

**TATA KELOLA KOLABORATIF DALAM PEMBINAAN ATLET KAMPUS
BERPRESTASI YANG TERGABUNG DALAM UKM PENCAK SILAT
UNIVERSITAS MARITIM RAJA ALI HAJI**

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ABSTRAK

Penelitian ini dilatarbelakangi oleh pentingnya pembinaan atlet kampus sebagai bagian dari pengembangan sumber daya manusia unggul, yang dalam praktiknya masih menghadapi kendala koordinasi, keterbatasan fasilitas, dan dukungan instansi. Penelitian ini menggunakan kerangka teori *collaborative governance* (Ansell & Gash) yang menekankan partisipasi multi-aktor, konsensus, dan ko-laborasi lintas sektor dalam tata kelola pembinaan atlet. Metode yang digunakan adalah pendekatan kualitatif dengan studi kasus pada UKM Pencak Silat Universitas Maritim Raja Ali Haji (UMRAH). Teknik pengumpulan data meliputi wawancara mendalam, observasi partisipatif, dan dokumentasi, dengan informan terdiri dari pengurus UKM, pelatih, dosen pembimbing, dan atlet. Hasil penelitian menunjukkan bahwa mekanisme kolaborasi telah berjalan melalui keterlibatan berbagai aktor seperti UKM, kampus, BAPOMI, dan Dispora, namun belum sepenuhnya terlembaga secara formal. Hambatan utama meliputi lemahnya koordinasi lintas institusi, keterbatasan sarana prasarana, serta belum optimalnya komunikasi dan pembagian peran. Meskipun demikian, kolaborasi yang ada memberikan dampak positif terhadap pembinaan dan prestasi atlet. Penelitian ini menyimpulkan bahwa penguatan tata kelola kolaboratif yang lebih terstruktur dan berkelanjutan diperlukan untuk meningkatkan efektivitas pembinaan atlet kampus.

Kata kunci: *collaborative governance*, pembinaan atlet, UKM, pencak silat

COLLABORATIVE GOVERNANCE IN THE DEVELOPMENT OF HIGH-ACHIEVING COLLEGE ATHLETES IN THE PENCAK SILAT STUDENT CLUB AT UNIVERSITAS MARITIM RAJA ALI HAJI

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ABSTRACT

This study is motivated by the importance of university athlete development as part of enhancing high-quality human resources, which in practice still faces challenges such as coordination issues, limited facilities, and insufficient institutional support. This research employs the collaborative governance framework proposed by Ansell & Gash, which emphasizes multi-actor participation, consensus-building, and cross-sector collaboration in managing athlete development. A qualitative approach with a case study design was used, focusing on the Pencak Silat Student Activity Unit (UKM) at Universitas Maritim Raja Ali Haji (UM-RAH). Data collection techniques included in-depth interviews, participatory observation, and documentation, involving informants such as UKM administrators, coaches, academic supervisors, and athletes. The results show that collaborative mechanisms have been implemented through the involvement of various actors, including the UKM, the university, BAPOMI, and the local Department of Youth and Sports (Dispora), although they have not yet been fully institutionalized. The main challenges include weak inter-institutional coordination, limited infrastructure, and suboptimal communication and role distribution. Nevertheless, existing collaboration has contributed positively to athlete development and performance. This study concludes that strengthening a more structured and sustainable collaborative governance framework is necessary to enhance the effectiveness of university athlete development

Keywords: *collaborative governance, athlete development, UKM, pencak silat*