



A Critical Evaluation of Post–PON XXI Organizational Management in the North Sumatra Provincial Board of the Indonesian Cricket Association (PCI): A Conceptual Analysis

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Abstract. This study provides a conceptual evaluation of the management practices of the North Sumatra Provincial Board of the Indonesian Cricket Association (PCI) following the 2024 PON XXI. Employing a descriptive–conceptual approach, the paper integrates key perspectives from sport management, transformational leadership, and motivation theory to examine how regional sport organizations sustain performance in the post-event phase. The analysis centers on three critical dimensions: leadership, member motivation, and organizational effectiveness. The findings indicate that sustained performance is strongly influenced by the adoption of adaptive and transformational leadership strategies that encourage intrinsic motivation, strengthen collaboration, and promote organizational commitment among members. In this context, leadership not only directs organizational processes but also shapes a supportive culture that enables long-term development beyond short-term competitive achievements. Furthermore, the study proposes a motivation-based management framework as a strategic approach to enhancing post-event sustainability. This framework emphasizes the integration of leadership practices and motivational mechanisms to maintain performance continuity. The study contributes theoretically by extending discussions on post-event sport management and offers practical implications for regional sport organizations seeking to improve governance and organizational resilience after major sporting events.

Keywords: *sport management; transformational leadership; organizational effectiveness; motivation; post-event sustainability; regional sport organizations*

1 Introduction

Sport organizations play a strategic role in advancing athletic performance, strengthening social cohesion, and enhancing regional representation, particularly within decentralized sport systems such as Indonesia. The effectiveness of these organizations is not solely determined by competitive success but also by their capacity to sustain performance, participation, and institutional continuity over time. These

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challenges become more pronounced following large-scale sporting events such as the National Sports Week (Pekan Olahraga Nasional/PON), where organizational resources and collective efforts are typically concentrated on short-term event preparation and execution.

After the completion of such events, sport organizations often enter a transitional phase marked by declining motivation, weakened coordination, and uncertainty regarding program continuity. Contemporary sport management literature emphasizes that the post-event period should be treated as a strategic phase for consolidating event legacy and strengthening long-term organizational sustainability through effective governance and stakeholder engagement. In the context of the 2024 PON XXI Games, the North Sumatra cricket team achieved notable success, securing two gold medals and four bronze medals. While this outcome reflects effective short-term preparation, prior research indicates that competitive achievement does not necessarily translate into sustained organizational performance. Instead, the post-event phase represents a critical period for evaluating managerial capacity, leadership effectiveness, and motivational systems.

Studies in sport governance consistently identify leadership, motivation, and organizational effectiveness as central determinants of sustainability in non-profit sport organizations. However, existing research has predominantly focused on economic impacts, infrastructure development, and performance outcomes during events. Limited attention has been given to the management of sport organizations in the post-event phase, particularly at the regional or provincial level. This gap is significant, as regional sport organizations often operate under resource constraints and depend heavily on volunteer-based structures, making them more vulnerable to organizational decline after major events.

In the Indonesian context, provincial sport organizations operate within dynamic resource conditions, strong dependence on national competitions, and increasing demands for accountability. Following the high-intensity environment of PON XXI 2024, many organizations experience reduced stakeholder engagement, declining morale, and stagnation in athlete development programs. These conditions highlight a critical managerial challenge: sustaining organizational effectiveness beyond temporary performance peaks. Empirical studies suggest that failure to manage the post-event phase is frequently associated with weak leadership adaptation, inadequate motivational strategies, and the absence of systematic evaluation mechanisms that support organizational learning and continuous improvement.

From a regulatory perspective, the governance of sport organizations in Indonesia is guided by Law No. 11 of 2022 on the National Sports System, which mandates sustainable, systematic, and accountable development of elite sport. Within this framework, cricket as a developing sport is required not only to achieve competitive success but also to establish a sustainable organizational system. Consequently, evaluating post-event management is both an organizational necessity and a normative obligation aligned with national sport policy.

Theoretically, transformational leadership provides a relevant framework for understanding how leaders influence organizational outcomes by fostering shared vision, intrinsic motivation, and collaborative culture. Complementarily, motivation

theory, particularly Self-Determination Theory, explains how autonomy, competence, and social relatedness contribute to sustained engagement and performance. These theoretical perspectives are essential for understanding how sport organizations maintain continuity in the post-event phase. In addition, organizational effectiveness in non-profit sport settings is conceptualized as a multidimensional construct encompassing goal attainment, stakeholder satisfaction, efficient resource utilization, and long-term social impact.

Despite these insights, prior studies tend to examine leadership, motivation, and organizational effectiveness in isolation. There remains a lack of integrative frameworks that explain how these dimensions interact to influence post-event sustainability. Furthermore, contextual factors such as institutional norms, stakeholder dynamics, and social capital play a crucial role in shaping how leadership and motivation translate into organizational outcomes. This indicates a clear research gap, particularly in developing context-sensitive conceptual models for regional sport organizations in Indonesia.

Therefore, this study aims to develop a conceptual framework for evaluating post-event management in regional sport organizations by emphasizing the interaction between leadership, motivation, and organizational effectiveness. The North Sumatra Provincial Board of the Indonesian Cricket Association (PCI) after the 2024 PON XXI Games is used as an empirical-conceptual context to illustrate this framework. The novelty of this study lies in its explicit focus on the post-event phase and the integration of leadership and motivation theories within regional sport governance, an area that remains underexplored.

This research contributes to sport management literature by proposing an integrative conceptual model that strengthens theoretical understanding of post-event sustainability. In addition, it offers practical implications for sport administrators in designing adaptive leadership strategies and motivation-based management approaches to enhance organizational resilience and long-term effectiveness.

2 Literature Review

2.1 Regional Sports Organization Management

The management of regional sport organizations constitutes a fundamental basis for athlete development, performance achievement, and the implementation of national sport policies. Sport management is generally defined as a systematic process encompassing planning, organizing, leading, and controlling organizational resources to achieve predetermined goals effectively (Chelladurai & Kerwin, 2018). Within regional contexts, these managerial functions serve as a critical link between national policy frameworks and the practical execution of training and competition programs at the provincial level.

Regional sport organizations are responsible not only for organizing competitions but also for ensuring the long-term sustainability of athlete development systems, coaching structures, and institutional governance. However, empirical studies indicate that such organizations frequently encounter structural constraints, including limited

managerial expertise, short-term program orientation centered on major events, and inadequate evaluation mechanisms (Prasetyo et al., 2018; Rawe, 2018). These challenges become more evident in the post-event phase, when organizational intensity declines and strategic direction becomes less clearly defined. Without deliberate post-event planning, organizations risk losing performance momentum and experiencing institutional stagnation (Hoye et al., 2018).

2.2 Leadership in Sports Organizations

Leadership is a central determinant of organizational effectiveness in sport settings. Transformational leadership theory posits that effective leaders inspire and motivate members by articulating a shared vision, providing individualized consideration, and fostering intellectual stimulation (Bass & Riggio, 2018). In sport organizations, this leadership approach contributes to the development of long-term commitment, collaborative culture, and organizational identity, particularly in non-profit and volunteer-based environments (Doherty & Cuskelly, 2020).

In addition, adaptive leadership offers a complementary perspective, emphasizing a leader's capacity to respond to environmental change, manage uncertainty, and empower members to address emerging challenges (Heifetz & Laurie, 1997). This approach is particularly relevant in regional sport organizations, which often operate under resource constraints and dynamic institutional conditions. Empirical evidence suggests that adaptive leadership enhances organizational resilience and supports continuity in post-event contexts (Winand & Anagnostopoulos, 2019).

The integration of transformational and adaptive leadership provides a robust framework for understanding how leaders can sustain organizational performance by balancing visionary direction with contextual responsiveness..

2.3 Motivation and Organizational Sustainability

Motivation represents a critical psychological driver of sustained engagement in sport organizations. Self-Determination Theory (SDT) distinguishes between intrinsic and extrinsic motivation, highlighting that intrinsic motivation emerges when individuals experience autonomy, competence, and relatedness (Deci & Ryan, 1985). In organizational contexts, intrinsic motivation has been shown to play a more significant role in maintaining long-term participation compared to extrinsic incentives (Mallett & Hanrahan, 2004).

Leadership practices strongly influence the motivational climate within organizations. Leaders who provide recognition, emotional support, and opportunities for meaningful participation can enhance members' intrinsic motivation and organizational commitment (Chelladurai & Kerwin, 2018). This dynamic becomes particularly important in the post-event phase, where external incentives and competitive pressures diminish. Under such conditions, intrinsic motivation serves as a key mechanism for sustaining member involvement and organizational continuity.

Accordingly, regional sport organizations must develop communication strategies and non-material reward systems that strengthen members' sense of belonging and internal commitment.

2.4 Organizational Effectiveness in The Post-Event Context

Organizational effectiveness reflects the extent to which an organization achieves its goals, adapts to environmental changes, and satisfies its members. In sport management, effectiveness is commonly conceptualized as a multidimensional construct encompassing performance outcomes, adaptability, and stakeholder satisfaction (Chelladurai, 1999).

In the post-event phase, organizational effectiveness extends beyond competitive achievement to include the continuity of development programs, governance stability, and stakeholder relationships. Effective organizations are characterized by strong internal communication, efficient resource management, and a culture that supports continuous learning and improvement (Hoye et al., 2018).

Furthermore, organizations that systematically evaluate performance and leverage experiences from major events are better positioned to sustain long-term effectiveness (Misener & Mason, 2006). For regional sport organizations, post-event effectiveness is demonstrated by the ability to integrate event outcomes, such as networks, facilities, and managerial knowledge, into sustainable development strategies.

2.5 Post-Event Management and Organizational Sustainability

Post-event management represents a critical phase in the sport management cycle, focusing on evaluation, reflection, and strategic planning following the completion of major events. At this stage, managerial priorities shift from event delivery to the transformation of event outcomes into sustainable organizational capacity and long-term stakeholder benefits (McCullough et al., 2020).

This phase is closely associated with legacy management, where both tangible assets (e.g., infrastructure and equipment) and intangible outcomes (e.g., knowledge transfer, institutional learning, and social capital) must be effectively governed to ensure lasting impact (Preuss, 2019). Consequently, effective post-event management requires strong governance structures, clear role distribution, and active stakeholder collaboration (Leopkey & Parent, 2017).

Synthesizing the literature suggests that the sustainability of regional sport organizations in the post-event phase depends on the interaction of leadership, motivation, and organizational effectiveness. Transformational and adaptive leadership provide strategic direction and facilitate collective action, while intrinsic motivation sustains member engagement in the absence of external incentives. These factors collectively shape organizational effectiveness, which underpins long-term sustainability and the institutionalization of event legacy.

However, existing studies remain fragmented, often examining these variables independently. There is limited development of integrative, context-sensitive frameworks that explain how these dimensions interact within regional sport organizations, particularly in developing countries and emerging sport contexts.

Addressing this gap, the present study proposes a conceptual framework that integrates leadership, intrinsic motivation, and organizational effectiveness to explain post-event sustainability in the North Sumatra Provincial Board of the Indonesian Cricket Association (PCI) following PON XXI 2024. This framework aims to provide both theoretical advancement and practical guidance for strengthening governance and long-term organizational performance in regional sport systems.

3 Method

3.1 Research Design

This study adopts a conceptual–descriptive design aimed at developing a theoretical framework for evaluating sport organization management in the post-event context. Rather than empirically testing hypotheses, the study focuses on integrating and synthesizing established theories and prior research findings to explain how regional sport organizations sustain performance following major sporting events.

This approach is grounded in conceptual review methodologies as outlined by Snyder (2019) and Torraco (2016), which emphasize the systematic integration of theoretical and empirical literature to generate new insights or extend existing frameworks. In this study, the approach enables a comprehensive examination of the interrelationships among leadership, motivation, organizational effectiveness, and institutional sustainability within the Provincial Board of the Indonesian Cricket Association (PCI) of North Sumatra after the 2024 PON XXI.

The conceptual–descriptive design is particularly appropriate given the complex and context-specific nature of post-event management in regional sport organizations, which remains underexplored in empirical research, especially within the Indonesian setting..

3.2 Sources and Literature Collection Procedure

All data in this study are derived from relevant and credible academic literature. Sources include Scopus-indexed international journals, SINTA-accredited national journals, scholarly books, and institutional reports related to sport management, leadership, motivation, and organizational effectiveness.

The literature search was conducted across major academic databases, including Scopus, Google Scholar, Portal Garuda, and the Directory of Open Access Journals (DOAJ), to ensure comprehensive coverage and diversity of perspectives. The search strategy followed established guidelines in sport management research, emphasizing systematic procedures, transparency, and relevance of selected sources.

Keywords used in the search process included “post-event management,” “sport organization,” “transformational leadership,” “intrinsic motivation,” “organizational effectiveness,” and “PON Indonesia.” These keywords were applied in various combinations to capture both global and local perspectives relevant to the research focus.

A purposive sampling strategy was employed to select literature based on specific inclusion criteria. Priority was given to studies published between 2014 and 2024 to ensure contemporary relevance, while seminal theoretical works were included when essential for conceptual development. All selected sources were available in full text, written in English or Indonesian, and demonstrated strong theoretical or contextual relevance to post-event sport organization management.

3.3 Data Analysis Procedure

The analysis was conducted through a structured and systematic process to ensure methodological rigor and transparency. The procedure consisted of three main stages.

The first stage involved thematic classification, in which the selected literature was organized into key domains: sport organization management, leadership, motivation, organizational effectiveness, and post-event management. This step enabled the identification of core themes and the mapping of relevant theoretical contributions.

The second stage was conceptual synthesis, which involved critically examining relationships among concepts across the identified themes. This process followed a thematic synthesis approach commonly used in qualitative research, where patterns, similarities, and differences across studies are iteratively analyzed to build a coherent conceptual understanding. In this stage, the analysis moved beyond descriptive summarization to include critical evaluation of theoretical strengths, limitations, and contextual relevance.

The third stage involved the development of a conceptual model, which represents the primary outcome of this study. The model illustrates the interrelationships among leadership, intrinsic motivation, organizational effectiveness, and organizational sustainability. Specifically, it conceptualizes how transformational and adaptive leadership influence intrinsic motivation, which in turn contributes to organizational effectiveness and long-term sustainability in the post-event phase.

Figure 1 presents this conceptual framework as an integrative model derived from thematic synthesis. It is important to note that the framework is not intended as a statistically tested causal model but rather as a theoretical representation designed to guide analysis and interpretation of post-event management practices.



Fig. 1. Conceptual Framework for Post-event Management Evaluation in Sports Organization.

The final output of the conceptual synthesis in this study is an evaluative framework that captures the dynamics of sport organization management in the post-event phase. As presented in Figure 1, the framework depicts a theorized sequence linking transformational and adaptive leadership, intrinsic motivation, organizational effectiveness, and post-event organizational sustainability. This framework is not positioned as an empirically tested causal-statistical model; rather, it functions as an integrative conceptual map developed through thematic synthesis of prior literature. Consistent with the principles of a conceptual literature review, Figure 1 serves as a conceptual framework for organizing, interpreting, and evaluating post-event management practices within the North Sumatra Provincial Board of the Indonesian Cricket Association following the conclusion of PON XXI 2024.

3.4 Conceptual Validity

To ensure the credibility and consistency of the findings, this study applies a conceptual validity strategy based on source reliability and theoretical coherence.

First, the credibility of the literature was evaluated based on publication quality, methodological rigor, and theoretical contribution. Priority was given to peer-reviewed journals, particularly those indexed in Scopus and SINTA, to ensure adherence to recognized academic standards.

Second, conceptual triangulation was employed by integrating multiple theoretical perspectives, including transformational leadership theory (Bass & Riggio, 2006), Self-Determination Theory (Deci & Ryan, 1985), and organizational effectiveness theory in sport contexts (Chelladurai, 2006). This triangulation process ensures that the relationships among key constructs are supported by complementary and mutually reinforcing theoretical foundations.

By combining rigorous literature selection, systematic analysis procedures, and conceptual triangulation, this methodology provides a robust foundation for developing a theoretically grounded and practically relevant framework. The approach enhances the transparency and credibility of the study while contributing to a deeper understanding of post-event management in regional sport organizations, particularly within the Indonesian context.

4 Result

Given the conceptual nature of this study, the findings presented in this section are derived from a systematic synthesis of the literature rather than from primary empirical data. Accordingly, the results represent conceptual insights that explain the interrelationships among leadership, intrinsic motivation, organizational effectiveness, and post-event sustainability in regional sport organizations.

The thematic synthesis identified five principal themes that serve as key conceptual constructs for evaluating the management of the North Sumatra Provincial Board of the Indonesian Cricket Association (PCI) following the 2024 PON XXI Games. These constructs form the foundation of a post-event management evaluation model, as illustrated in Figure 1, which presents the systemic relationships among adaptive and transformational leadership, intrinsic motivation, organizational effectiveness, and long-term organizational sustainability.

4.1 Post-Event Management of Regional Sport Organizations

The synthesis indicates that the post-event phase constitutes a critical period for maintaining organizational effectiveness and performance continuity. The success of sport organizations is not confined to competitive outcomes but depends on their ability to manage the transition following major events. Effective management during this phase requires the continued integration of planning, organizing, and control functions, particularly when competitive pressures have diminished (Chelladurai & Kerwin, 2018).

Without structured post-event strategies, organizations are likely to experience coordination challenges, reduced member commitment, and stagnation in development programs. The literature further suggests that post-event management should adopt a sustainability-oriented perspective, in which resources, networks, and knowledge gained during events are transformed into long-term organizational assets (Hoye et al., 2018).

However, evidence from the Indonesian context indicates that many regional sport organizations remain reactive and event-driven. This condition limits their capacity to sustain athlete development and organizational performance beyond competition periods. Therefore, the findings highlight the need for a systematic evaluation model that emphasizes adaptability, collaboration, and long-term program continuity.

4.2 Adaptive and Transformational Leadership

The second theme highlights the central role of adaptive and transformational leadership in sustaining organizational stability and direction in the post-event phase. Transformational leadership enhances motivation, commitment, and performance by promoting a shared vision, individualized support, and intellectual engagement (Bass & Riggio, 2018).

In sport organizations, this leadership approach fosters collaborative culture and long-term orientation, which are essential after the decline of competition-driven motivation. Empirical studies indicate that transformational leadership strengthens member engagement and improves management effectiveness (Doherty & Cuskelly, 2020; Winand & Anagnostopoulos, 2019).

Adaptive leadership complements this approach by enabling leaders to respond to uncertainty, manage resource constraints, and adjust to shifting stakeholder expectations (Heifetz & Laurie, 1997). In the context of the North Sumatra PCI, leadership practices that are participatory and flexible are more likely to sustain organizational activities and development programs after the event phase.

Thus, the integration of adaptive and transformational leadership emerges as a key driver within the conceptual model, enabling organizations to translate short-term success into sustained organizational capacity.

4.3 Intrinsic Motivation as A Foundation for Sustainability

The synthesis further identifies intrinsic motivation as a fundamental factor in sustaining member engagement after major events. According to Self-Determination Theory, intrinsic motivation is fostered when individuals experience autonomy, competence, and social connectedness (Deci & Ryan, 1985).

In sport organizations, particularly those relying on voluntary participation, intrinsic motivation plays a more sustainable role than external incentives. Individuals with strong intrinsic motivation are more likely to maintain long-term commitment and active participation (Mallett & Hanrahan, 2004).

In the post-event context, when external rewards and public attention decrease, intrinsic motivation becomes essential for sustaining organizational continuity. Leadership plays a significant role in shaping this motivational environment by fostering recognition, participation, and a sense of belonging among members.

Therefore, intrinsic motivation functions as a mediating construct linking leadership practices to organizational effectiveness within the conceptual model.

4.4 Organizational Effectiveness

The findings indicate that organizational effectiveness in the post-event phase results from the interaction between leadership and sustained motivation. Organizational effectiveness is typically defined by goal attainment, adaptability, and member satisfaction (Chelladurai, 1999).

In the context of sport organizations, effectiveness extends beyond competitive performance to include the continuity of development programs, governance stability, and stakeholder engagement. Organizations that consistently evaluate their performance and implement adaptive strategies demonstrate higher levels of effectiveness after major events (Misener & Mason, 2006; Hoye et al., 2018).

For the North Sumatra PCI, organizational effectiveness can be reflected in the sustainability of training programs, coach development initiatives, and continued member participation. Within the conceptual framework, organizational effectiveness serves as an outcome variable that mediates the relationship between motivation and long-term sustainability.

4.5 Organizational Sustainability and Legacy Management

The final theme emphasizes the importance of organizational sustainability and legacy management in the post-event phase. Event legacy extends beyond physical infrastructure to include organizational learning, capacity development, and strengthened social networks (Preuss, 2019).

Organizations that proactively integrate event outcomes into long-term planning demonstrate greater sustainability compared to those that adopt reactive approaches (Leopkey & Parent, 2017). In contrast, the failure to maintain post-event momentum is often associated with weak evaluation systems and insufficient leadership adaptation.

The synthesis highlights that sustainability is achieved through the alignment of leadership, intrinsic motivation, and organizational effectiveness. These elements collectively enable organizations to transform short-term achievements into lasting institutional capacity.

4.6 Organizational Sustainability and Legacy Management

The literature synthesis identifies four primary constructs: adaptive and transformational leadership, intrinsic motivation, organizational effectiveness, and organizational sustainability. These constructs are interconnected within a systemic framework in which leadership drives motivation, motivation enhances effectiveness, and effectiveness supports long-term sustainability.

Table 1 summarizes the main constructs and their conceptual focus in the post-event management evaluation model.

Table 1. Main Constructs of the Post-Event Management Evaluation Model.

Construction	Focus of Findings	Main Reference
Adaptive & Transformational Leadership	Adaptive & Transformational Leadership (LA)	(Bass & Riggio, 2006; Doherty & Cuskelly, 2020; Heifetz & Laurie, 1997; Winand & Anagnostopoulos, 2019)
Intrinsic Motivation	Encouraging long-term engagement without relying on incentives	(Deci & Ryan, 1985; Mallett & Hanrahan, 2004; Martianto, 2022)

Organizational Effectiveness	Maintaining a balance between goals, adaptation, and member satisfaction	(Chelladurai, 2006; Hoye et al., 2018; Misener & Mason, 2006; Parent & Hoye, 2018)
Organizational Sustainability	Managing event results to become a long-term asset	(Leopkey & Parent, 2017; Prasetyo et al., 2018; Preuss, 2019; Rawe, 2018)
Context of the PCI North Sumatra Provincial Executive Board	A post-event management model based on motivation and collaboration is needed.	(Martianto, 2022; Prasetyo et al., 2018; Rawe, 2018)

5 Discussion

This study advances understanding of regional sport organization management in the post-event phase by synthesizing literature into an integrated conceptual framework. The findings indicate that successful post-event management is not determined by a single factor but emerges from the interaction among adaptive and transformational leadership, intrinsic motivation, organizational effectiveness, and sustainability strategies. The post-event phase represents a critical stage in the organizational life cycle, during which managerial capacity and institutional resilience are tested after the decline of competitive pressure and public attention (Chelladurai & Kerwin, 2018; Hoye et al., 2018).

5.1 Leadership as A Driver of Post-Event Organizational Change

The findings confirm that adaptive and transformational leadership function as primary drivers of organizational change in the post-event context. Transformational leadership enables leaders to shift organizational focus from short-term competitive outcomes to long-term strategic objectives by fostering shared vision, commitment, and innovation (Bass & Riggio, 2018). In the aftermath of PON XXI 2024, regional sport organizations face reduced resource availability, lower activity intensity, and fluctuating member engagement. Under such conditions, leadership that can inspire collective meaning and strengthen organizational identity becomes essential.

Adaptive leadership complements this role by enabling organizations to respond to uncertainty and environmental change. Rather than relying solely on technical solutions, adaptive leaders facilitate learning processes, encourage participation, and promote flexible decision-making (Heifetz & Laurie, 1997). Empirical studies demonstrate that adaptive leadership enhances organizational resilience through open communication, shared responsibility, and active member involvement (Doherty & Cuskelly, 2020; Winand & Anagnostopoulos, 2019).

In regional sport organizations, the ability to combine transformational and adaptive leadership is therefore a key condition for sustaining performance and ensuring organizational continuity in the post-event phase.

5.2 Intrinsic Motivation and Sustained Organizational Engagement

Intrinsic motivation emerges as the central psychological mechanism supporting sustained member engagement after major events. According to Self-Determination Theory, intrinsic motivation develops when individuals experience autonomy, competence, and social relatedness (Deci & Ryan, 1985).

In organizations that rely heavily on voluntary participation and limited financial incentives, intrinsic motivation represents a more sustainable source of engagement than external rewards. Individuals with strong intrinsic motivation demonstrate higher levels of long-term commitment and participation (Mallett & Hanrahan, 2004).

Leadership plays a crucial role in fostering this motivational climate. Transformational and adaptive leadership practices enhance intrinsic motivation by promoting empowerment, recognition, and inclusive organizational environments (Doherty & Cuskelly, 2020; Martínez-Moreno et al., 2021). Within the conceptual framework, intrinsic motivation acts as a mediating mechanism through which leadership influences organizational outcomes.

5.3 Organizational Effectiveness as A Performance Indicator

Organizational effectiveness is conceptualized as the primary indicator of successful post-event management. It encompasses goal achievement, adaptability, and member satisfaction (Chelladurai, 1999).

The findings suggest that organizations maintaining effectiveness after major events are those that align leadership practices with sustained member motivation. In the post-event context, effectiveness is not limited to competitive success but includes the continuity of development programs, governance stability, and stakeholder engagement.

Organizations that implement continuous evaluation processes and promote collaborative values are more likely to sustain performance over time (Misener & Mason, 2006; Hoyer et al., 2018). Thus, organizational effectiveness functions as a bridge connecting psychological factors, such as motivation, with structural outcomes, including long-term sustainability.

5.4 Sustainability and Legacy Management

Organizational sustainability is identified as a systemic outcome of effective post-event management. Sustainability extends beyond the continuity of activities to include the organization's capacity to learn, adapt, and grow from event experiences.

Event legacy plays a central role in this process. Beyond physical infrastructure, legacy includes intangible outcomes such as enhanced managerial capacity, strengthened organizational identity, and expanded social capital (Preuss, 2019). Organizations that integrate these outcomes into long-term strategies demonstrate higher levels of sustainability (Leopkey & Parent, 2017).

In regional sport organizations, sustainability depends on the quality of governance, leadership capacity, and the effectiveness of evaluation systems. Weak post-event evaluation and limited adaptive capacity are often associated with declining organizational performance. Therefore, sustainability is best understood as the cumulative result of effective leadership, sustained motivation, and organizational effectiveness.

5.5 Integration of Core Constructs

The discussion highlights a coherent conceptual pattern linking leadership, motivation, effectiveness, and sustainability. Leadership acts as the initiating factor that shapes the organizational environment. Intrinsic motivation sustains member engagement, organizational effectiveness reflects managerial success, and sustainability represents the long-term outcome of these interconnected processes.

This integrative perspective contributes to sport management theory by combining transformational and adaptive leadership theory, Self-Determination Theory, and the organizational effectiveness framework into a unified post-event model. It addresses the fragmentation in previous studies and provides a more process-oriented understanding of organizational sustainability, particularly in regional and developing contexts.

5.6 Theoretical and Practical Implications

This study offers important theoretical contributions by positioning the post-event phase as a strategic stage in the sport organization life cycle. It extends existing literature by demonstrating that sustainability is not an automatic consequence of competitive success but the result of continuous interaction among leadership, motivation, and organizational processes.

From a conceptual standpoint, the study highlights the mediating role of intrinsic motivation in linking leadership to organizational sustainability. It also emphasizes organizational effectiveness as a dynamic process rather than a static outcome, reflecting the organization's ability to balance performance, adaptation, and member satisfaction.

From a practical perspective, the findings suggest that regional sport organizations should prioritize adaptive and participatory leadership, strengthen intrinsic motivation through non-material incentives, and implement continuous performance evaluation systems. These strategies are essential for maintaining program continuity, enhancing organizational capacity, and preserving event legacy.

In the case of the North Sumatra Provincial Board of the Indonesian Cricket Association (PCI), the proposed framework provides a structured approach for translating short-term competitive success into sustainable organizational development. By focusing on leadership practices, motivational strategies, and governance mechanisms, the organization can strengthen its long-term resilience and effectiveness.

5.7 Limitation and Future Research

This study is limited by its conceptual nature, as the proposed relationships among constructs have not been empirically tested. Future research is recommended to validate the model using quantitative or mixed-method approaches across different sport organizations and regional contexts.

Further studies should also examine the influence of external factors, including policy support, governance quality, technological adoption, and stakeholder collaboration, in shaping post-event sustainability. Such research would provide a more comprehensive understanding of how regional sport organizations can achieve long-term development within diverse institutional environments.

6 Conclusion

This study provides a conceptual explanation of regional sport organization management in the post-event phase by integrating leadership, intrinsic motivation, organizational effectiveness, and sustainability into a comprehensive evaluative framework. The findings demonstrate that organizational sustainability following major sporting events is not an automatic consequence of competitive success. Rather, it emerges from the dynamic interaction among leadership practices, motivational processes, and organizational performance mechanisms.

The study highlights that adaptive and transformational leadership function as the primary drivers that shape the organizational environment and influence member behavior. Such leadership fosters a shared vision, promotes collaboration, and supports organizational adaptation in the post-event context. Intrinsic motivation, in turn, acts as a key psychological mechanism that sustains member engagement and commitment when external incentives decline.

Furthermore, organizational effectiveness is identified as a critical intermediary that links leadership and motivation to long-term sustainability. It is reflected in the organization's capacity to maintain development programs, adapt to changing conditions, and manage resources and institutional processes effectively. The ability to transform short-term achievements into enduring organizational capacity, including the strategic utilization of event legacy, represents a defining characteristic of sustainable sport organizations.

From a theoretical perspective, this study contributes to the advancement of sport management literature by positioning the post-event phase as a strategic stage in the organizational life cycle. It offers an integrative conceptual model that connects leadership, motivation, and organizational effectiveness within a unified framework, particularly relevant for regional sport organizations in developing contexts.

From a practical standpoint, the findings suggest that sport administrators should prioritize adaptive and participatory leadership, strengthen intrinsic motivation through non-material incentives, and implement continuous evaluation systems to ensure long-term organizational development. These strategies are essential for sustaining performance and preserving the benefits generated from major sporting events.

Despite its contributions, this study is limited by its conceptual design. The proposed framework has not yet been empirically validated. Future research is therefore recommended to test the model using quantitative or mixed-method approaches across diverse sport settings. In addition, further studies should explore the influence of external factors, including governance quality, policy support, and technological innovation, in shaping post-event organizational sustainability.

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