the language used is easy to understand, the language used is effective and the writing is in accordance with the EYD. Then each aspect is checked by the validators, and each aspect is scored using a Likert scale, which ranges from 1 to 5. The results of the instrument validation

given by all validators obtained an average score of 4.7, which means that the instrument in the form of a questionnaire is feasible for data collection. For more details regarding the questionnaire used for data collection, the questionnaire grid is presented in table 3 below.

Table 3. Instrument grid

No.	Indicator	Question item number	Number of questions
1	Publikasi dan promosi profesi olahraga	1,2	2
2	Pendukung publikasi dan promosi	3,4,6,7	4
3	Membantu komunikasi	5,8,9	3
4	Manfaat sistem SHC	10	1
5	Potensi sistem SHC	11	1
6	Kelebihan sistem SHC	12	1
7	Kekurangan dan kelemahan sistem SHC	13	1
8	Langkah pengembangan lebih lanjut	14	1

Data Analysis

Data analysis is an attempt to process data into information. So that the data that has been presented can be understood and useful for the solution of the problems discussed in the research (Waleczek, von den Driesch, Flatten, & Brettel, 2019). This study will use two analyzes. Descriptive quantitative data analysis was used to analyze the data obtained through a closed questionnaire. Meanwhile, narrative analysis was used to analyze the data obtained from open questionnaires.

RESULTS

The development results resulted in an SHC (Sport Human Connection) system which was packaged in the form of an Android-based application. This system was formed thanks to the help of application developers or developers from CV. Biznizo Indonesia. The reason we chose CV developers. Biznizo Indonesia because the developer is trusted and experienced in developing many application systems used by government agencies. Thanks to the collaboration and discussion in developing the SHC system, an SHC system was formed with its various features. The following features of the SHC system are presented in table 4.

Table 4. Features of the SHC System

No.	Feature	Workflow	Advantages
1	User profile	Showing sports player profile	Professional publicationCompetency promotion
2	Legality File Viewer	Displaying legality files/supporting files for sports players	Displaying legality files/professional support filesCompetency promotion
3	Achievement	Show achievements	Show achievementsCompetency promotion
4	Relation	Showing relationships with sports actors	 Connecting account relationships between fellow sports players Displaying service results seen from the relationships that have been served Competency promotion
5	Communication	Connecting communication between fellow sports players and also the community	 Communication between the community and sports players Communication between fellow sports players Professional publication Competency promotion

Regarding the features and functions of the SHC system, respondents were asked to provide feedback regarding professional publications through the SHC system. The information obtained is that all respondents responded that the SHC system can be used to publicize the respondent's profession in the field of sports. As many as 100% of respondents stated that the SHC system could be used to promote professional competence in sports. As many as 100% of respondents stated that the SHC system could display legality files in the sports sector. A total of 92.9% stated that the SHC system could display achievements. 100% of respondents stated that the Sport Human system could be used to communicate with the public or other sports actors. As many as 100% of respondents stated that the SHC system could connect relationships with accounts of fellow sports actors. 100% of respondents stated that the SHC system could connect communication between fellow sports actors. This is shown in table 5.

	Response						
Category	Very possible	Possible	May be	Impossible	There are facilities	There are no facilities	
Professional publication	57,1%	35,7%	7,2%	0%			
Competency promotion	67,9%	32,1%	0%	0%			
Viewing legality files					100%	0%	
Show achievements					92,9%	7,1%	
Communication between the community and sports players					100%	0%	
Connecting account relationships between fellow sports players					100%	0%	
Communication between fellow sports players		100%		0%			

Table 5. Features of the SHC system supporting the profession of sports players

For the last time, respondents were asked for information and responses regarding the benefits of the SHC system. As a result, all respondents stated that the SHC system has benefits. The data is shown in the diagram Figure 2.

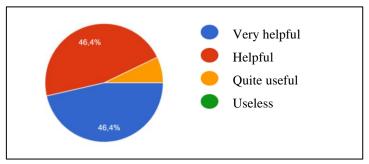


Figure 2. Diagram of respondents' responses to the benefits of the SHC system

DISCUSSION

The SHC system is very suitable if used by sports actors to promote and publish their profession and competence. The sports actors in question are coaches, athletes, sports clubs, sports doctors, masseurs, and physiotherapists. Because indeed in this all-digital era, it is necessary to develop a marketplace that can be used for promotion and publication of a profession, especially in the profession as a sports actor (Na, Kunkel, & Doyle, 2020).

So far, sports players have accepted the presence of this SHC system. However, a few sports actors still do not fully accept it when viewed from the results of research and surveys of sports actors. However, this is natural because the SHC system is still relatively new in the sports environment, so there is still no picture in his mind (Molavi, Pourabdol, & Azarkolah, 2020). So it is inevitable that some sports actors will still not be obvious on how to implement the reality in the management of promotions and publications of professions and competencies in sports.

Many sports players accept the presence of this SHC system. This can be seen from research and surveys that many sports actors appreciate and respond positively to this SHC system. This can be seen from how the sports actors convey what they will do to promote their profession and competence to the public through the SHC system. Just as sports players want to increase their relationship through the SHC system, increase the publication of their achievements, the coach invites colleagues and athletes to register an account in the SHC system and many others. From what they plan to use the SHC system, it can actually be seen that they already know the space of opportunity that can be used to facilitate and benefit themselves (Wallis, Walmsley, Beaumont, & Sutton, 2020).

This study discusses the needs needed by sports actors in promoting their profession through the SHC system. Then the demand was tried to be given through the SHC system. Then from the SHC system, it is tested and corrected whether it has met the needs needed by sports actors. So that the variables discussed in this discussion are part of the needs of sports actors in need to promote the profession of sports actors. And this needs to be discussed because the variables studied are very important and needed by sports actors (Trail & McCullough, 2020).

The SHC system has features that can be used to publicize the profession of sports actors. This is evident from the responses of 92.8% of respondents who stated that the SHC system could be used to publish professions in the sports sector. The publication itself is an important thing in offering services (Skille & Fahlén, 2020). Because through publication, the public can find out the existence of sports actors, which will make it easier for the community to interact and transact in the context of service needs in the field of sports.

In terms of promoting the services of sports actors, the SHC system also provides an opportunity to make it easier for sports actors to promote their services. By using the SHC system, sports actors can provide information about their competence and some achievements and relationships they have worked with. Providing information related to competence and achievement as a form of work result can be a basic key in promoting selfability (Lopez-Gonzalez, Griffiths, Jimenez-Murcia, & Estévez, 2020). Because most people, when they need service assistance, of course, will see how the service provider's performance, the results of previous work that has been done, and who has used the service. That way, people will find it easier to choose a service provider that can interest them.

In addition, in the service provider business, the public will usually assess and ensure that the service provider is truly recognized by an official institution that protects certain professions (Chen, Lin, Chen, Chao, & Pandia, 2021). This is very necessary because if there is no proper acknowledgment and assessment for providing services, it is feared that a service provider is an incompetent person who will practice improper service provision and harm the people who use the service. Therefore, the SHC system also allows sports players to display legality files. The legality file can be like a practice permit, license, or certificate. That way, people don't worry anymore if they want to use the services of a sports actor who can ensure his competence through the legality file displayed by sports actors.

Then this SHC system also has a feature where sports players can display their achievements. As discussed in the discussion related to the last promotion, this achievement information is very important and needed to promote the services in the field of sports provided by sports actors. Because indeed, this achievement is proof that sports actors have the best abilities so that their work results are measured by the achievements obtained (Turetken, Grefen, Gilsing, & Adali, 2019). So that people can be more confident if they use the services of a sports actor who has achievements.

The SHC System, apart from the above features, SHC System also has features for communication between sports actors as service providers and the community as people who need services. In the promotion process, in addition to requiring information regarding the legality of service providers and the performance of their work, usually, to start a transaction, confirmation is needed between the seller and the buyer (Menelec & Jones, 2015). This confirmation is also carried out to ensure that the service provider is the Sports Doer. In addition, transaction processes and cooperation agreements will occur

with communication and interaction. This collaboration occurs between sports actors as service providers and people who need services.

Then people who need services will certainly also see who customers have received services (Tansiri & Devahastin, 2019). This is usually the community as consumers who want to ensure the work of service providers from the point of view of other customers (Cole, DeNardin, & Clow, 2017). In addition, service providers will also be seen whether they are collaborating with other parties or institutions. Usually, suppose the service provider has collaborated with a party who has a name or is popular with the community. In that case, the service provider, the sports actor, will receive a special assessment from the community as consumers. This SHC system has also provided this feature. For example, the SHC system shows that a coach has worked with an athlete. If the athlete has achievements, the coach also gets more evaluation from the community. And it will attract people's interest in using the trainer's services. In addition, for example, a coach has also worked with or worked with a well-known sports club. This will also give more assessment to the trainer so that it will attract the community's interest to use the services of the trainer.

Then, in addition to facilitating communication between sports actors and the community, the SHC system also has features for communication between sports actors. Service providers usually use this to communicate a desire for cooperation (Ardolino, Saccani, & Eloranta, 2018). As previously explained, the collaboration between sports actors and other sports players will provide a different level of assessment by the community. For example, an athlete wants to be trained privately by a coach, it can be started through communication through the SHC system. Or also, a Sports Club that wants to recruit a Coach can also communicate in advance by using the communication feature between Sports Actors contained in the SHC system.

After all the features as the basis for the research variables have been tested, the benefits of a product in the form of an SHC system can be known. So far, respondents have responded that some of the features contained in the SHC system provide benefits in publication, promotion and communication activities by sports players. Indeed, in the research and development of a product, it is hoped that the resulting product will provide what respondents need and solve the problems they face (Wouters, McKee, & Luyten, 2020). So that the product in the form of the SHC system can be useful for sports players.

In addition, the enthusiasm of the sports players for the SHC system was very evident when the sports actors submitted their input and criticism of the prototype of the SHC system which they felt was not suitable for their conditions and needs or needed to add features that could be useful for them and help when implemented in the field. Judging from their enthusiasm, it can be said that they feel the benefits and want the benefits to be maximized by providing input for better improvements (Kern et al., 2020; Pfund, Norcross, Hailstorks, Stamm, & Christidis, 2018). For example, they added that the SHC security system needs to be improved, they also want that the SHC system needs to be added with a sports venue location-finding feature to make it easier for people who want to find a sports place or work place for the Trainer they are interested in and also they want validation of the legality file of the Sports Actor who registers in the SHC system so that the Professionalism of Sports Actors is truly convincing and safe for the community.

Looking at the input from the sports players involved in testing the prototype of the SHC system, it is considered very important to use it as capital for improving the SHC system in the future. This is because the SHC system is designed to be useful for meeting the needs of media for promotion and publication of sports actors, and the SHC system is designed to suit the needs and conditions in the field and the community. Furthermore, in terms of following up on implementing the perpetrator's SHC system, it is necessary to carry out widespread publication. The publication can be done in various ways, such as collaborating with sports organizations, holding workshops, spreading advertisements in various media, including today's social media, and many more that can be done in the context of the publication of this SHC system. However, in addition to publication, the team will also educate sports players on the utilization and use of this SHC system. Because with education to sports actors, this SHC system can be used according to its purpose and can be used as much as possible. Education is not only carried out for sports actors but also for the wider community so that the community can use this SHC system correctly and adequately to meet the needs of sports services for the community.

CONCLUSION

Most sports players can accept the SHC system if it is seen from the survey results during trials because the SHC system provides the benefits of publication and promotion of the profession of sports players. However, it is also necessary to upgrade the system so that the SHC system can be used to its fullest by Sports Players and the Community and

suit the conditions on the ground. In addition, it is also necessary to provide education to sports actors and the public so that the SHC system can be understood properly, and its benefits and functions can be used in accordance with good and right purposes.

ACKNOWLEDGMENTS

Thank you to the State University of Malang for providing financial and administrative support so that this activity can be carried out properly.

CONFLICT OF INTEREST

The author hereby declares that this research is free from conflicts of interest with any party.

AUTHOR'S CONTRIBUTION

Adi contributed in preparing concepts, formulating methods, and conducting research. Fathoni contributed in processing the results, interpreting, drawing conclusions and editing the final version.

FUNDING/SPONSORSHIP

This research received external funding from the State University of Malang.

References

- Adi, S., & Fathoni, A. F. (2020). Blended Learning Analysis for Sports Schools in Indonesia. *International Journal of Interactive Mobile Technologies (iJIM)*, 14(12), 149–164. Retrieved from https://www.online-journals.org/index.php/i-jim/index
- Ardolino, M., Saccani, N., & Eloranta, V. (2018). Complexity Management in Service Businesses through Platform Adoption. *IFAC-PapersOnLine*, 51(11), 1329–1334. https://doi.org/10.1016/j.ifacol.2018.08.347
- Attia, M. A. S., Chepyator-Thomson, J. R., Sonkeng, K., & el Azim, H. K. E.-D. A. (2018). Use of Sport Promotion Mix to Increase Consumption of Services: A Case Study of El-Hawwar Sport Club in Egypt. *The ICHPER-SD Journal of Research in Health, Physical Education, Recreation, Sport & Dance*, 10(1), 28–38.
- Bissett, J. E., Kroshus, E., & Hebard, S. (2020). Determining the role of sport coaches in promoting athlete mental health: A narrative review and Delphi approach. *BMJ Open Sport and Exercise Medicine*, *6*(1), 1–9. https://doi.org/10.1136/bmjsem-2019-000676
- Chen, C. L., Lin, Y. C., Chen, W. H., Chao, C. F., & Pandia, H. (2021). Role of government to enhance digital transformation in small service business. *Sustainability* (*Switzerland*), 13(3), 1–26. https://doi.org/10.3390/su13031028
- Cole, H. S., DeNardin, T., & Clow, K. E. (2017). Small service businesses: Advertising attitudes and the use of digital and social media marketing. *Services Marketing Ouarterly*, 38(4), 203–212. https://doi.org/10.1080/15332969.2017.1394026
- Dadelo, S. (2020). The analysis of sports and their communication in the context of

- creative industries. *Creativity Studies*, *13*(2), 246–256. https://doi.org/10.3846/cs.2020.12206
- Davis, H. L., Alabed, S., & Chico, T. J. A. (2020). Effect of sports massage on performance and recovery: a systematic review and meta-analysis. *BMJ Open Sport & Exercise Medicine*, 6(1), 608–614. https://doi.org/10.1136/bmjsem-2019-000614
- De Souza Dias, P., & Monteiro, P. R. R. (2020). Sports marketing and perceived value: An application of the conjoint analysis in the fan membership programs of football. *Brazilian Business Review*, *17*(3), 253–274. https://doi.org/10.15728/BBR.2020.17.3.1
- Gallegos, M., Cervigni, M., Consoli, A. J., Caycho-Rodríguez, T., Polanco, F. A., Martino, P., Cusinato, A. M. (2020). COVID-19 in Latin America: A bibliometric analysis of scientific publications in health. *Electronic Journal of General Medicine*, Vol. 17, pp. 1–7. https://doi.org/10.29333/ejgm/8460
- Hiruy, K., & Eversole, R. (2020). The contribution of research for development to the sustainable development goals: lessons from fisheries research in Southeast Asia and the Pacific Island countries. *International Journal of Sustainable Development and World Ecology*, 27(2), 153–166. https://doi.org/10.1080/13504509.2019.1697972
- Johnson, S., Vuillemin, A., Geidne, S., Kokko, S., Epstein, J., & Van Hoye, A. (2020). Measuring Health Promotion in Sports Club Settings: A Modified Delphi Study. *Health Education and Behavior*, 47(1), 78–90. https://doi.org/10.1177/1090198119889098
- Kaifi, B. A., Khanfar, N. M., Nafei, W. A., & Kaifi, M. M. (2013). The Need for Human Resource Managers to Understand and Prepare for Future Employees: A Study on the Perceptions of Business Students on Job Performance. *J. Mgmt. & Sustainability*, *3*, 103. https://doi.org/10.5539/jms.v3n4p103
- Kern, M. L., Williams, P., Spong, C., Colla, R., Sharma, K., Downie, A., Oades, L. G. (2020). Systems informed positive psychology. *Journal of Positive Psychology*, 15(6), 705–715. https://doi.org/10.1080/17439760.2019.1639799
- Kokko, S., Selänne, H., Alanko, L., Heinonen, O. J., Korpelainen, R., Savonen, K., ... Parkkari, J. (2015). Health promotion activities of sports clubs and coaches, and health and health behaviours in youth participating in sports clubs: The Health Promoting Sports Club study. *BMJ Open Sport and Exercise Medicine*, *1*(1), 1–11. https://doi.org/10.1136/bmjsem-2015-000034
- Koningstein, M., & Azadegan, S. (2018). Participatory video for two-way communication in research for development. *Action Research*, *1*(1), 1–19. https://doi.org/10.1177/1476750318762032
- Lee, W.-J., Hwang, D., & Shin, S. (2020). A Research on Korean Sport Industry Classification System for Development of Sport Service Sector. *Korean Journal of Sport Management*, 25(5), 46–58. https://doi.org/10.31308/kssm.25.5.4
- Lopez-Gonzalez, H., Griffiths, M. D., Jimenez-Murcia, S., & Estévez, A. (2020). The perceived influence of sports betting marketing techniques on disordered gamblers in treatment. *European Sport Management Quarterly*, 20(4), 421–439. https://doi.org/10.1080/16184742.2019.1620304

- Ma, X., Cui, H., & Tang, K. (2021). Supply-side reform measures of public sports service from the perspective of public health promotion. *Revista Brasileira de Medicina Do Esporte*, 27(Special issue), 53–55. https://doi.org/10.1590/1517-8692202127012020_0101
- Maksimovic, N., Milosevic, Z., Matic, R., & Jaksic, D. (2012). The predictors of business participation of managers in sport. *Technics Technologies Education Management*, 7(1), 361–368.
- Martin, J. (2020). Is the profession of sport psychology an illusion? *Kinesiology Review*, 9(2), 92–103. https://doi.org/10.1123/kr.2019-0021
- Martínez-Sanz, J. M., Gómez-Arenas, A., García-Jaén, M., Sospedra, I., Norte, A., & Cortell-Tormo, J. M. (2018). Analysis of the promoting actions of physical activity developed by valencian public universities. *Nutricion Hospitalaria*, *35*(6), 1401–1415. https://doi.org/10.20960/nh.1779
- Menelec, V., & Jones, B. (2015). Networks and marketing in small professional service businesses. *Journal of Research in Marketing and Entrepreneurship*, *17*(2), 193–211. https://doi.org/10.1108/JRME-03-2015-0023
- Molavi, P., Pourabdol, S., & Azarkolah, A. (2020). The effectiveness of acceptance and commitment therapy on posttraumatic cognitions and psychological inflexibility among students with trauma exposure. *Archives of Trauma Research*, *9*(2), 69. https://doi.org/10.4103/atr.atr_100_19
- Moreau, W. J., Holder, T. H., & Nabhan, D. C. (2019). Survey of income comparison: General practice and sports certified doctors of chiropractic. *Journal of Chiropractic Medicine*, 18(1), 42–47. https://doi.org/10.1016/j.jcm.2018.11.002
- Na, S., Kunkel, T., & Doyle, J. (2020). Exploring athlete brand image development on social media: the role of signalling through source credibility. *European Sport Management Quarterly*, 20(1), 88–108. https://doi.org/10.1080/16184742.2019.1662465
- Nowicka, K. (2017). Competitiveness of Polish enterprises in relation to the potential of cloud computing. *Kwartalnik Nauk O Przedsiębiorstwie*, 42(1), 85–99. https://doi.org/10.5604/01.3001.0010.0158
- Pfund, R. A., Norcross, J. C., Hailstorks, R., Stamm, K. E., & Christidis, P. (2018). Introduction to Psychology. *Teaching of Psychology*, 45(3), 213–219. https://doi.org/10.1177/0098628318779257
- Ruckstuhl, K., Amoamo, M., Hart, N. H., Martin, W. J., Keegan, T. T., & Pollock, R. (2019). Research and development absorptive capacity: a Māori perspective. *Kotuitui*, *14*(1), 177–197. https://doi.org/10.1080/1177083X.2019.1580752
- Shilbury, D., Westerbeek, H., Quick, S., Funk, D., Karg, A., & Dickler, L. (2015). Strategic Sport Marketing. Sport Management Review, 18(4), 627–628. https://doi.org/10.1016/j.smr.2014.09.004
- Simonelli, C., Paneroni, M., Fokom, A. G., Saleri, M., Speltoni, I., Favero, I., ... Vitacca, M. (2020). How the COVID-19 infection tsunami revolutionized the work of respiratory physiotherapists: An experience from Northern Italy. *Monaldi Archives for Chest Disease*, 90(2), 292–298. https://doi.org/10.4081/monaldi.2020.1085

- Skille, E., & Fahlén, J. (2020). The role of sport organizations for local and national community—the case of Sámi sport organizations. *European Sport Management Quarterly*, 20(2), 239–254. https://doi.org/10.1080/16184742.2019.1610784
- Stahl, B. C., Chatfield, K., Ten Holter, C., & Brem, A. (2019). Ethics in corporate research and development: can responsible research and innovation approaches aid sustainability? *Journal of Cleaner Production*, *239*(2019), 1–14. https://doi.org/10.1016/j.jclepro.2019.118044
- Sutawijaya, L. D., Sugiyanto, S., & Riyadi, S. (2020). Sports activities at the fitness center while pandemy COVID-19 in the city of Mataram. *Quality in Sport*, *6*(3), 20. https://doi.org/10.12775/qs.2020.016
- Sutton, P., & Boag, J. M. (2019). Status of vaccine research and development for Helicobacter pylori. *Vaccine*, *37*(50), 7295–7299. https://doi.org/10.1016/j.vaccine.2018.01.001
- Tansiri, E., & Devahastin, S. (2019). Media Exposure, Utilization, Satisfaction, and Need for Service Business Information of Consumers in the Digital Economy Era. *Journal of Educational and Social Research*, *9*(3), 90–100. https://doi.org/10.2478/jesr-2019-0026
- Trail, G. T., & McCullough, B. P. (2020). Marketing sustainability through sport: testing the sport sustainability campaign evaluation model. *European Sport Management Quarterly*, 20(2), 109–129. https://doi.org/10.1080/16184742.2019.1580301
- Turetken, O., Grefen, P., Gilsing, R., & Adali, O. E. (2019). Service-Dominant Business Model Design for Digital Innovation in Smart Mobility. *Business and Information Systems Engineering*, 61(1), 9–29. https://doi.org/10.1007/s12599-018-0565-x
- Vapa-Tankosić, J., Miler-Jerković, V., Jeremić, D., Stanojević, S., & Radović, G. (2020). Investment in research and development and new technological adoption for the sustainable beekeeping sector. *Sustainability (Switzerland)*, *12*(14), 1–17. https://doi.org/10.3390/su12145825
- Waleczek, P., von den Driesch, T., Flatten, T. C., & Brettel, M. (2019). On the dynamic bundles behind operations management and research and development. *European Management Journal*, *37*(2), 175–187. https://doi.org/10.1016/j.emj.2018.03.005
- Wallis, L., Walmsley, A., Beaumont, E., & Sutton, C. (2020). "Just want to surf, make boards and party": how do we identify lifestyle entrepreneurs within the lifestyle sports industry? *International Entrepreneurship and Management Journal*, *16*(3), 917–934. https://doi.org/10.1007/s11365-020-00653-2
- Wang, Q., & Zhang, F. (2020). Does increasing investment in research and development promote economic growth decoupling from carbon emission growth? An empirical analysis of BRICS countries. *Journal of Cleaner Production*, *252*(2020), 1–16. https://doi.org/10.1016/j.jclepro.2019.119853
- Watts, P., Webb, E., & Netuveli, G. (2017). The role of sports clubs in helping older people to stay active and prevent frailty: A longitudinal mediation analysis. *International Journal of Behavioral Nutrition and Physical Activity*, 14(1), 1–9. https://doi.org/10.1186/s12966-017-0552-5
- Wibawa, T. (2021). COVID-19 vaccine research and development: ethical issues. Tropical

- *Medicine and International Health*, Vol. 26, pp. 14–19. https://doi.org/10.1111/tmi.13503
- Winter, S., & Collins, D. J. (2016). Applied sport psychology: A profession? *Sport Psychologist*, 30(1), 89–96. https://doi.org/10.1123/tsp.2014-0132
- Wouters, O. J., McKee, M., & Luyten, J. (2020). Estimated Research and Development Investment Needed to Bring a New Medicine to Market, 2009-2018. *JAMA Journal of the American Medical Association*, Vol. 323, pp. 844–853. https://doi.org/10.1001/jama.2020.1166
- Yoshida, M., Gordon, B., Nakazawa, M., & Biscaia, R. (2014). Conceptualization and measurement of fan engagement: Empirical evidence from a professional sport context. *Journal of Sport Management*, 28(4), 399–417. https://doi.org/10.1123/jsm.2013-0199