

Analysis of Athlete Path Employees' Perceptions of the Work Culture Program and Individual Cumulative Index Achievement at Bank Indonesia Headquarters

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Abstract. *This study aims to analyze the perceptions of athlete-track employees regarding the work culture program and the achievement of the Individual Cumulative Index (IKI) at Bank Indonesia Headquarters. The research is grounded in the phenomenon of adaptation of career transition among former athletes entering bureaucratic work environments, which presents both technical and psychological challenges. A qualitative approach was employed using a descriptive case study method, involving four athlete-track employees as informants, with data analyzed through thematic analysis. The findings reveal that athlete-track employees generally hold positive perceptions of Bank Indonesia's work culture values, such as discipline, professionalism, and physical wellness. Internal programs like BI KEJORA are seen as supportive of their identity and work spirit. However, challenges remain in adapting to digital technologies and bureaucratic systems, and dissatisfaction persists regarding the IKI performance evaluation system, which is perceived as not fully accommodating their unique contributions. Factors influencing perceptions and performance include personal background, organizational support, and value alignment between individuals and the institution. This research contributes theoretically to the development of Career Transition Theory, Perceived Organizational Support (POS), and Person–Organization Fit. Practical implications include recommendations for adjusting the IKI system, providing structured IT training, strengthening the BI KEJORA program, and establishing peer-sharing forums for athlete-track employees. The study acknowledges limitations in the number of informants, case scope, and generalizability of findings, and recommends future research using quantitative and comparative approaches.*

Keywords: *Athlete-Track Employees; Career Adaptation; Descriptive Case Study; Human Resource Management.*

1. Introduction

Globalization and increasingly fierce competition require organizations to improve employee performance and productivity to achieve strategic goals. One important factor influencing individual performance within an organization is work culture. Work culture encompasses the values, norms, and practices embraced by organizational members, as well as how these influence employee behavior and motivation (Schein, E. H, 2010).

As the central bank, Bank Indonesia plays a vital role in maintaining the country's economic stability. Therefore, human resource (HR) development is a top priority in achieving the institution's vision and mission. In this context, Bank Indonesia's work culture program is designed to create a conducive work environment for employees to contribute optimally.

Athlete-track employees are a group of employees with a background of high athletic achievement who are expected to bring a competitive spirit to their work environment. However, their perceptions of work culture programs may differ from those of other employees due to their unique experiences as athletes (Roberts, GC, & Treasure, DC, 2012). This raises the question of the extent to which athlete-track employees' perceptions of work culture programs impact their individual cumulative index (CI) achievement.

The Individual Cumulative Index (ICI) is an important measure for evaluating employee performance based on various indicators such as productivity, work quality, and contribution to the team and the organization as a whole. By understanding the relationship between athlete-track employees' perceptions of the work culture program and their IKI achievements, this study aims to provide insights for Bank Indonesia management in formulating more effective HR development strategies.

Athlete-track employees refer to individuals recruited by organizations, such as Bank Indonesia (BI), through a special program for former athletes or those with a professional sports background. This program aims to provide appreciation and career opportunities at Bank Indonesia for athletes who have retired from the world of sports, while also utilizing characteristics such as discipline, hard work, commitment, and the ability to work in a team that are generally possessed by athletes. At Bank Indonesia, athlete-track employees are expected to be able to adapt to the different work culture of the world of sports and make significant contributions to the achievement of organizational targets. These employees receive special training and development to ensure they can carry out tasks in accordance with Bank Indonesia's standards and expectations, including the achievement of the Individual Cumulative Index (IKI), which is one of the performance indicators at Bank Indonesia.

The presence of athlete-trained employees not only helps the organization achieve performance targets but also demonstrates Bank Indonesia's commitment to inclusion and human resource diversification programs. By involving employees from diverse backgrounds, including former athletes, Bank Indonesia can create a dynamic and innovative work environment.

The perception of athlete-track employees refers to their views, attitudes, and understanding of the work culture program implemented at Bank Indonesia. Positive perceptions can increase employee motivation to actively participate in organizational programs. Conversely, negative perceptions can reduce their engagement and commitment. Adapting to Work Culture Employees with an athletic background may have different perspectives on teamwork, discipline, and achievement. Understanding these perceptions helps management adapt their work culture approach to be more inclusive. According to the journal "Athletic Identity and Career Transition in Elite Athletes" (Stambulova NB, Wylleman P., 2019), how an athlete's identity influences their career transition to other professional fields, including within the work context.

A work culture program encompasses policies, values, daily practices, and initiatives designed to foster a positive work environment. This program aims to create a work environment that supports collaboration and innovation. A positive environment can increase employee satisfaction. Human Resource Development: Through a strong work culture program, employees will feel valued and supported in their skills and career development.

Performance Evaluation: IKI provides a clear picture of how well an employee meets organizational expectations. This is crucial for decisions regarding promotions or further training. Program Impact Measurement: By analyzing the relationship between IKI and perceptions of the work culture program, management can evaluate the effectiveness of the initiative.

Understanding the relationship between these three variables is important because, Analyzing how athlete track employees' perceptions influence their participation in work culture programs will provide insight into the specific needs of this group.

Understanding the impact of work culture programs on IKI achievement allows management to make strategic adjustments to improve the organization's overall performance. Thus, this research not only benefits Bank Indonesia but also contributes to the human resource management literature by focusing on a unique group such as athlete-track employees.

2. Research Methods

In terms of data type, the research approach used in this study is a qualitative approach. Qualitative research is research that aims to understand phenomena experienced by research subjects holistically, through descriptive words and language, within a specific, natural context and utilizing various scientific methods (Moleong, 2007:6).

This research uses a qualitative approach with a case study method. This approach was chosen to gain an in-depth understanding of the perceptions of Bank Indonesia's athlete-track employees regarding the implemented work culture program and its impact on the achievement of the Individual Cumulative Index (IKI).

3. Results and Discussion

3.1. Reasons for Selecting Informants

Informants in this study were selected using purposive sampling, which involves deliberately selecting subjects based on criteria relevant to the research objectives (Sugiyono, 2018). The selection was made with the consideration that informants must have direct experience and in-depth knowledge related to the phenomenon being studied, namely the perceptions of athlete-track employees regarding work culture and the achievement of the Individual Performance Index (IKI) at Bank Indonesia Headquarters.

The criteria for selecting informants are as follows:

1. Bank Indonesia Central employees recruited through the athlete route.
2. Have at least two years of work experience so that you have passed the initial adaptation stage to the organization's work culture.
3. Have participated in the work culture program implemented at Bank Indonesia
4. Have experience of individual performance assessment (IKI) for at least two evaluation periods.
5. Willing to provide information openly and honestly during the interview process.

Based on these criteria, four qualified informants were selected. All four came from different sports and had varied career backgrounds. This diversity is expected to provide a more comprehensive picture of athlete-track employees' perceptions of the work culture and IKI assessment system at Bank Indonesia Headquarters.

3.1.1. Presentation and Analysis of Data Interpretation

In qualitative research, data presentation aims not only to present information descriptively but also to uncover the deeper meaning of participants' experiences and perspectives. In this context, thematic analysis is used as the primary approach to organizing and interpreting interview data. Thematic analysis is a systematic process that begins with data coding, identifying key pieces of information from interview transcripts deemed relevant to the research focus. These pieces of data are then grouped into specific categories or patterns, ultimately forming key themes that reflect the core of the experiences or phenomena being studied.

This process is not linear, but rather iterative. The researcher continuously rereads the data, revises the codes, and refines the themes until the most representative thematic structure is achieved. In this study, data analysis was conducted on four informants, former athletes who now work at Bank Indonesia. Through the process of coding and grouping the data, the researcher identified six main themes.

3.1.2. Reasons for joining and career transition

The four interviewees revealed that their primary reasons for joining Bank Indonesia through the athlete pathway were the limited career lifespan of professional athletes and

the desire for stable employment. Most recognized that the golden age of athletes is short, necessitating post-retirement career planning.

Many athletes choose careers as civil servants (PNS) or work in government institutions like Bank Indonesia, considering a more stable and realistic future. A career as an athlete has a relatively short lifespan, so when they fail to break into the professional leagues or reach the pinnacle of their achievements, they begin to seek more promising alternative paths. Working in a government agency offers financial security, job stability, and the opportunity to continue contributing to the nation. Furthermore, special recruitment pathways for high-achieving athletes open up opportunities suited to their backgrounds. Values instilled during their time as athletes, such as discipline, hard work, responsibility, and resilience under pressure, become essential assets in carrying out their duties as employees. Despite the significant challenges of adapting to bureaucratic work systems and digital technology, athletes continue to strive to develop and prove their ability to compete professionally. With support from their leaders and an inclusive work environment, the career transition from sports to government is a logical and strategic step for many athletes.

Informant Quote:

Fahmi: "I think it would be better for me to take the opportunity to work in the government, I am already 25 years old and have not yet achieved a career as a professional player."

David: "The golden age of an athlete is short... so I try to be realistic."

Dimas: "Athletes' careers tend to be shorter and not all of them can go on to become coaches or trainers."

Imam: "Besides job stability, I was attracted by BI's reputation and long-term prospects."

Career Transition Theory is a psychological and social approach used to understand the process of individuals moving from one career path to another. This theory emphasizes that career transition is not simply a matter of changing jobs, but also involves complex changes in identity, motivation, and social adjustment. In the context of former athletes transitioning to the formal workforce, such as at Bank Indonesia, this theory is particularly relevant because they are not only changing professions but also transitioning from a world that is very different in terms of culture, work rhythm, and value system.

Career Transition Theory, developed by Nancy K. Schlossberg, is a psychological and social approach used to understand the process of individuals moving from one career path to another. This theory emphasizes that career transition is not just about changing jobs, but also involves changes in identity, routines, social relationships, and self-perception. In the context of former athletes transitioning to the formal workforce, such as at Bank Indonesia, this theory is highly relevant because they are not only changing professions but also moving from a world that is very different in terms of culture, work rhythm, and value system.

Schlossberg developed a framework known as the 4S System: Situation, Self, Support, and Strategies. These four elements help explain how individuals assess transition situations, how personal characteristics influence responses to change, the extent of social support

available, and what strategies they use to adapt. In the cases of Fahmi, David, Dimas, and Imam, the transition from sports to bureaucracy required adjustments to different organizational structures, digital technologies, and professional expectations. They faced challenges in establishing new identities as employees, but also demonstrated a strong motivation to grow and contribute.

This theory also emphasizes that the success of a transition is greatly influenced by an individual's perception of control and the meaning of the change. If a transition is viewed as an opportunity, individuals tend to be more adaptive and resilient. Conversely, if it is viewed as a loss or threat, the risk of stress and resistance increases. Therefore, Career Transition Theory provides a comprehensive conceptual framework for understanding the psychological and social dynamics of the career transition process and helps organizations design appropriate support for individuals experiencing significant changes in their professional paths.

Expectancy Theory, developed by Victor H. Vroom in 1964, is a motivational theory that explains how individuals make decisions based on the expectation that their efforts will result in good performance, and that performance will lead to desired outcomes. This theory focuses on three main components: expectancy (the hope that effort will result in performance), instrumentality (the belief that performance will produce a certain outcome), and valence (the value or attractiveness of that outcome). These three components form the basis of the premise that individuals will be motivated to act if they believe that the action will lead to a valued outcome.

In the context of former athletes like Fahmi, David, Dimas, and Imam, this theory is highly relevant to understanding their decision to transition from sports to the formal workforce at Bank Indonesia. They recognized that adapting and working hard in a new environment would result in good performance, and that performance would yield outcomes they considered important, such as job stability, a decent income, and professional recognition. For example, Fahmi noted that at age 25, the opportunities for a professional career as an athlete were diminishing, leading him to choose the more promising path of government employment. David and Dimas also demonstrated an awareness that an athlete's golden age is limited, and Imam emphasized the importance of institutional stability and reputation as motivating factors.

Their decisions reflect a rational and structured evaluation process, in which they consider whether the efforts they undertake in a new path will yield outcomes consistent with their personal expectations and values. Thus, Expectancy Theory provides a powerful conceptual framework for understanding career transition motivation, particularly in the context of a significant shift from the world of sport to the bureaucratic and professional world.

The career transition from sports to the formal workforce at Bank Indonesia, experienced by athletes through the athletic pathway, is both challenging and a learning experience. The interviewees stated that their decision to switch careers was driven by an awareness of age limitations in athletics and a desire for a more stable future. The transition process begins with fulfilling administrative requirements, such as a minimum bachelor's degree and

national-level athletic achievements, and continues through selection and adaptation to a work environment that differs significantly from the world of sports.

During the adaptation process, the athletes faced significant challenges, particularly in understanding the bureaucratic systems and digital technology that are integral to working at Bank Indonesia. Despite this, they were able to utilize the values instilled during their time as athletes, such as discipline, hard work, responsibility, and resilience under pressure, as key assets in carrying out their duties and interacting in their new work environment.

This transition also involved adjusting to the institution's work culture, which was deemed quite supportive but not yet fully inclusive of the backgrounds of special-track employees. Several interviewees felt that the performance appraisal system (PIK) did not fully reflect their contributions objectively, as the indicators used were still the same as those for regular employees. Nevertheless, they continued to strive for their best performance and hoped for fairer and more adaptive policies to address the unique characteristics of athlete-track employees.

Overall, the career transitions experienced by these athletes demonstrate an interesting dynamic between their former identities as athletes and their new identities as professional employees. With the support of their leaders and an increasingly open work environment, they were able to navigate this transition with enthusiasm and commitment, making meaningful contributions to the institution. These findings align with the concept of career transition in athletes (Stambulova, 2003), where post-career transitions require environmental support and appropriate job opportunities. The relevance of this theory is that career transition in athletes is a psychological and social process that occurs when an athlete moves from the world of sport to post-career life, including the professional world of work. This transition involves not only changes in activity but also changes in identity, routine, and social environment. Stambulova emphasized that the success of the transition is greatly influenced by:

1. Personal resources: such as motivation, adaptation skills, and life experiences.
2. Environmental support: includes support from family, friends, organizations, and the new workplace.
3. Suitable employment opportunities: namely jobs that allow athletes to utilize the values and skills they have developed during their careers in sport.

In the context of your findings, the interviewees indicated that they experienced quite a challenging transition, particularly in adapting to bureaucratic work systems and digital technology. However, they also indicated that values such as discipline, hard work, and resilience under pressure, which are part of the athlete identity, remain highly relevant and useful in their work as Bank Indonesia employees.

Support from leadership and an inclusive work environment were crucial factors in helping them navigate this transition. Despite challenges in the performance assessment system (IKI), which did not fully accommodate the characteristics of the athlete pathway, the interviewees demonstrated a commitment to contributing and developing. This aligns with

Stambulova's theory that a successful transition requires a combination of individual readiness and adequate external support.

3.2. Specific Research Findings

The results of this study reveal several findings specific to the context of athlete-track employees at Bank Indonesia, which were not found among regular employees. These findings were obtained through a thematic analysis approach based on in-depth interviews with four informants who had backgrounds as former athletes. The analysis process was carried out systematically and iteratively, starting with data coding, grouping important information, and developing key themes that reflect the experiences and dynamics of the informants' career transitions. From the analysis, the researchers successfully formulated six main themes that illustrate the complexity and uniqueness of the professional journeys of athlete-track employees.

The six themes include: (1) reasons for joining and career transition from the world of sports to bureaucracy, (2) adaptation to the work environment and culture, (3) perceptions of the performance appraisal system (IKI), (4) organizational support for athlete-track employees, (5) alignment of personal values with Bank Indonesia's work culture, (6) expectations for the development of work systems and programs. Each theme shows that athlete-track employees face different challenges and needs from regular employees, especially in terms of role adjustment, recognition of non-structural contributions, and social integration in the workplace.

These findings provide an important contribution to understanding how athletic background influences adaptation and work motivation in bureaucratic organizations. Furthermore, the research highlights the need for a more contextual and inclusive approach to human resource management so that organizations can accommodate diverse employee roles and backgrounds fairly and effectively.

3.2.1. Athletes' Career Transition to the Central Bank Environment

Bank Indonesia's athlete-track employees enter the workforce with a background in sports, steeped in the values of discipline, hard work, physical endurance, and a competitive mentality. This capital is the result of years of training in the world of sports, which has fostered a goal-oriented mindset, perseverance, and a strong fighting spirit. However, their transition is unique because their entry into Bank Indonesia is not through a general recruitment process that requires rigorous administrative and academic selection, but rather through a special selection process based on their national and international sporting achievements.

This difference in entry pathways creates a distinct career starting point compared to regular employees. They face the challenge of adapting to a central bank work environment characterized by bureaucracy, formality, and administrative oriented tasks that require technical skills, technological mastery, and an understanding of monetary and economic policy. This challenge often creates culture shock, as athletes must transition from a

dynamic work environment on the sports field to a more structured work pattern that prioritizes adherence to procedures.

Most employees through the athlete pathway choose a career at Bank Indonesia as a strategic step to secure their future after their golden years as athletes end. This is based on the reality that professional athletes' careers are relatively short, typically ending at the age of 30–35, necessitating careful career transition planning. In this regard, Bank Indonesia provides a unique opportunity through its athlete pathway recruitment policy, enabling them to transition to more financially stable jobs with long-term career prospects.

These findings align with Stambulova's (2003) concept of career transition, which argues that post-career transitions for athletes require environmental support and appropriate job opportunities to ensure optimal transition. Bank Indonesia, as a reputable and well-resourced organization, acts as a bridge connecting athletes' active careers with their post-career lives. With this support, athlete-track employees not only gain job security but also the opportunity to develop new skills relevant to their roles within the central banking institution.

3.2.2. Work Culture Adaptation: Capital and Barriers

The primary assets possessed by athletes entering Bank Indonesia are high discipline, a strong fighting spirit, and a positive competitive spirit, fostered by extensive experience in the world of sports. This discipline is reflected in their ability to manage their time, adhere to a strict training schedule, and consistently achieve set targets. Their fighting spirit makes them accustomed to facing pressure, both in the form of competition on the field and in the face of failure. While this positive competitive spirit drives them to continuously develop and deliver their best in every role they undertake. These values are essential for facing the demands of working in a central bank environment that demands professionalism and high performance.

However, adapting to Bank Indonesia's work culture is not without its challenges. One major obstacle is limited mastery of office technology, such as data processing software, internal administration systems, and digital-based applications, which are integral to daily work. As former athletes who spend more time on the field than in a formal work environment, they require time and intensive learning to master these skills.

Furthermore, understanding bureaucratic procedures is also a challenge. Bank Indonesia, as a state institution, has strict standard operating procedures, structured work mechanisms, and a clear hierarchy of authority. For athletes accustomed to a more flexible and straightforward work pattern, adjusting to bureaucratic processes requires practice and patience.

Another obstacle is adapting to the relatively static and repetitive rhythm of administrative work, unlike the dynamic world of sports, which is full of variety and surprises. This change in work patterns can lead to burnout or difficulty maintaining motivation, especially in the early years of employment.

This adaptation process aligns with the organizational socialization framework proposed by Van Maanen and Schein (1979), which explains that new employees must undergo a social and cultural learning process to understand the values, norms, and skills required within the organization. In the context of athlete-track employees at Bank Indonesia, successful adaptation depends on a combination of their personal capital, organizational support, and willingness to learn to face new challenges in a work environment fundamentally different from the world of sport.

3.2.3. Perception of the Performance Assessment System (IKI)

There is significant dissatisfaction among athlete-track employees with the individual performance assessment (IPA) system, which is applied uniformly between them and regular-track employees. Informants feel that their contributions as athletes—which include representing the institution in sporting events, intensive physical training, and responsibility for maintaining the organization's public image—have not been fairly accommodated in the existing evaluation system. When performance indicators do not differentiate between administrative and athletic roles, a perception arises that the system does not objectively reflect the reality of their work. This creates a sense of unfairness and has the potential to reduce motivation and work commitment.

These findings are highly relevant when analyzed through three main theoretical frameworks. First, Organizational Justice Theory (Greenberg) explains that justice in organizations encompasses distributive justice (outcomes received), procedural justice (decision-making processes), and interactional justice (interpersonal treatment). When the IKI system fails to consider the dual roles of athletic track employees, distributive and procedural justice are compromised. Second, Equity Theory (Adams) highlights the importance of a balance between input and output. Athletic track employees provide additional input in the form of achievements and non-structural responsibilities, but do not receive commensurate output in the form of recognition or adjustments to performance indicators. Third, Role Theory (Kahn et al.) explains that individuals who simultaneously fulfill more than one role are at risk of role conflict and role ambiguity. In this case, athletic track employees experience ambiguity in work expectations, because the demands of being both administrative staff and institutional athletes are not accommodated proportionally in the evaluation system.

Therefore, adjustments to the IKI system are crucial to reflect the real contributions and complex roles of athlete-track staff. More contextual and flexible evaluations will not only improve perceptions of fairness but also strengthen intrinsic motivation, loyalty, and overall work effectiveness.

3.2.4. Organizational Support for Athlete Path Employees

Organizational support plays a crucial role in the adaptation process of athlete-track employees at Bank Indonesia. This support comes in various forms, from trust from leadership, technical and emotional assistance from colleagues, to internal programs such as BI KEJORA, which is specifically designed to support employees' physical and spiritual

well-being. The BI KEJORA program not only serves as a means of maintaining physical fitness but also serves as a social space that strengthens the identity of former athletes and facilitates their integration into the institution's work culture. Inclusive attitudes from leadership, such as flexibility regarding training or competition schedules and empathy for adaptation challenges, foster a sense of appreciation and acceptance within the organization.

This phenomenon can be explained through Perceived Organizational Support Theory (Eisenberger et al., 1986), which states that when employees feel that the organization values their contributions and cares about their well-being, they will demonstrate higher loyalty, commitment, and performance. The support felt by athletic track employees increases positive perceptions of the organization, strengthens reciprocal relationships, and encourages deeper work engagement. In addition, Affective Commitment Theory (Meyer & Allen, 1990) explains that emotional support and recognition from the organization form affective attachment, namely the employee's desire to remain part of the organization because they feel valued and have a strong emotional bond.

In the context of athlete-track employees, organizational support not only helps them navigate the transition from the world of sport to the world of bureaucracy, but also serves as a crucial foundation for building intrinsic motivation, self-confidence, and the drive to contribute to their full potential. When organizations are able to create a supportive work environment that is responsive to the unique needs of employees, the adaptation process not only runs more smoothly, but also...also has a positive impact on productivity and long-term loyalty.

3.2.5. Alignment of Personal Values and Organizational Culture

The core values of Bank Indonesia's work culture, such as discipline, integrity, professionalism, and physical fitness, align strongly with those long held by athletes. Discipline, for example, is a key foundation in the world of sport, where consistency, perseverance, and commitment to goals are integral to an athlete's life. When former athletes join Bank Indonesia as employees, they find that these values are not only valued but also embedded within the organization's work system and culture. This creates a sense of comfort and relevance between their personal identities as athletes and their professional identities as employees.

Internal programs like BI KEJORA are concrete examples of how organizations integrate these values into employees' daily lives. This program not only encourages a healthy lifestyle and physical activity but also strengthens the former athletes' sense of belonging and social identity in the formal workplace. They feel that their athletic background is not only accepted but also leveraged as a strength in building a positive and competitive work culture.

The alignment between individual and organizational values aligns with the concept of Person–Organization Fit proposed by Kristof (1996). This theory emphasizes that when employees perceive alignment between their personal and organizational values, they will

develop stronger emotional attachments, increased job satisfaction, and higher commitment to the organization. In the context of athlete-track employees, this alignment is a crucial factor in accelerating the adaptation process, increasing intrinsic motivation, and encouraging more optimal contributions. Therefore, implementing work culture values that align with employee identity not only strengthens social integration but also serves as an effective strategy in building an inclusive, healthy, and highly competitive organization.

3.2.6. Expectations for System and Program Development

The informants in this study expressed various expectations reflecting the need for a more contextual and holistic approach to human resource (HR) management. These expectations included the need for a performance appraisal system tailored to the characteristics of athlete-track employees, more intensive information technology (IT) training to improve digital literacy, the continuation of joint sports activities as a means of building togetherness, and the establishment of an athlete-to-athlete sharing forum to share experiences and adaptation strategies. These aspirations demonstrate that athlete-track employees require not only administrative support but also recognition of their unique identities and contributions within the organization.

These needs can be explained through two main theoretical frameworks. First, Maslow's Hierarchy of Needs emphasizes that individuals have five levels of needs: physiological, safety, social, esteem, and self-actualization. In this context, group sports activities and sharing forums fulfill social and esteem needs, while fair assessment systems and IT training support safety and self-actualization needs. Second, Self-Determination Theory (Deci & Ryan) explains that a person's intrinsic motivation will grow when three basic psychological needs are met: competence, autonomy, and relatedness. IT training enhances competence, sharing forums and social activities strengthen relatedness, and contextual assessment systems provide a sense of autonomy and fairness in recognizing contributions.

Thus, the aspirations of athlete-track employees demonstrate that a uniform approach to HR management is no longer sufficient. Organizations need to design policies and work programs that are more flexible, adaptive, and based on the real needs of employees. When their psychological and professional needs are met, motivation, loyalty, and performance will significantly increase, creating a healthier, more inclusive, and more productive work environment.

4. Conclusion

Overall, these findings indicate that athlete-track employees face unique needs and challenges not fully experienced by regular employees. Therefore, Bank Indonesia needs to implement a more adaptive and contextual approach to HR management to accommodate the diversity of employee backgrounds and roles fairly and effectively. Based on the research results, it can be concluded that Bank Indonesia's athlete-track employees generally have a positive perception of the implemented work culture program. Values such as discipline, professionalism, and physical fitness, which are part of Bank Indonesia's work culture, are perceived as aligned with their characteristics and experiences as former athletes. Internal

programs like BI KEJORA serve as concrete examples of how organizations support the integration of these values into daily work life. However, adapting to a bureaucratic work environment and digital technology remains a major challenge for athletes. They face difficulties understanding complex work systems and using digital devices, which were previously not part of their routine as athletes. However, support from leaders, colleagues, and organizational programs has been shown to help accelerate the adaptation process and increase work motivation. One important issue that emerged was dissatisfaction with the individual performance assessment (IPA) system, which was applied uniformly between athletes and regular employees. The athletes felt that their contributions as representatives of the institution in the field of sport were not fairly recognized in the existing evaluation system. This gave rise to perceptions of unfairness and potentially reduced motivation and work commitment. Therefore, they proposed adjusting performance indicators to be more contextual and relevant to their dual roles. Overall, this study successfully addressed the research problem and achieved its objectives: analyzing athlete-track employees' perceptions of the work culture program, identifying its impact on IKI achievement, and exploring the factors influencing these perceptions. These findings underscore the importance of a more inclusive and adaptive approach to human resource management so that organizations can accommodate diverse employee backgrounds and roles fairly and effectively.

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