



Implementation of Effective Sports Human Resource Management Policies in Improving the Performance of Sports Organizations in the Society 5.0 Era

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ABSTRACT

Current advances have created very tight competition among Central Java Petanque sports organizations, encouraging the need for extraordinary performance to support national sporting achievements. The change from the previous era to the Society 5.0 Era reflects significant evolution in the industrial revolution, technological progress and social change. In the Era of Society 5.0, the role of the Central Java Petanque sports organization is increasingly important in responding to the dynamics of social and technological change. Human resource management in the Central Java Petanque sports organization faces various challenges, such as the diversity of team members involving differences in culture, language and work styles. Therefore, implementing human resource management policies that focus on sports is very important to compete at the global level, improve sports performance, and support the achievement of national goals in Indonesia's sports achievements. This research uses descriptive qualitative methods. The research results show that its application will face dynamics and challenges regarding limited sports human resources, cultural and value differences, and dynamic flexibility. Therefore, alternative solutions are needed to deal with various problems, such as automation in increasing awareness about the value of various crocodiles, automation that leads to digitalization, as well as developing programs for the involvement of all human resources in sports

INTRODUCTION

In the current era of development of sports organizations in the Central Java Petanque sport, competition is increasingly fierce to increase national sports achievements and sports organizations are required to be able to compete effectively and efficiently on the scale of national and international sports achievements. All components of the organization must be able to adapt quickly to changes in competition technology, competition systems, science and technology and regulations, in order to take advantage of opportunities and have an impact on the sports industry. (Rizky, 2022) Regarding this matter, sports human resource management is the main thing, because the success of an organization depends on the quality of the performance qualifications of individuals or groups of people within it. An effective sports human resource management policy can help organizations recruit, develop, motivate and retain quality sports human resources. Quality sports human resources can make a positive contribution to organizational performance, such as increasing achievement and productivity, innovation, loyalty and solidarity. Therefore, implementing effective and efficient sports human resource management policies is very important for organizations in the current era. (Putri et al., 2023)

However, implementing effective and efficient sports human resource management policies is not always easy to implement. Organizations need to pay attention to many factors, such as diverse cultural differences and regulations in different socio-cultural backgrounds, global competition in managing the internalization of sports in a country, and the limited availability of sports human resources. Apart from that, with the society 5.0 revolution, profit and non-profit organizations must pay attention to new trends in sports human resource management such as the use of information technology and digitalization of the competition systems for each sport. Several factors that need to be considered in implementing effective sports human resource management policies in the current era include cultural and regulatory differences in various regions. Therefore, sports organizations, especially the Central Java Petanque sport, need to have a mature strategy in developing effective sports human resource policies (Ratnasari & SE, 2019). An effective sports human resource management policy consists of several key elements, such as selection and recruitment of sports human resources, training and development, fair and competitive compensation, ongoing and fair performance evaluation, and an organizational culture that strengthens human resource policies. (Sondang, 2015) Previous research has shown that implementing effective human resource management policies can improve organizational performance, such as increasing productivity, innovation, and satisfaction. customers, and profits. In addition, effective human resource management policies can also help organizations retain quality human resources and reduce high turnover rates. However, in the process, effective sports human resource management policies also face challenges, especially in the current era. Management must have mature policies and strategies in developing effective sports human resource policies. Through the brief explanation above, the researcher attempts to see how the implementation of sports human resource policies can be implemented effectively and efficiently to

improve the performance of sports organizations and Indonesia's sports achievements on the world stage.(Ashary, 2020)

LITERATURE REVIEW

Implementation of Human Resources Management Policies

(Rivai, 2013) provides a statement with 4 (four) important variables regarding policy implementation, including: communication, human resources, behavioral tendencies, along with bureaucratic structure. If the policy is expected to be implemented efficiently and effectively, then the implementers not only know the main tasks that must be carried out but also have the intention to implement the policy. (Dharma & Sunatrio, 2002) states that fragmentation can occur when responsibility for a policy is implemented in several different divisions, thus requiring optimal coordination in its implementation. (Lolowang et al., 2016) stated that scattered organizational structures and coordination can increase the risk of misinterpretation due to information distortion which risks occurring in ineffective policy implementation due to inefficient bureaucratic structures. According to Edward, organization includes aspects such as organizational structure, division of authority, as well as relationships between divisions and so on. (Widodo et al., 2023) Policies on human resources are prepared to provide certainty that the organization can achieve its goals through efficient and effective management, namely human resources. This policy covers recruitment and selection procedures, training and development, performance management, compensation and benefits, and industrial relations.

Planning and Development of Sports Human Resources Management

(Macan, 2009) provides a statement regarding human resource planning as a management process in which the organization should be able to move towards the desired human resource position in the future. From this statement, planning in human resources is seen as a linear process, using processes and data obtained from past records to plan for the future. With human resource planning, it is hoped that the organization can obtain the right human resources, in the right number, in the right place, at the right time to optimally carry out management activities within the organization, both for individual and group interests. According to (AlShamsi & Ajmal, 2018) stated that there are five stages in human resource planning, namely:

- 1) Identify goals
- 2) Planning the basic needs and requirements of the organization
- 3) Assess human resource management talent with internal and external skills and characteristics.
- 4) Determine the main human resource needs
- 5) Develop activity plans and programs to ensure the placement of the right human resources in the right place.

In the series of planning and implementation of human resources that are integrated with business strategy planning, both in the long term and short term according to (Hadari Nawawi), namely:

- Planning the organization's business strategy, the following will be carried out:
 - a) Develop a business strategy plan using a long-term perspective (5-years) or more in the future.
 - b) Develop a business operational plan described in a strategic plan with a medium term perspective (3-5 years) in the future.
 - c) Develop a plan in the form of actions regarding the budget with an annual perspective that describes the business activities that will be carried out throughout the year by providing a certain budget to be achieved.
- In human resource management planning. The initial stage is identifying issues based on the detailed components in the long-term business strategy plan. These components are:
 - a) Organizational philosophy
 - b) Research report on matters surrounding the organizational environment.
 - c) Strategic targets are goals to be achieved
 - d) SWOT analysis of the organization

For the next stage, the results of the analysis can be used as input for medium-term planning into the activity stage of estimating human resource needs.

- Organizational Performance

Organizational performance is the overall result obtained by the organization, showing the extent to which the organization's goals have been achieved. According to Surjadi (2009), achieving organizational goals is a measure of performance, which can be seen from how well the organization achieves the goals it has set. Sobandi (2006) states that organizational performance includes the results achieved within a certain time period, including input, output, outcome and impact. Performance indicators are quantitative and qualitative measures that indicate the level of achievement of targets or objectives that have been set, taking into account the following elements:

1. Input indicators: Everything that is needed for an organization to produce goods or services, including human resources, information, policies, and others.
2. Output indicators: The direct results expected from an activity, both in physical and non-physical form.
3. Result indicators: Everything related to achieving the final goal of carrying out the activity.
4. Impact indicators: The influence that appears, both positive and negative, at each indicator level is based on predetermined assumptions.

METHODOLOGY

This research was carried out using qualitative methods using a descriptive approach. Research data was collected through literature studies which include various articles, scientific journals, and previous research relevant to the research topic. The data obtained is then analyzed to produce the findings and conclusions expected by the researcher.

RESULT AND DISCUSSION

Sports Human Resources Management Policy

In the era of global sports organization management, organizations not only face competition from domestic organizations to achieve brilliant sporting achievements, but also from international sports organizations. Therefore, management in organizations must be able to manage their human resources optimally in order to remain competitive. Human resource management policies in the global era need to consider various factors that influence organizational performance (Kurniawan et al., 2020)

One important factor in sports human resource management policies in the global era is workforce diversity. Global organizations have human resources from various countries and different cultures, which can affect organizational performance if not managed well. Therefore, human resource management policies must consider cultural differences and values in managing teams in the organization. These policies should promote inclusivity and respect for diversity, and ensure all members of the organization feel valued and treated fairly. Technological developments and digitalization also influence sports human resource management policies in the global era. Organizations must be able to adopt technology and efficient human resource management systems. In this context, organizational management needs to ensure they have the necessary skills and knowledge to work with these technologies. Investing in training and developing organizational teams as well as building an organizational culture that is open to innovation and technological change is very important. (Pranata et al., 2024)

Human resource management policies in the global era must be able to face increasingly fierce competition and pressure to produce better and more effective performance. This requires comprehensive performance measurement, human resource development, appropriate use of incentives and rewards, and effective performance management to ensure human resources remain motivated and focused on organizational goals. Appropriate human resource management policies can also increase employee satisfaction and loyalty to the organization (Sobandi, 2006; Surjadi, 2009)

In the era of complex global sports organizations, human resource management policies must be able to consider social and environmental issues. Organizational social responsibility, sustainability, and national and international cooperation in promoting high human resource standards in various industries and countries are matters that need to be considered.

Human resource management policies that are responsible for these issues can improve a company's reputation and support sustainable business growth. In developing sports human resource management policies in the global era, organizations must consider various factors and adopt appropriate approaches to managing their human resources. Effective human resource management will help organizations improve performance and achieve goals in managing the development and strengthening of athletes and coaches in order to achieve national achievement goals. Therefore, it is important to consider the global context of organizational management needs in developing human resource management policies.

Along with developments in technology and digitalization, organizations must also consider how to manage teams remotely. This can help organizations expand their reach and obtain quality human resources from various locations at the national and international level. However, managing human resources remotely can also pose challenges, such as difficulties in managing human resources, building a strong work culture, and ensuring effective communication between organizational teams.

Increasingly fierce competition also requires organizations to consider the use of flexible and temporary sports human resources. Flexible use of human resources can help organizations adapt the capacity of managing teams and coaches to dynamic demands to support the realization of optimal sporting performance. However, flexible and temporary human resource management also requires different human resource management policies and must consider the rights and protection of human resources.

Human resource management policies in the global era must also pay attention to emerging trends in human resource management, such as flexible career development approaches, more open performance management, and the use of technology and data analysis to measure performance and increase efficiency. (Awalia et al., 2020)

Thus, developing sports human resource management policies in the current era requires a deep understanding of the national sports context and the factors that influence organizational performance. In developing policies, organizations must consider how to manage human resources from various backgrounds and cultures, adopt technology and efficient human resource management systems, pay attention to increasingly fierce competition, consider social and environmental issues, and adopt developing trends in human resource management (Sobandi, 2006; Surjadi, 2009).

Challenges in Implementing Sports Human Resources Management Policies In carrying out the implementation of human resource management policies, there are various challenges that hinder an effective implementation process. Rapid changes in the global business environment are a major challenge for organizations in implementing effective human resource management policies. Rapid changes in technology, regulations and global markets require organizations to be able to adapt quickly in order to remain relevant and competitive in the global sports management arena. Organizations must identify the latest managerial trends and adapt their human resource management

policies to suit these changes. However, this challenge can also be an opportunity for organizations to develop innovative and effective human resource management policies in the face of rapid management changes both internally and externally.

In addition to adaptation challenges, organizations also experience limited resources in implementing effective human resource management policies. Implementing effective human resource management policies requires sufficient human resources, time and budget. However, many organizations experience resource constraints, especially in terms of time and budget. Therefore, organizations need to carry out careful planning in implementing human resource management policies and prioritizing available resources.

Differences in culture and values also pose a challenge in implementing effective human resource management policies. Organizations operating in different countries or regions often face differences in culture and values that can influence the way the organization handles human resource management issues. These differences can create challenges in effective policy implementation. Therefore, organizations need to understand the cultural differences and values in each area of operation and adapt their human resource management policies to the relevant cultural context. By understanding and managing differences in culture and values, organizations can develop effective and relevant human resource management policies across all areas of their operations. (Macan, 2009)

Facing these various challenges requires certain efforts. Through these steps, it is hoped that various obstacles and challenges can be overcome or at least reduced so that they no longer interfere with the implementation process of sports human resource management policies. Here are some solutions that can be implemented:

- 1) Flexibility and Adaptation: Organizations must be able to adapt quickly to changes in the dynamic managerial environment of human resource management both internally and externally and have the flexibility to adjust human resource management policies in accordance with the needs and changes in national and international sports policies and regulations
- 2) Effective Resource Management: Organizations can utilize technology and automation to minimize the use of human resources in implementing effective human resource management policies. Additionally, more effective budget management by prioritizing resources for the most important policies is a wise move.
- 3) Increased Cultural Awareness and Training: Organizations can increase awareness of cultural differences and values through training and better communication to human resources. In addition, paying attention to cultural aspects in human resource management policies to accommodate existing differences is also important.
- 4) Employee Involvement: Employee involvement is a key factor in the successful implementation of effective human resource management policies. Organizations can develop creative and innovative team engagement programs to increase team participation and support for implemented policies.

CONCLUSION AND RECOMMENDATION

In the dynamic environment of global sports organizations, Central Java Petanque must be able to adapt immediately in order to remain relevant and competitive on the international stage in order to achieve optimal national sporting achievements. However, the implementation of human resource management policies in the sports sector often presents challenges, mainly related to limited resources, differences in values and culture, as well as issues of adaptive flexibility. In order to overcome these challenges, sports organizations can plan to develop creative and innovative solutions, such as considering the use of digitalization technology and automation, increasing cultural awareness and training, managing and empowering resources more effectively, and developing efficient human resource engagement programs.

Implementing effective human resource management policies in sports organizations can help organizations improve performance and achieve their sports goals. By overcoming challenges and developing the right solutions, Petanque Central Java can run optimally with sports human resources, increasing efficiency and effectiveness in managing human resources in the sports sector.

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