

# Human Resources Empowerment VS. Sport Achievement

Heri Yusuf Muslih<sup>1</sup> and Sri Mulyati<sup>2</sup>

<sup>1</sup> Sport Education Program, Postgraduate School, Universitas Pendidikan Indonesia, Jln. Dr. Setiabudhi No. 229, Bandung, Indonesia

<sup>2</sup>Galuh University Jl. RE Martadinata 150, Ciamis, Indonesia  
Heriyusuf75@gmail.com

**Keywords:** Human Resources, Empowerment, Sport Achievement.

**Abstract:** Sports achievement can be achieved through a sustainable process and takes a long time. Sporting achievements will also not be separated from the role of Human Resources (HR) involved in coaching. This study aims to investigate the impacts of human resources empowering towards athletes' achievement. The study employs a cross-sectional designs promoting survey to collect data. The samples, which are 108 HR of sport, are selected purposively. The instrument used in this study is questionnaire distributed to all the samples, interview and documentation review of the study. In the meantime, statistical computation is analyzed using SPSS version 17. The results show that the human resources who participate in empowering at training are unable to improve sports performance. Sports achievements can be achieved with more intensive HR engagement, a clear career path of HR and comprehensive enforcement of rules within organizations.

## 1 INTRODUCTION

Athlete achievement can be achieved through continuous training. To achieve the achievement, it takes long process and long-time (Duda and Nicholls, 1992). Sports achievements are influenced by various factors, among others, team fans club, political policies and sport marketing strategies (Rattanapian and Tingsabhat, 2017), family empowerment, (Ismayilova et al., 2014), Anxiety (Abrahamsen et al., 2008). The role of human resources in achieving sport is also important not only from the athletes.

Role of human resources (HR) is very important because the achievement of the athlete depends on the involvement of all HR. HR empowerment has individual and organizational advantages. Strategic guidance from the level of the work unit, Strategic implementation at the level of the work unit, increased work unit efficiency, increased customer focus, increased emphasis on problem solving and prevention, and increased respect and trust among work units (Kriemadis and Papaioannou, 2006). Improve cross-functional coordination (Ransom, 1994). Increased employee commitment to their organization, improve service quality (fulford and Enz, 1995) Increased customer satisfaction within the

service industry due to the impact of an empowering servis enviroment on customer perceptions (Brymer, 1991), and the need for the employees who can more readily adapt to customer needs (Hartline and Ferrell, 1996)

Employee benefits from empowerment include: improved motivation (Keppelman and Prybutok, 1995), increased personal strengths (Dodd and Gutierrez, 1990), added accountability (Shearer and Fagin, 1994), increased personal power and sense of self-efficacy (Dodd and Gutierrez, 1990), increased abilities to achieve full personal potential (Crawford, 1995), increased job satisfaction, reduced turnover and creates a culture that support high service quality (Brymer, 1991; Sparrowe, 1994; Fulford and Enz, 1995; Bowen and Lawler, 1992).

Based on organizational profits and also individually can generate profits for increased sports achievement. This study discusses the empowerment in the sports sector that has not been touched in detail, especially the use of all HR in the development of athletes in the sport.

Hypothesis in this research is empowerment able to improve athlete performance. The purpose of this study is to analyze the empowerment of HR related achievement of athletes.

## 2 METHODS

This study employed survey research, because the study wanted to know the description of the empowerment associated with the success of sports achievement. The design used in this research is "cross sectional survey design". The population in this study was the HR involved in coaching athletes in each sport. District / city in West Java. The population that the authors took in this research were all the HR sportsmanship's in the environment 1) the sports department, 2) KONI, and 3) *pengcab* / sports club in 10 districts / cities located in West Java. In this research, the writers selected purposive sampling technique. The sample taken in this study had the following characteristics: 1) Available in all districts / cities where the research was conducted, 2) Have followed the training process, 3) Have followed the development process, 4) Active in the athlete coaching process. The sample used is 108 people.

In this study using interviews, tracking documents and questionnaires in data collection. The first pattern of data collection was interviews conducted with stakeholders in sports organizations who were the subject of research. The policy stakeholders that were interviewed were elements of the board of the Indonesian Olympic Committee (KOI) or the official in charge of sports. In addition, the writers also interviewed the human resources of sports which became the sample of the study. It was intended to know the extent to which the organization empowers human resources in the process of athlete coaching.

Library study was conducted using data of sports branch. The data aforementioned was the participation in the championships, organizational empowered data resources, human resource data, and championship data.

Questionnaires were distributed to the HRs involved in the sports organization either through KOI or the sports organization's parent. Questionnaire distributed to HR involved in coaching by distributing and after about three weeks, the questionnaire was collected by the writers, to process the results. In this study the instrument was a questionnaire based on the variables empowering human resources sports and sports achievements. Data processing using SPSS version 17.

## 3 RESULTS AND DISCUSSIONS

The results show that the role of coaches and referees in carrying out coaching is often disrupted by the

administrators who have the authority to decide to empower people. Often individual empowerment is more likely to be given to people with policy-makers. Among others are siblings, close friends or people who are considered to be trusted to keep the secret of leadership. Empowerment strengthens employees and provides them with job enrichment, that is, a sense of possession, the ability to participate within an organization's borders and control over their business (Nelson and Quick, 2012). This means that the participation of the coaches and referees is given in full so that in building the athletes they will be free to act.

Furthermore, in empowering trainers and referees, they are provided with the flexibility to do things from planning to evacuation. Empowered people make budgets, schedules, amounts of work, control things, solve quality problems and carry out activities once regarded as duties of managers (Robbins, S.P and Coulter, M 2010). Empowering employees can be done by giving four elements to employees that can make them act freer to accomplish in their work: information, knowledge, power and respect (Draf, 2010). This means that the flexibility of giving responsibility for the trainers and referees will encourage them to try to print athletes to achieve optimal performance.

Limited empowerment should not be allowed in the effort to support the careers of trainers and referees so as to have the potential to improve the performance of athletes optimally. The careers of a coach and the referee will depend on how much of a role they are given. Career is a pattern of experience related to work (eg: job positions, job obligations, decisions and subjective interpretation of events related to work) and activities throughout the life span of a person. This will help coaches and referees to increasingly have a big role and responsibility in coaching athletes.

This is not in accordance with the assumptions through the proposed research. Empowerment is a major factor for sport business activity (Kriemadis and Papaioannou, 2006), in less wealthy football clubs there was a strong and positive relationship between average of revenues and communication system skills" and the "total of all managerial functions (Papaioannou, et al., 2009). Some pillars could be regarded as possible drivers of an effective system because they were prioritised in the most successful sample nations: financial resources (pillar 1), athletic and post-career support (pillar 5), training facilities (pillar 6) and coach development (partly pillar 7) (De Bosscher, 2009).

In this study, it was concluded that the implementation of empowerment is a profitable thing that allows the organization to achieve goals, especially in achieving both organizationally and individually. However, in the implementation of the empowerment is very complex and requires a process that is long enough, from the planning stage to the evaluation phase. This is what allows no improvement in achievements that are affected by empowerment.

The results of this study explain that empowerment does not affect the achievement of athletes. This is due to the factories in the model of nine pillars of sports policy. The factories of influencing international success are expressed by de Bosscher (2006), not just coach development which is the key to achievement, but there are still eight more factors that contribute to help improve athlete's performance

The writers consider that the training and development carried out on the human resources of sport is very important to be done in an effort to add insight and skill. With the increased knowledge and skills of the sportsmanship HR can pour its potential in fostering athletes to achieve optimal performance. After going through the training and development process then of course the science must be transferred to improve the real work of the coaches and referees.

Transfer of knowledge obtained by trainers, referees and other sportsmanship of the course must be a careful consideration of the organizers of the organization. It is intended to improve the regeneration of sportsmanship personnel who have attended training and development. Coaches are often found who were employed little or no regard for their qualifications as educators. They have often had winning teams, have had access to important political figures, and in many cases are excellent teachers of their given sport.

In the context it is clear that there is often close proximity to boards or proximity to political defeats, people who have the potential to improve the performance of athletes. Even if there is no confidence in the participation of new sports HR training and development then it should be the role of the board to find a solution to increase its participation in the process of coaching athletes in the field

## 4 CONCLUSIONS

Empowerment of trainers and referees in coaching athletes is not able to help improve achievement. This

is because the empowerment done by the organization is often not running optimally so that empowerment does not directly affect the achievement of athletes.

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