

The Influence Of Coordination Team And Strategy Operational On Team Performance In Pacu Jalur With Change Management As A Mediating Variable

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Abstract

This study examines the influence of team coordination and operational strategy on team performance, with change management acting as a mediating variable, using the Alam Cahayo Tuah Nagori team in the Pacu Jalur competition as the research subject. Although previous studies have explored the relationship between coordination, strategy, and team performance, there is a gap in the literature that has not fully addressed how change management mediates this influence in the context of traditional sports undergoing professionalization. Using a quantitative approach and Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis, the study, involving a total of 80 respondents, finds that both team coordination and change management have a significant impact on team performance, while operational strategy does not show a direct significant effect. However, operational strategy is shown to have a significant indirect effect through change management, highlighting the critical role of change management in enhancing adaptability and team performance. These findings emphasize the importance of integrating team coordination, operational strategy, and change management to achieve optimal team performance, and contribute to the theoretical understanding of operational management in professionalized traditional sports. The study also provides practical implications for sports teams to enhance their effectiveness through adaptive change management in the dynamic context of competition.

Keywords: coordination team; strategy operational; change management; team performance

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Introduction

In the development of traditional sports in Indonesia, each team is now required to implement systematic management practices to maintain its competitive performance. One of the most prominent examples of this transformation is Pacu Jalur, a traditional rowing competition originating from Kuantan Singingi Regency, Riau Province. Formerly known as a local cultural event, Pacu Jalur has evolved into a professional national sport that draws millions of spectators, government support, and numerous sponsors.

According to a 2025 report by (Detik.com, 2025), the 2025 Pacu Jalur festival attracted more than 1.6 million visitors, including over 1,300 international tourists. Meanwhile, (Media Center Riau, 2025) reported that the event contributed hundreds of millions of rupiah to the regional economy. The professionalization process has also been strengthened by sponsorship from Aura Farming, which enhanced the sport's professional image and public visibility. The festival also featured performances by both national and international artists. Furthermore, (Setneg.go.id, 2025) conveyed

a statement from the Vice President of Indonesia, who emphasized that Pacu Jalur is not only a cultural heritage but also part of the national creative economy, representing government support for its development. Similarly, (Kemenparekraf.go.id, 2025) highlighted that Pacu Jalur is now included in the national tourism calendar and serves as an icon of local economic potential.

The shift from a cultural tradition to a professional sport presents new challenges in organizational management, coordination, and adaptability. A team's success is no longer determined solely by physical strength or rowing technique but also by effective coordination, operational strategy, and change management. These three elements are essential to ensure synergy among members, efficiency in training and logistics, and the ability to adapt to internal and external changes.

This condition is clearly reflected in the case of Team Alam Cahayo Tuah Nagori, one of the most consistent and successful teams in several national Pacu Jalur championships. As reported by (Minanews.net, 2025), the team secured second place in the 2025 Baserah Traditional Pacu Jalur Championship after a close competition with Tuah Keramat Bukit Embun, which claimed first place. This achievement continued their consistent trend of ranking among the top three in both regional and national competitions.

In addition to these empirical findings, the selection of this team was also based on the researcher's direct experience as a former Pacu Jalur athlete and spectator in various competitions. Such experience provided deep insight into the internal dynamics of Pacu Jalur teams from training processes, role distribution, and race strategies to managing changes during preparation and competition. Based on these observations, the researcher concluded that Team Alam Cahayo Tuah Nagori possesses strong organizational characteristics, effective coordination systems, and well-structured operational strategies, making it an appropriate subject for research within the context of operational management in traditional sports undergoing professionalization.

In this study, the variables of Coordination team, operational strategy, and change management were chosen due to their strong theoretical and empirical relevance as supported by previous studies. Coordination team determines how effectively members communicate, share responsibilities, and work toward common goals. Poor coordination may lead to conflicts, inefficiencies, and decreased performance (Widodo et al., 2023). Strategy Operational illustrates how teams design and implement plans, allocate resources, and schedule training sessions to achieve optimal outcomes. As noted by (Vuillermin & Huck-Sandhu, 2021), a well-structured Strategy Operational enables teams to maintain competitive advantage under dynamic conditions.

However, coordination and strategy alone are insufficient without the ability to manage change effectively. Therefore, change management serves as a mediating variable linking operational management practices to performance outcomes. (Cruickshank & Collins, 2012) argued that successful elite sports organizations implement adaptive change processes to sustain performance during transitions. This aligns with findings by (T. Listiarini & others, 2024), which revealed that managerial adaptability and flexibility are key factors in maintaining long-term athletic success. Thus, change management functions as a mechanism that connects coordination and Strategy Operational efforts with improved team performance.

Team performance, as the dependent variable, reflects the extent to which a team achieves its competitive and organizational objectives. Performance is assessed not only through competition results but also through internal efficiency, teamwork quality, and team stability ((Widodo et al., 2023). The use of this variable aligns with operational management theory, which positions performance as the primary indicator of managerial effectiveness.

Based on these considerations, this study aims to analyze the influence of Coordination team and Strategy Operational on the performance of Team Alam Cahayo Tuah Nagori in Pacu Jalur, with change management serving as a mediating variable. Employing a quantitative method and a questionnaire instrument adapted from (Widodo et al., 2023), the study seeks to empirically examine how these managerial factors interact to affect team performance outcomes. The findings are expected to enrich operational management theory, particularly within the context of traditional sports organizations undergoing professionalization, and to offer practical insights for other teams seeking to enhance coordination, strategic planning, and adaptability in dynamic competitive environments.

Theoretical background

Coordination Team

Coordination team is one of the key elements in operational management theory that relates to the effectiveness of teamwork. Coordination can be defined as the process of aligning activities, communication, and roles among team members to achieve shared objectives (Widodo et al., 2023). In the context of sports, coordination serves as the foundation of teamwork, where success depends not only on individual abilities but also on how effectively members work together in a synchronized and goal-oriented manner.

(McEwan & Beauchamp, 2014), in *Teamwork in Sport: A Theoretical and Integrative Review*, emphasize that coordination is a central dimension of effective team performance. They categorize coordination into several components, including communication, distribution of responsibilities, and interdependence among members. Furthermore, (Salcinovic et al., 2022) highlight that within high-performing sports teams, coordination helps maintain psychological stability, enhances decision-making speed, and minimizes internal conflict.

Within the framework of operational management, Coordination team is regarded as a form of human resource organization focused on synergy and efficiency. When coordination functions effectively, the efficiency of training sessions, communication, and implementation of competitive strategies can increase substantially. Conversely, poor coordination often leads to miscommunication and failure to meet performance objectives (Fernandez Castelao & others, 2013).

Therefore, Coordination team plays a crucial role in determining the success of Strategy Operational implementation and serves as a major factor influencing team performance—particularly in collective work organizations such as Pacu Jalur rowing teams.

H3: Coordination team has a positive effect on Team Performance.

H4: Coordination team has a positive effect on Change Management.

Strategy Operational

Strategy Operational refers to the application of strategic management concepts within the operational activities of an organization. In operational management theory, this strategy encompasses the processes of planning, organizing, implementing, and evaluating activities to ensure that organizational goals are achieved efficiently (Widodo et al., 2023). According to (Vuillermin & Huck-Sandhu, 2021), Strategy Operational in sports organizations serves to integrate various elements such as training schedules, workload management, resource utilization, and performance evaluation systems. This strategy enables teams to maintain competitiveness and adaptability in a dynamic and highly competitive environment.

(Purnama & Sahudi, 2024) conducted a study on the implementation of operational strategies in The Black volleyball club in Majalengka and found that an effective strategy must involve clear role distribution, continuous training, and a routine evaluation mechanism. In the context of Pacu Jalur teams, this can be interpreted as organizing training schedules, assigning rowing positions, and managing competition time and logistics to achieve better-directed team performance. From and operational management perspective, an effective Strategy Operational should be dynamic, measurable, and responsive to both internal and external changes. Therefore, this strategy serves as a critical foundation for building effectiveness and efficiency in team performance.

H2: Strategy Operational has a positive effect on Team Performance.

H5: Strategy Operational has a positive effect on Change Management.

Change Management

Change management is a structured and adaptive process that enables organizations to respond effectively to both internal and external dynamics. Theoretically, this variable is rooted in Lewin's Organizational Change Theory (1951) and the Dynamic Capabilities framework (Teece, Pisano, & Shuen, 1997), which state that adaptability acts as a bridge between planning and performance. In this context, coordination and operational strategy serve as structural inputs, while change management transforms these inputs into behavioral adjustments that improve collective performance (Pulakos et al., 2000; Cruickshank & Collins, 2012).

According to (Cruickshank & Collins, 2012) in the Journal of Change Management, organizational change involves not only structural aspects but also behavioral, cultural, and motivational dimensions. They emphasize that successful elite sports teams are those capable of maintaining performance consistency by adapting effectively to shifts in strategy, team composition, and competitive circumstances. Furthermore, (Oon Fok-Yew et al., 2013) state that the success of change management depends largely on internal communication, flexible leadership, and the active involvement of team members throughout the transition process. Similarly, (D. Listiarini et al., 2024) argue that within the sports context, adaptive capability and long-term learning serve as the core elements of effective change management.

Thus, change management can be understood as an adaptive mechanism that enables teams to translate coordination and strategic planning into tangible performance outcomes. Without effective change management, even the most well- designed strategies may fail to be implemented successfully in practice.

H1: Change Management has a positive effect on Team Performance.

Team Performance

Team performance represents the outcome of the overall processes of coordination, strategic planning, and adaptation carried out by organizational members. According to (Widodo et al., 2023), team performance reflects the effectiveness and efficiency of implementing operational strategies in achieving organizational objectives. In the sports context, team performance is measured not only by competition results but also through non-technical aspects such as teamwork, team spirit, and training efficiency. McEwan & Beauchamp (2014) argue that team performance can be enhanced through improved coordination and effective communication. Meanwhile, (Salcinovic et al., 2022) emphasize that adaptability, leadership, and conflict management skills are significant indicators influencing team outcomes in competitive sports environments.

In the case of Pacu Jalur teams, performance can be observed from their ability to maintain consistent achievements across various championships. For instance, Team Alam Cahayo Tuah Nagori secured second place in the Baserah Pacu Jalur Championship 2025 (Minanews.net, 2025), demonstrating the successful implementation of effective coordination, strategic planning, and adaptive capability under competitive pressure.

Therefore, team performance serves as the ultimate manifestation of effective coordination, well-executed operational strategies, and successful change management.

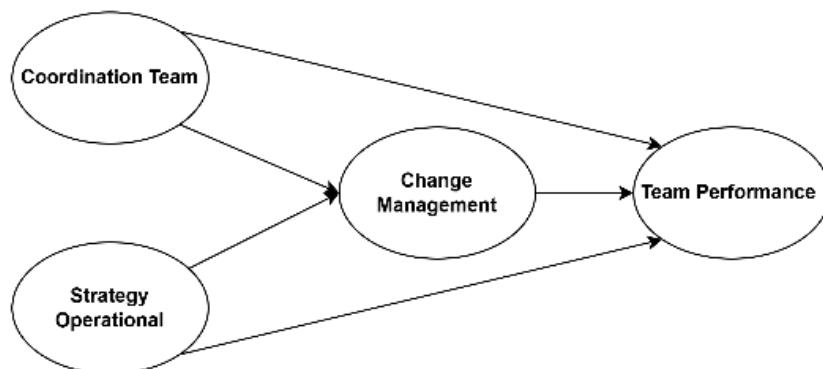


Figure 1 Research Framework

Methodology

This study employs primary data obtained through the distribution of structured questionnaires to 80 active members of the Alam Cahayo Tuah Nagori rowing team, consisting of athletes, coaches, and team administrators. Data collection was conducted directly during the training and competition preparation period, ensuring that respondents' answers accurately reflected the actual conditions of coordination and operational management within the team. The sampling technique used was total sampling (census method) since the population size ($N = 80$) was relatively small and homogeneous. Consequently, all team members were included as research respondents. This approach aligns with the views of (Arikunto, 2010) and (Gay et al., 2012), who suggest that when the population size is fewer than 100 individuals, the entire population may serve as the sample to enhance the accuracy and representativeness of research results. Using this method also helps minimize sampling bias and improves the validity of the study's findings.

The research examines four main latent variables developed based on the conceptual framework of (Widodo et al., 2023), with contextual adjustments for sports organizations. These variables include: Coordination team (CT), representing communication effectiveness, role clarity, and cooperation among team members; Strategy Operational (SO), reflecting the planning, resource management, and operational performance evaluation of the team; Change Management (CM), describing the team's ability to adapt and respond to both internal and external dynamics; and Team Performance (TP), which captures overall team outcomes in terms of productivity, cohesion, and achievement. All constructs were measured using several indicators derived from strategic and operational management theories, adapted to the empirical context of the study. Each indicator was assessed using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to capture respondents' levels of agreement with each statement. In addition, the study utilized secondary data, such as training documentation, race results, and media reports, to strengthen contextual understanding of the actual conditions of the Pacu Jalur team.

Data analysis was conducted using the Partial Least Squares – Structural Equation Modelling (PLS-SEM) technique with the assistance of SmartPLS version4.0. The selection of this method was based on the consideration that PLS-SEM is suitable for small to medium sample sizes and is capable of analyzing simultaneous relationships among latent variables (Henseler et al., 2015). This approach is consistent with (Widodo et al., 2023), who employed PLS-SEM to examine the influence of coordination and strategic planning on organizational performance, with change management serving as a mediating variable.

Accordingly, this model is considered appropriate for testing the effect of Coordination team (CT) and Strategy Operational (SO) on Team Performance (TP) through Change Management (CM) within the context of traditional sports management. The evaluation process of the model consisted of two main stages. First, the measurement model (outer model) was tested to assess the reliability and validity of the constructs. Reliability was evaluated using Cronbach's Alpha and Composite Reliability values (≥ 0.70) to ensure internal consistency, while convergent validity was assessed through the Average Variance Extracted (AVE) with a minimum threshold of ≥ 0.50 . Discriminant validity was evaluated using the HTMT and cross- loading analysis. Second, the structural model (inner model) was analyzed to examine the relationships among variables using path coefficients, t-statistics, and p-values with a significance level of < 0.05 . Additionally, R^2 and Q^2 values were used to assess the model's goodness-of-fit and predictive capability.

Overall, the methodological design of this research reflects a comprehensive and systematic application of a quantitative approach, similar to the study by (Widodo et al., 2023) but adapted to the context of traditional sports management. The integration of Coordination team , operational strategy, and change management provides a holistic framework for understanding the performance of Pacu Jalur teams from both structural and behavioral perspectives. Through the application of PLS- SEM, this study not only identifies direct and indirect relationships among variables but also examines the extent to which effective coordination and strategic operations— supported by adaptive change management—can enhance team performance in a dynamic competitive environment.

Result

Descriptive Statistics Analysis (DSA)

The data in Table 1 show that the respondents in this study consist of 80 active members of the Pacu Jalur team Alam Cahayo Tuah Nagori, which includes rowers, coaches, administrators, and one donor. Based on the results presented in Table 1, the majority of respondents were aged 23–27 years, accounting for 35%, followed by the 18–22 age group at 27.5%, while respondents over the age of 33 represented only a small proportion. In terms of membership duration, respondents with 1–3 years of experience dominated with 40%, followed by those with 3–5 years of experience at 26%, and more than 5 years at 20%.

This condition indicates that most members of the Pacu Jalur team are in their productive age range with an intermediate level of experience, which is empirically considered an ideal composition for a sport that relies on physical strength and teamwork. Based on field observations and general documentation of Pacu Jalur (Minanews.net, 2025), team positions are generally divided into three main groups: front paddlers, who set the tempo and initiate the boat's movement; middle and rear paddlers, who maintain rhythm and provide the main driving force; and the helmsman, who is responsible for controlling direction and strategy.

Members with 1–3 years of experience typically occupy the middle and rear paddler positions due to their focus on physical strength, while those with more than 5 years of experience tend to serve as helmsmen or front paddlers, positions that require precision, experience, and quick reflexes. This pattern aligns with the view of (McEwan & Beauchamp, 2014), who emphasize that team effectiveness in sports is determined by the balance between the physical capabilities of younger members and the experience of senior members.

Furthermore, (Cruickshank & Collins, 2012) highlight that the experience of senior members plays a vital role in tactical decision-making and maintaining coordination stability under competitive pressure. Conceptually, these findings support the model proposed by (Widodo et al., 2023), which suggests that organizational performance is highly influenced by the ability to integrate coordination, operational strategy, and change management. Therefore, the composition of age, experience, and team position within Pacu Jalur empirically reinforces coordination effectiveness and positively impacts overall team performance.

Table 1. Loading Factors

Construct	Item Code	Item	min	max	Mean	Standard deviation	Excess kurtosis	Skewness
CT	CT1		1	5	2.913	0.977	-0.018	0.261
	CT2		1	5	2.888	0.88	0.099	0.113
	CT3		1	4	2.788	0.862	-0.543	-0.286
	CT4		1	5	2.938	0.827	0.118	-0.016
SO	SO1		1	5	2.925	0.863	-0.761	0.266
	SO2		1	5	2.925	0.818	0.325	0.281
	SO3		1	5	3	0.791	0.224	0
	SO4		1	5	3.112	0.79	-0.566	-0.206
CM	CM1		2	5	3.888	0.821	-0.962	-0.061
	CM2		2	5	3.962	0.887	-0.322	-0.583
	CM3		2	5	3.85	0.808	-0.641	-0.151
	CM4		2	5	3.95	0.805	-0.437	-0.348
KT	KT1		2	5	4.188	0.776	-0.063	-0.671
	KT2		2	5	4.237	0.762	-0.469	-0.61
	KT3		2	5	4.263	0.833	-0.359	-0.797
	KT4		2	5	4.162	0.798	-0.333	-0.606

Source\$: Processed Data SEMPLS 2025

Based on the analysis results presented in Table 2, the mean values of the research constructs indicate a positive tendency with stable variation levels. The Coordination team (CT) construct shows mean scores ranging from 2.78 to 2.94 with standard deviations between 0.82 and 0.97, reflecting fairly good coordination, although improvement in member consistency remains necessary. The Strategy Operational (SO) construct records mean scores between 2.92 and 3.11 with standard deviations of 0.79 to 0.86, illustrating the fairly effective implementation of strategies, particularly in role distribution, training organization, and resource management. The skewness and kurtosis values for all indicators fall within the ± 2 range, indicating that the data are normally distributed (Hair et al., 2021).

The Change Management (CM) construct has mean values between 3.85 and 3.96 with standard deviations from 0.80 to 0.89, suggesting that team members possess a high level of adaptability to changes in strategy and competition conditions. Meanwhile, the Team Performance (KT) construct attains the highest mean scores, ranging from 4.16 to 4.26 with standard deviations between 0.76 and 0.83, indicating that respondents' perceptions of team results and cohesion fall within the very good category. The small data dispersion also reflects a consistent perception among respondents regarding the stability of the Pacu Jalur team's performance.

Table 2. HTMT

	CM	CT	KT	SO
CM				
CT	0.417			
KT	0.827	0.568		
SO	0.549	0.098	0.346	

The results of the discriminant validity testing presented in Table 4 show that all Heterotrait-Monotrait Ratio (HTMT) values are below the threshold of 0.90, indicating that the model meets the discriminant validity criteria (Hair et al., 2021). The highest value is observed in the relationship between Change Management (CM) and Team Performance (KT) at 0.827, which remains within an acceptable range and suggests that the two constructs are closely related yet conceptually distinct.

The HTMT values between Coordination team (CT) and other variables range from 0.098 to 0.568, demonstrating that Coordination team possesses unique characteristics that do not overlap with other constructs. Meanwhile, the relationship between Strategy Operational (SO) and Team Performance (KT) at 0.346 reflects a moderate correlation, indicating that an effective strategy indeed influences performance but still represents an independent construct.

Overall, the HTMT results confirm that each construct — Coordination team (CT), Strategy Operational (SO), Change Management (CM), and Team Performance (KT) — is clearly differentiated yet interrelated in shaping the performance model of the Pacu Jalur team. These findings reinforce the validity of the conceptual model, suggesting that the effectiveness of coordination, the implementation of strategy, and adaptive capability are distinct elements that collectively and synergistically determine the collective performance of the Alam Cahayo Tuah Nagori team in the Pacu Jalur competition.

Evaluation Model

Validity and Reliability

The results of the measurement model testing presented in Table 3 indicate that all indicators have outer loading values above 0.70, thereby meeting the criteria for convergent validity. The Average Variance Extracted (AVE) values for each construct also exceed 0.50, suggesting that the latent variables explain more than 50% of the variance of their respective indicators. In addition, the Composite Reliability (CR) values for all constructs are above 0.80, confirming that the model is reliable (Hair et al., 2021). Accordingly, each construct — including Coordination team (CT), Strategy Operational (SO), Change Management (CM), and Team Performance (KT) — can be considered both valid and reliable for further analysis.

The cross-loading values of each indicator also reveal that the correlations between indicators and their corresponding constructs are higher than those with other constructs. This result confirms the absence of multicollinearity among variables and demonstrates that each indicator appropriately represents the construct being measured. Furthermore, the square root of the AVE for each construct exceeds the correlations with other latent variables, indicating that the model satisfies the discriminant validity criteria (Fornell & Larcker, 1981).

Overall, the evaluation results of the measurement model show that the PLS-SEM model used meets the validity and reliability requirements. This condition implies that the research instrument, developed based on the conceptual model of (Widodo et al., 2023), is capable of effectively measuring the relationships among variables. In other words, the measurement structure of the Coordination team, Operational Strategy, Change Management, and Team Performance variables within the Pacu Jalur team context is deemed suitable for use in the subsequent structural model testing phase.

Tabel 3. Result of Construct Reliability and Validity

Construct	Item Code	Outer loadings	AVE	Cronbach's alpha	Rho_a	Rho_c
CT	CT1	0.872	0.665	0.819	0.845	0.888
	CT2	0.769				
	CT3	0.819				
	CT4	0.796				
SO	SO1	0.769	0.64	0.819	0.825	0.877
	SO2	0.8				
	SO3	0.807				
	SO4	0.824				
CM	CM1	0.82	0.647	0.819	0.826	0.88
	CM2	0.837				
	CM3	0.767				
	CM4	0.792				
KT	KT1	0.873	0.701	0.819	0.862	0.903
	KT2	0.856				
	KT3	0.806				
	KT4	0.812				

Source: Processed results using SEMPLS 2025

Table 5. Summary Hypothesis Testing

Hypotheses	Path	t-value	P values	Confidence interval		Decisision	Adjusted R ²	f-square
				5%	95%			
H1	CM -> KT	7.018	0.000	0.430	0.702	Supported	0.342	0.488
H2	SO -> KT	0.439	0.330	-0.141	0.206	Not supported		0.161
H3	CT -> KT	4.083	0.000	0.170	0.402	Supported		0.004
H4	CT -> CM	4.653	0.000	0.235	0.512	Supported	0.547	0.229
H5	SO -> CM	6.653	0.000	0.350	0.589	Supported		0.360

Source: Processed results using SEMPLS 2025

Hypothesis Testing

Based on the results of the structural model analysis presented in Table 5 and Figure 1, most of the relationships among variables in the research model are significant, with p-values < 0.05. The path from Coordination team (CT) → Team Performance (KT) shows a coefficient value of 0.294, a t-value of 4.083, and a p-value of 0.000, indicating that effective coordination directly enhances the performance of the Pacu Jalur team. Similarly, the path from Coordination team (CT) → Change Management (CM), with a coefficient of 0.384 and a t-value of 4.653, is significant, signifying that strong internal coordination fosters the team's adaptability to strategic dynamics and race conditions.

Furthermore, the influence of Change Management (CM) → Team Performance (KT) is the strongest, with a coefficient value of 0.576, a t-value of 7.018, and a p-value of 0.000, thus fully supporting the hypothesis. This result implies that the better a team manages change, the higher its performance will be. In contrast, the effect of Strategy Operational (SO) → Team Performance (KT) is not significant ($\beta = 0.046$; $p = 0.330$), indicating that strategy alone does not directly enhance performance without the support of effective coordination and adaptability. Meanwhile, the path from Strategy Operational (SO) → Change Management (CM) is significant, with a coefficient value of 0.481 and a p-value of 0.000, suggesting that well-planned strategies enhance the team's readiness to face changes.

Empirically, the research model demonstrates an Adjusted R^2 value of 0.564 for Team Performance (KT), meaning that Coordination team (CT), Strategy Operational (SO), and Change Management (CM) collectively explain 56.4% of the variation in the Pacu Jalur team's performance. This indicates that more than half of the team's performance can be attributed to the strength of coordination, training strategy, and adaptability to changing race conditions. In the context of the Alam Cahayo Tuah Nagori team, stable coordination among paddlers, effective communication between the helmsman and pace setter, and readiness to adjust strategies during the race are the primary factors that sustain performance consistency. These findings illustrate that a team's success is determined not only by physical capability but also by synergy, mental preparedness, and tactical flexibility established through effective team management.

Coordination as the Primary Determinant of Team Performance

The outcomes of this research strongly indicate that team coordination is the most decisive factor influencing performance effectiveness within the Pacu Jalur rowing team. Coordination encompasses not only synchronized physical movements but also shared cognitive and emotional alignment that produces collective rhythm and harmony among team members. This finding reinforces the theoretical proposition of McEwan & Beauchamp (2014), who argue that open communication, common objectives, and situational understanding are essential predictors of effective team outcomes. Similarly, Widodo et al. (2023) emphasize that coordination functions as a central mechanism that integrates operational systems with actual performance results. In the Pacu Jalur setting, coordination ensures that paddlers maintain consistent rhythm, balance, and energy synchronization—key aspects required to achieve both speed and stability during competition.

Non-Significant Direct Effect of Operational Strategy

The findings reveal that operational strategy has no direct significant effect on team performance, differing from several earlier studies. Research by Vuillermin & Huck-Sandhu (2021) and Purnama & Sahudi (2024) found that structured and well-planned operational strategies tend to enhance team

performance through systematic training and evaluation. However, the present study suggests that strategic planning, when detached from strong coordination and adaptive practice, is insufficient to ensure optimal results. This aligns with Henseler et al. (2015), who argue that in rapidly changing environments, the success of strategic management depends more on implementation flexibility than on the plan itself. **Contextual Dependence in Traditional Sports**

The non-significant direct relationship between operational strategy and performance can be better understood through the lens of contextual dependence. As noted by Fernandez Castelao et al. (2013) and Salcinovic et al. (2022), performance in cooperative sports tends to rely more on interpersonal communication, team cohesion, and situational synchronization than on rigid strategic formalization. Hence, in highly interdependent activities such as Pacu Jalur, coordination surpasses strategy as the true operational strength.

Change Management as a Mediating Mechanism

The analysis highlights change management as a vital mediating variable linking strategy execution with performance outcomes. This reinforces its theoretical function as an adaptive bridge between planning and practice. The positive relationship between change management and performance supports the findings of Cruickshank & Collins (2012), who state that top-performing sports organizations sustain excellence through adaptive readiness and psychological resilience. Likewise, Oon Fok-Yew et al. (2013) emphasize that transparent communication and participative leadership are critical for successful change management during transitions. Within the Pacu Jalur environment, change management allows the Alam Cahayo Tuah Nagori team to maintain consistent performance despite unpredictable factors such as river conditions or sudden team adjustments, demonstrating that adaptability is a stronger driver of success than adherence to rigid plans.

Managerial Adaptability Strengthening Indirect Effects

These results further reinforce the assertion of Listiarini et al. (2024) that managerial adaptability functions as a strategic advantage in sports teams, transforming uncertainty into opportunities for growth and learning. The mediating role of change management observed in this study also corroborates Widodo et al. (2023), who found that adaptive processes strengthen the indirect relationship between coordination, strategy, and performance under volatile conditions. Collectively, this evidence suggests that Pacu Jalur teams must not only design operational strategies but also embed adaptive change processes within their cultural and managerial systems.

Theoretical Implications for Traditional Sports Performance

This study provides empirical confirmation that coordination and change management are the primary determinants of team performance in traditional sporting contexts, while the contribution of operational strategy depends on its integration with adaptive and collaborative mechanisms. The findings expand the theoretical understanding of operational management in traditional and cultural sports, emphasizing that performance optimization must involve structural strategy, human synergy, and adaptive flexibility. Ultimately, the success of the Alam Cahayo Tuah Nagori team reflects not only technical excellence but also cultural unity, mutual trust, and adaptive leadership deeply embedded in the tradition of Pacu Jalur

Conclusion and Discussion

The study concludes that the performance of the Alam Cahayo Tuah Nagori Pacu Jalur team is primarily shaped by the strength of coordination and the team's capacity to manage change effectively. Coordination emerged as the most influential factor, demonstrating its essential role in ensuring rhythm alignment, communication clarity, and mutual synchronization among paddlers. Although the operational strategy did not show a direct effect on performance, its contribution became evident when integrated with coordination and adaptive management practices. These results highlight that strong coordination and readiness to adapt to environmental and situational changes are key drivers of consistent success in traditional rowing competitions. Practically, these findings offer useful insights for coaches, team managers, and regional sports organizations. Training programs should prioritize coordination enhancement, internal communication routines, and adaptive strategies that respond to river and weather variability. Local governments and cultural sports committees may also use these results as a foundation for developing professional management systems in traditional sports without compromising local heritage values. Ultimately, the Alam Cahayo Tuah Nagori team demonstrates how tradition and professionalism can coexist, serving as a model of excellence and adaptability for other Pacu Jalur teams seeking to improve their performance and organizational resilience.

Limitations of the Study

Despite its valuable findings, this research is limited by its focus on a single high-performing team, which restricts the generalization of results across all Pacu Jalur teams. The quantitative approach also does not capture deeper social and cultural dynamics that may influence teamwork, leadership, and motivation. Furthermore, the study was conducted within one competition period, preventing the observation of long-term behavioral patterns. Future research is encouraged to involve multiple teams from various regions and adopt a mixed-method design to explore qualitative aspects that complement the quantitative outcomes.

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