

## Management of Sports and Recreation Centers in Karanganyar District Through Knowledge Based Worker-Based Sports Human Resources Development

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### ABSTRACT

This research aims to explore innovation in management through the development of knowledge-based sports human resources in the sports and recreation center of Karanganyar Regency. The main focus of this study is on the development of knowledge-based sports human resources (knowledge-based workers). In the corporate context, the development of sports human resources should involve several important aspects, including participation in training, mandatory learning, training to improve skills relevant to various modern positions, as well as providing a broad career path and competency development. In addition, performance and competency assessment as well as effective communication in providing feedback are also an integral part of this process. Knowledge-based development is considered a fundamental requirement for achieving sustainable competitive advantage. This underlines the important role of professional intellect in creating value and profits for sports and recreation centers to face business competition. The concept of professional intellect is implemented at four levels, namely cognitive knowledge (professional intellect), skill improvement (advanced skills), system understanding (system understanding), and self-motivated creativity (self-motivated creativity)

## **INTRODUCTION**

The background to the management of sports and recreation centers through the development of sports human resources based on knowledge-based workers is rooted in the need to improve the quality and operational efficiency of sports facilities. In an era of globalization and advances in information technology, sports and recreation centers face significant challenges in managing their resources effectively. Therefore, a knowledge-based approach becomes highly relevant to ensure that management staff have not only technical skills but also a deep understanding of the dynamics of the sports industry (Hoye & Cuskelly, 2021).

The importance of human resource development in this context lies in the fact that knowledgeable staff can make a greater contribution to innovation and improvement of service quality. Deep knowledge of sports and recreation management principles allows them to design and implement more effective strategies in facility management, which in turn improves user experience and customer satisfaction (Pitts & Stotlar, 2018).

Apart from that, developing knowledge-based human resources also functions to increase the organization's adaptability to changing trends and technology in the sports industry. With ongoing training and education, the workforce can adapt quickly to market demands and new technologies, and manage facilities more efficiently and innovatively (Smith & Stewart, 2020).

Therefore, developing human resources based on knowledge-based workers is an essential strategy in improving the management of sports and recreation centers, to achieve higher operational efficiency and user satisfaction.

## **LITERATURE REVIEW**

The management of sports and recreation centers through the development of sports human resources based on knowledge-based workers is an increasingly relevant approach in improving operational effectiveness and services in this sector. This concept emphasizes the importance of developing the competencies and skills of a workforce that has in-depth knowledge of sports and recreation, as well as the ability to apply this knowledge strategically in the management of sports and recreation centers (Kwak & Kim, 2020).

In this context, human resource development plays a crucial role in ensuring that management staff have the necessary technical and managerial skills to optimize the facilities and services offered. This knowledge-based approach involves ongoing training and education, as well as the integration of information technology to support data and information-based decision making (Bennett & Duffy, 2019).

Effective management also requires a deep understanding of the needs and expectations of users of sports and recreation facilities. By developing a competent workforce, sports centers can improve service quality, operational efficiency and customer satisfaction. This ultimately contributes to the achievement of organizational goals and the long-term sustainability of sports and recreation centers (Wang & Li, 2021)

The management of sports and recreation centers in Karanganyar Regency plays a key role in encouraging the sustainable development of sports and recreation in the area. To achieve efficient management, an in-depth understanding of various managerial aspects is required, from the planning and organizing stages to the implementation and evaluation of sports programs.

This research examines concepts and practices in human resource management in the sports sector, with an emphasis on the role of knowledge workers. This research investigates elements such as skills development, knowledge management, and response to technological advances. It is hoped that the results of this research can provide a more comprehensive understanding of how organizations in the sports and recreation sector can increase efficiency and effectiveness through optimizing knowledge-based human resources. It is hoped that the findings and recommendations from this research can become the basis for formulating more effective sports human resource management strategies, so that sports and recreation centers in Karanganyar Regency can be more adaptive to changing times and technology.

## **METHODOLOGY**

This research applies a qualitative descriptive approach which aims to produce descriptive data in the form of written words, both from subject and object sources, as well as observed behavior and managerial policies that have been implemented. In collecting data, the technique used is analysis of documents or literature sources that are relevant to the knowledge-based theories that underlie this research (Denzin & Lincoln, 2018).

## **RESULT AND DISCUSSION**

### **Sports Human Resources Management**

Sports human resource management is a vital component in the management of sports and recreation organizations, which aims to increase operational effectiveness and efficiency through managing a quality workforce. The main aspects of this management include planning, developing and managing a workforce that has special competencies in the field of sports and recreation.

First of all, sports human resource planning involves identifying workforce needs based on organizational goals and analyzing the required competencies. This includes establishing the qualifications, skills and experience required for each position within the organization, as well as effective recruitment and selection planning to attract suitable candidates (Shilbury et al., 2020).

Furthermore, human resource development is a key aspect which includes training and continuing education. This training is designed to improve the technical and managerial skills of staff, as well as develop their ability to manage and implement sports programs efficiently. Continuous professional development not only improves individual competence but also contributes to achieving overall organizational goals (Hoye & Cuskelly, 2021).

Performance management is also an integral part of sports human resource management. This involves regularly evaluating staff performance, providing constructive feedback, and setting clear performance goals. An effective performance management system can increase motivation and job satisfaction, as well as support the achievement of service standards and expected results (Doherty & Taylor, 2019).

In addition, sports human resource management must pay attention to aspects of staff welfare and job satisfaction. A good wellbeing program, including work-life balance, mental health support, and opportunities for career development, can increase staff productivity and loyalty to the organization (Kellett & Moore, 2022).

Overall, effective sports human resource management requires a systematic and comprehensive approach to workforce planning, development and management to support the success of sports and recreation organizations.

### **Alignment of Intellectual Capital and Innovation Strategy**

In the context of modern management, alignment between intellectual capital and innovation strategy is a crucial aspect that significantly influences organizational performance. Intellectual capital, which includes knowledge, skills and experience possessed by employees as well as other intangible assets, plays an important role in supporting the innovation strategy implemented by a company. This alignment refers to the extent to which intellectual capital can support and strengthen the innovation strategy that has been formulated.

Intellectual capital consists of three main components: human capital, structural capital, and relationship capital. Human capital includes the skills, experience and competencies of individuals in an organization. Structural capital includes processes, systems, and organizational structures that support value creation and knowledge dissemination. Relationship capital relates to external networks and relationships built by organizations to obtain necessary information and resources (Bontis, 1998).

Innovation strategy, on the other hand, refers to a long-term plan designed to create and implement new ideas that can increase a company's competitiveness. Innovation can take the form of developing new products, more efficient processes, or finding new ways to satisfy customers (Tidd & Bessant, 2014).

Research shows that alignment between intellectual capital and innovation strategy can increase the effectiveness of innovation in organizations. One approach to achieving this alignment is to ensure that investments in intellectual capital development are aligned with the company's strategic innovation direction. For example, companies focused on technological innovation must ensure that employees have relevant technical skills and that internal systems support collaboration and continuous learning (Subramaniam & Youndt, 2005).

Successful integration between intellectual capital and innovation strategy also depends on an organizational culture that supports learning and adaptation. Organizations need to develop a culture that encourages innovation by providing space for experimentation and risk, as well as providing sufficient resources to support the development of new ideas (Nonaka & Takeuchi, 1995).

In order to achieve this alignment, companies must actively manage intellectual capital and ensure that the innovation strategy adopted is consistent with available resources and market needs. This requires a systematic and sustainable approach to assessing and developing relevant intellectual capital, as well as designing innovation strategies that can optimally utilize this potential.

### **Knowledge Based Worker**

Knowledge-based workers, or in English known as "knowledge-based workers," are individuals whose main role involves the management, application and production of knowledge. They contribute to organizations by leveraging their cognitive skills and experience to complete complex, non-routine tasks that require critical thinking and innovative solutions. The existence of knowledge-based workers is increasingly important in the current information era and knowledge-based economy.

By definition, knowledge workers are those who rely on knowledge as a primary component of their work. It includes various professions such as scientists, engineers, doctors, academics, and other professionals who work in fields that require high skills and a deep understanding of specific information. Knowledge-based workers are often involved in complex decision-making processes and contribute to innovation and organizational development through creativity and problem solving (Davenport & Prusak, 1998).

Typical characteristics of knowledge workers include:

1. **Mastery of Knowledge:** These workers have specialized skills and in-depth knowledge in a particular field that enable them to complete tasks that require high technical and analytical competence.
2. **High Cognitive Ability:** They use cognitive skills, such as critical thinking and analytical abilities, to filter, evaluate, and apply relevant information in their work.
3. **Flexibility and Adaptability:** Knowledge-based workers tend to be more adaptive to change and are able to work in uncertain and dynamic situations. They are often involved in innovation and development of new solutions (Ackerman & Kanfer, 2009).
4. **Collaboration and Communication:** Communication and collaboration with colleagues and other stakeholders is an important part of their work, because the exchange of ideas and knowledge is often key in achieving organizational goals (Nonaka & Takeuchi, 1995).

The impact of knowledge workers on organizational performance is very significant. Organizations that successfully utilize the knowledge capital possessed by their workers can increase efficiency, competitiveness and innovation. Therefore, it is important for organizations to create an environment that supports knowledge development, including through training, access to

relevant resources, and effective knowledge sharing systems (Zander & Kogut, 1995).

In an organizational context, the concept of professional intellect or professional intelligence can be described at four main levels. The first is cognitive knowledge or professional intellect itself, which includes a deep understanding of theories and concepts relevant to a particular professional field. Second, improving skills or advanced skills, which refers to the development and refinement of technical and practical skills needed to apply knowledge in practice. Third is systems understanding, which involves the ability to understand and manage dynamics and interactions in larger systems within the organization. Lastly, self-motivated creativity, which emphasizes the importance of innovation and the ability to produce new ideas driven by the individual's internal motivation.

## **CONCLUSION AND RECOMMENDATION**

Intellectual assets in sports human resource management are a crucial element for the success of sports and recreation centers in facing the development of a knowledge-based society and competition that prioritizes knowledge. The development of knowledge-based sports human resources is very important to support every activity in the organization. Rapid technological developments require efficient mastery of technology so that it can be utilized optimally in organizational activities. To manage intellectual assets, which are competitive assets for organizations, an effective and applicable knowledge management approach is needed. In addition, the development of knowledge-based sports human resources requires a continuous learning process in the organizational environment.

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