



Orientation and Training of Human Resources in Sports Organizations

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ABSTRACT

In the process, sports human resource management is closely related to procurement, training, evaluation, compensation, work relations, health, security and justice for individuals in an organization. Human resources in the field of sports play a very important role in the management of sports organizations to manage and create effective, efficient and systematic performance that supports the needs of sports people and creates conditions that enable these human resources to make optimal contributions to sports organizations. To create human resources in the field of sports that are superior in intellectual, moral, spiritual, competitiveness and professionalism aspects, good human resource management capabilities are needed through training and application of operational principles and functions. Orientation and training are very important in the organization's operational processes to develop human resource capabilities in the sports sector

INTRODUCTION

Humans are dynamic creatures, continuing to grow and develop along with the progress of the times. One way to develop thinking and strengthen human civilization is through training. In its development, sports organizations, especially in performance sports, require the involvement of all elements of sports human resources, starting from athletes, coaches, administrators, local governments, nutritionists, health experts, and other parties. (Putri et al., 2023) Sports organizations have a strategic role in running the organization to achieve sports achievements through work programs that are planned, implemented and evaluated in the short, medium and long term. The role of human resources in sports is very important because the organizational work program that is prepared will influence the success, efficiency and effectiveness achieved by athletes and coaches. To achieve the highest achievements, not only coaches and athletes play a role, but also sports administrators and other human resources. Achievements are not achieved just like that, but rather through a structured, directed and sustainable plan, as well as nutritional support, good infrastructure and supporting sports technology, which have been well prepared by sports administrators in a series of work programs. (Dan et al., 2023)

Petanque is a new sport that may sound strange to some people. This petanque sport originates from France. Petanque is a game of boules where the aim is to throw an iron ball as close as possible to a wooden ball, called a jack, which is placed in a small circle. The development of the sport of petanque in Central Java is quite rapid, with official management being inaugurated in January 2016 at Tunas Pembangunan University (UTP) Surakarta. Central Java Petanque has an official parent organization, the Indonesian Petanque Sports Federation of Central Java Province (FOPI Central Java), and has been registered as an official sport at KONI Central Java and actively participates in championships at national and international levels. Socialization efforts by the Central Java FOPI management in the first two years have produced satisfactory results; In 2017, of the 35 districts, 21 of them had management that actively developed athletes at the district level. The involvement of universities, the world of education, and the use of social media, as well as frequent provincial level competitions, are the keys to success in socializing the sport of petanque in Central Java. Human resources, from administrators, coaches, referees, to petanque athletes, are dominated by academics. So far, coaching for Central Java petanque athletes is still being carried out at each district level club. Ahead of major events, top athletes are gathered, selected, and those selected as representatives of Central Java petanque athletes are required to attend a training camp in Semarang.

Human resource management for the Central Java petanque branch is very important in the organizational management process. The existence of Central Java petanque organizations tends to be less than optimal in creating superior sports human resources from various aspects. To handle this phenomenon, good organizational management skills and human resource development through training are needed, one of which is implementing the principles of operational functions. Therefore, the author wants to know more about the orientation of sports human resource training in sports organizations, especially the Central Java petanque sport. This research is expected to produce a form of re-orientation of the training activities provided to sports human resource elements in the Central Java petanque sport.

LITERATURE REVIEW

Social Learning Theory: This theory suggests that employees learn through observation, imitation, and modeling. In the context of sports organizations, this can involve learning from experienced coaches and staff (Bandura, 1977).

Adult Learning Theory: According to Malcolm Knowles' principles of adult learning, training programs should be problem-centered rather than content-centered, acknowledging the practical experiences and motivations of adult learners (Knowles, 1984).

Types of Orientation and Training Programs

Onboarding Programs: These are structured programs designed to acclimate new hires to the organization. Research indicates that comprehensive onboarding can lead to higher levels of employee engagement and productivity (Klein & Polin, 2012).

Skill-Specific Training: In sports organizations, this includes training specific to coaching techniques, sports science, and athlete management. Evidence shows that skill-specific training can improve individual and team performance (Weiss & Ferrer-Caja, 2002).

Leadership and Management Training: Leadership development is crucial for sports organizations to ensure effective management and strategic planning. Studies highlight the importance of ongoing leadership training for retaining talent and achieving organizational goals (Northouse, 2018).

Best Practices in Sports Organizations

Customized Training Programs: Effective training programs are often tailored to the specific needs of the organization and its staff. Customization ensures that training is relevant and immediately applicable (Noe, 2017).

Continuous Development: Ongoing professional development is essential for maintaining high performance levels. Regular workshops, seminars, and mentorship programs help keep skills updated and relevant (Cunningham et al., 2011).

Evaluation and Feedback: Evaluating the effectiveness of orientation and training programs through feedback and performance assessments helps organizations refine their approaches and ensure continuous improvement (Kirkpatrick & Kirkpatrick, 2016).

Challenges and Trends

Technological Advancements: The integration of technology in training, such as e-learning platforms and virtual simulations, has transformed how training is delivered and experienced (Piskurich, 2015).

Diversity and Inclusion: Ensuring that orientation and training programs address diversity and promote an inclusive environment is increasingly important in today's sports organizations (Robinson & Judge, 2019).

Remote and Hybrid Training: The rise of remote work and hybrid models requires sports organizations to adapt their training methods to accommodate different working arrangements (Cascio & Montealegre, 2016).

METHODOLOGY

This research uses the literature study method, which is a data collection technique by analyzing various literary sources such as books, notes, previous research articles, and reports related to the problem being discussed. Literature study can also be interpreted as a research approach that utilizes written sources to formulate a conceptual, theoretical or methodological framework for research (Rukajat, 2018). General steps in the literature study method include:

1. **Identify Research Topic:** Determine and detail the research topic and related main concepts.
2. **Library Source Search:** Search for relevant library sources through library databases, scientific journal websites, and other related sources.
3. **Library Source Selection:** Selecting the most relevant and high quality sources to include in the literature review.
4. **Analysis and Synthesis:** Read and analyze each source carefully to identify key concepts, findings, or theories that support or contradict the research. Then, synthesize information from various sources to gain a more comprehensive understanding of the research topic.
5. **Writing:** Organizing literature studies in a logical and chronological way.
6. **Preparing a Theoretical Framework:** Developing a theoretical framework by utilizing information from literature studies to support the conceptual or theoretical framework of the research.

Thus, this article was prepared through a literature review that focuses on human resource management issues in the context of sports organizations.

RESULT AND DISCUSSION

The Nature and Process of Sports Human Resources Orientation

The essence of sports human resource orientation includes various important aspects in the process of integrating individuals into the work environment in the field of sports. This orientation serves to introduce and prepare individuals, whether athletes, coaches, or support staff, with the information and understanding necessary for them to function effectively in sports organizations. The following are several main points regarding the nature of orientation in the context of sports human resources:

1. **Purpose of Orientation:** Orientation aims to facilitate the process of individual adjustment to the work environment and culture of the sports organization. This includes an introduction to the organizational structure, the roles and responsibilities of each individual, as well as the norms and procedures that apply in the sports context (Jackson & Mathis, 2002)
2. **Orientation Components:** Orientation generally includes several important components, including:
 - a. **Organizational Introduction:** Provides information about the history, mission, vision and values of a sports organization.
 - b. **Role Introduction:** Describes the specific responsibilities expected of the individual as well as how the role contributes to the overall goals of the organization.
 - c. **Training and Development:** Providing the necessary initial training to ensure individuals have the basic skills and knowledge necessary to perform their duties
3. **Orientation Process:** The orientation process can be conducted through a variety of methods, including in-person introductory sessions, orientation manuals, and group activities. This method is designed to ensure that new individuals gain a comprehensive understanding and smooth integration into the team and organizational structure (Macan, 2009)
4. **Orientation Evaluation:** Orientation evaluation is an important part of this process, which aims to assess the effectiveness of the orientation program. This evaluation can be carried out through feedback from orientation participants and measuring achievements in individual adjustment to the work environment as well as their level of satisfaction.

Role of Managers and Staff: Managers and staff involved in orientation have a key role in ensuring the success of the process. They are responsible for providing clear guidance, supporting individuals in transition, as well as ensuring that all orientation needs are met. Overall, sports human resource orientation is a strategic process designed to facilitate effective integration and maximize individual potential within the context of a sports organization. Through good orientation, organizations can increase the adaptation of new individuals and support the achievement of organizational goals.

Advantages and Disadvantages of Sports Human Resources Orientation

1. Benefits of HR Orientation in Sports (Townsend et al., 2012)
 - a. Improving Service Quality and Athlete Performance Good HR orientation can improve the quality of service provided to athletes. Proper training and skill development of sports staff, such as coaches and managers, contributes to improving athlete performance and the effectiveness of training programs.
 - b. Resource Management Optimization This approach allows for more efficient resource management. By focusing on optimal utilization of HR skills and competencies, sports organizations can reduce waste and increase productivity
 - c. Increased HR Satisfaction and Motivation Orientation that focuses on employee development can increase job satisfaction and staff motivation. Effective training and development programs increase HR loyalty and commitment to the organization
 - d. Adaptation to Change In a sporting context, changes in technology and training methodology require rapid adaptation. HR orientation helps staff to stay relevant and up-to-date with the latest developments in the sports field
2. Weaknesses in HR Orientation in Sports
 - a. High Implementation Costs One of the main disadvantages of HR orientation is the costs associated with training and development. Investing in high-quality training programs can be a significant financial burden for sports organizations
 - b. The Need for Careful Management Implementation of HR orientation requires careful and strategic management. Without good planning, there is a risk that the training program will not achieve the expected goals or even cause internal conflict
 - c. Risk of Dependence on Individuals Too much reliance on certain individuals for the implementation of HR orientation can cause problems when the individual leaves the organization. This can disrupt program continuity and effectiveness
 - d. Challenges in Measuring Effectiveness Measuring the results of HR training and development programs is often difficult to do objectively. Inadequate evaluation can result in difficulties in assessing the success and impact of HR orientation.

Sports Human Resources Training

Human resources (HR) training is a systematic process designed to improve employee skills, knowledge and competence in order to achieve optimal performance. HR training plays an important role in developing individual and organizational capacity, and contributes to the long-term success of the company (Macan, 2009)

1. **Definition and Objectives of HR Training** HR Training is defined as a structured activity to improve and enhance employees' abilities in carrying out their duties and responsibilities. The main aim of this training is to increase productivity, efficiency and quality of work. Apart from that, training also aims to increase employee job satisfaction and help them reach their full potential (Walker, 1992)
2. **Main Components of HR Training** The HR training process involves several main components, namely training needs analysis, planning training programs, implementing training, and evaluating training results. Training needs analysis is carried out to identify the skills and knowledge required by employees. Training program planning involves determining training objectives, methods, and materials. Implementation of training is the stage where employees take part in a training program that has been designed. Evaluation of training results is carried out to assess the effectiveness of the program and determine whether the training objectives have been achieved.
3. **Training Methods and Techniques** There are various methods and techniques that can be used in HR training, such as on-the-job training, off-the-job training, computer-based training, simulations, and workshops. The choice of training methods and techniques depends on the training objectives, the type of skills to be developed, and the characteristics of the training participants.
4. **Benefits of HR Training** HR training provides various benefits for organizations and employees. For organizations, training can improve performance and productivity, reduce work errors, and increase the ability to adapt to change. For employees, training can improve skills and knowledge, expand career opportunities, and increase job satisfaction and motivation (Noe et al., 2021).
5. **Challenges in HR Training** Although HR training has many benefits, there are several challenges that need to be overcome, such as budget limitations, employee resistance to change, and difficulties in measuring training effectiveness. To overcome this challenge, organizations need to design effective training programs, involve employees in the planning process, and use appropriate evaluation methods.

Implementation of Sports Human Resources Orientation and Training

Implementing human resource (HR) orientation and training in the sports sector is a crucial step to ensure that athletes, coaches and support staff have the skills, knowledge and competencies needed to achieve optimal performance. This integrated approach to orientation and training not only improves individual abilities, but also supports the achievement of overall sports organization goals (Sparrow et al., 2016)

1. Implementation of Orientation in Sports

- a. **Introduction to Sports Organization and Culture** The orientation process begins by introducing new members, both athletes and coaches, to the vision, mission and values of the sports organization. Strengthening a positive sports culture is key to creating a supportive and collaborative environment
- b. **Introduction to Roles and Responsibilities** Every member of a sports team must clearly understand their roles and responsibilities. This orientation includes an explanation of the team structure, practice schedule, health protocols, and safety policies. This detailed introduction helps reduce confusion and improve operational efficiency
- c. **Adaptation to the Training Environment** New athletes and coaches must be introduced to training facilities, equipment, and standard operating procedures. This orientation helps them adapt to new environments and minimizes the risk of injury due to unfamiliarity or incorrect use of equipment

2. Implementation of Training in Sports

- a. **Development of Technical and Tactical Skills** Training in sports should focus on the development of technical and tactical skills. A well-designed training program includes physical exercises, game strategies, as well as video analysis to improve an athlete's overall performance
- b. **Non-Technical Skills Training** In addition to technical skills, it is also important to train non-technical skills such as communication, leadership, and stress management. This training helps athletes and coaches to function more effectively in competitive situations and improves overall team performance
- c. **Training Evaluation and Follow-up** Regular evaluation of the training program is essential to ensure its effectiveness. Feedback from athletes and coaches is used to adjust training programs to remain relevant and effective. This evaluation also includes an assessment of performance achievements and identification of areas that require further improvement (Dharma & Sunatrio, 2002)

CONCLUSION AND RECOMMENDATION

Increasing performance and productivity, reducing work errors, and improving the ability to adapt to change. For employees, training not only enriches skills and knowledge, but also expands career opportunities and increases job satisfaction and motivation. Although human resource (HR) training offers various benefits, there are several challenges that must be overcome, such as budget constraints, resistance to change, and difficulty in measuring training effectiveness. Therefore, organizations need to design effective training programs, involve employees in the planning process, and implement appropriate evaluation methods.

In the sports sector, implementing human resource orientation and training is an important aspect to ensure that athletes, coaches and support staff have the skills, knowledge and competencies necessary to achieve optimal performance. An integrated approach to orientation and training not only enhances individual abilities, but also supports the achievement of the goals of the sports organization as a whole. Training programs in sports must focus on developing technical and tactical skills, including physical training, game strategy, and video analysis to improve athlete performance. In addition to technical skills, training should also include non-technical skills such as communication, leadership, and stress management, which are essential for improving the effectiveness of athletes and coaches in competitive situations as well as overall team performance. Regular evaluation of training programs is essential to ensure their effectiveness. Feedback from athletes and coaches is needed to adjust training programs to remain relevant and effective.

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