



## Strategy Implementation to Improve Human Capital Quality in Indonesian National Sports Institute

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### ABSTRACT

The Indonesian National Sports Institute is a private sports college in Indonesia that focuses on producing competent, innovative and professional coaches who can create outstanding athletes and can educate the public to be able to exercise properly. Based on this, IONI as a professional forum must have human capital consisting of lecturers, support staff and other staff, so human capital in IONI must be able to reflect a professional, healthy, dedicated character and be able to provide excellent service. That is what makes the plan to improve the quality of human capital so important. This paper describes the human capital plan and how to achieve it.

Keywords: Human Capital Quality, Indonesian National Sports Institute

### 1. INTRODUCTION

With a population of more than 273 million people, the sports industry in Indonesia is expected to develop well so that it can support the national economy. Sports do not only lead to health and achievement, but they also have an economic side that is of concern to all parties involved. The sports industry has the potential to create new jobs and ensure the welfare of those who are involved in it. The Ministry of Youth and Sports focuses on increasing the certification of sports coaches. This idea is triggered by the fact that the number of certified coaches with a background in sports education is still below the target with a percentage of 21% instead of 30%, which is the target percentage.

In 2020, the capacity of five state universities that have the best sports faculties and majors, such as *Universitas Pendidikan Indonesia*, *Universitas Negeri Jakarta*, *Universitas Semarang*, *Universitas Yogyakarta*, dan *Universitas Surabaya* is 2,253 people from a total of 9,602 applicants. By observing the gap between the maximum capacity of accepted students and the number of college applications, sports colleges that offer Diploma III and S1 programs are needed to improve the quality, quantity, and competence of coaches, teachers, referees, judges, and sports manager. One of the keys to being successful in sports achievements is to have the adequate availability of professionally trained and certified coaches. Indonesian National Sports Institute, also known as *Institut Olahraga Nasional Indonesia* (IONI), was established to initially offer three study programs that have certification. IONI is expected to be able to organize and develop the concept of education in the field of sport science so that future graduates are able to become certified coaches that have a background in sports education that can improve the sports industry in Indonesia.

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## 2. Illustrations

The Indonesian National Sports Institute aims to establish a sports education service provider that will produce coaches with a bachelor's degree and certified in their respective sports. This goal will be achieved by providing English for sport courses for 6 semesters and requiring TOEFL with a minimum score of 400 as a graduation requirement and requiring a minimum score of B+ for the Periodization Program course and being able to explain the design table. Everything that exists will not be achieved without qualified lecturers and employees.

To get a number of qualified lecturers and employees, we recruited a number of lecturers who comply with the LLDIKTI regulations and certified employees in their respective fields. We will also carry out job evaluations that are systematically arranged to determine the value/worthiness of the work in relation to it. Job evaluation begins with job analysis and ends at the point where the value of the job is ascertained to determine the work results and also employees will be given to reveal the obstacles in their work that make their work performance decrease. Performance evaluation assessments will be carried out every 6 months in 1 year so that employees do their jobs well and are well controlled with the aim of being able to provide maximum performance in every job. The aspects that are assessed in performance are; (1) knowledge and skills according to the field of work, (2) leadership, (3) initiative, (4) quality of work, (5) creativity, (6) discipline and responsibility, (7) teamwork.

### Human Resources Goals and Strategies

The aim of Human Resources of the Indonesian National Sports Institute is to build competent Human Resources in their fields, the following are the goals and objectives of the Indonesian National Sports Institute:

**Tabel 1 Goals and Objectives of the Indonesian National Sports Institute**

<b>Short Term Goals (1-5 Years)</b>	<b>Long Term Goals (&gt; 5 Years)</b>
Obtaining Competent Human Assets (Academic and Experience) and with integrity	Every lecturer can develop and contribute in the academic world
Every employee in academic and non-academic fields achieves the target every year	Every human asset contributes to IONI's business development
Every non-academic academic employee has a good relationship and communication	
<b>Short Term Goals (1-5 Years)</b>	<b>Long Term Goals (&gt; T5 Years)</b>
Recruit the required number of lecturers in accordance with LLDIKTI rules (1 study program has 5 lecturers)	Providing scholarships for research for lecturers with good performance
Recruit the required number of non-academic employees	Provide opportunities for employees who want to continue their studies
Conduct performance evaluation every year	Require every employee to be involved as a committee in IONI's internal events
Hold a gathering once a year to build good relations between employees	

### Corporate Culture

#### Artifact Institute

Schein (2004) states that Artifacts, are a reflection of a company's organizational culture that is at the surface level, and includes all phenomena that can be seen, heard and felt such as the product (work) of a group including technology design, myths and company history as well as values. -values that arise in the community, such as ritual and ceremonial events.

#### The value of the company

According to Schein (2004), values are values that are integrated and standardized so that the solutions that emerge from a leader or influential individual in the organization are intended to solve the problems of the organization. IONI will determine the values that will be used as a reference by every educator and education staff as well as students in taking action, directing, managing, evaluating performance, setting priorities and so on.

### Company Assumption

According to Schein (2004), the assumption is a belief that is considered to have existed in each member about the organization which includes aspects of beliefs, thoughts and feelings of attachment to the organization. The following table shows an example of an assumption / believe from IONI.

**Tabel 2 IONI's Company Assumption**

Score	Assumption
Menssana in corpore sano	IONI will hold mass gymnastics every Friday for one hour.
Respectful	IONI will provide Basic Leadership Training and will be implemented for one year in the first year of study.
Nationalism	IONI will hold a flag ceremony every Monday in the first week of every month.
Synergy	IONI will hold a Town Hall meeting in the middle of the academic year

## 3. RESULT AND DISCUSSION

### Human Capital Plan

The Indonesian National Sports Institute's human capital will adapt in forming a high-performing and dedicated team to create a comfortable working environment. The growth in the number of employees will adjust to the needs of each department/division. IONI gives the authority to control human capital within the company to the vice chairman 2 as the leader who is responsible for this. The following is the number of people needed by IONI to carry out its business activities:

**Tabel3The Number of Employees Needed in IONI**

The Number of Employees Needed in IONI						
No.	Position and Division	Y.1	Y.2	Y.3	Y.4	Y.5
1	Foundation's President	1	1	1	1	1
2	IONI Chief	1	1	1	1	1
3	IONI Academic Senate	1	1	1	2	2
4	Planning, Budgeting and Evaluation Department	1	1	1	2	2
5	Quality Assurance (QA) Unit Center	1	1	1	1	1
6	TridarmaQA Department	1	1	1	2	2
7	Administration and Service QA Department	1	1	1	2	2
8	External QA Department	1	1	1	1	1
9	Vice Chairman 1	1	1	1	1	1
10	S1- Physical Education Study Program	6	6	6	6	7
11	S1- Sport Science Study Program	6	6	6	6	7
12	S1- Sport Coaching Study Program	16	16	16	16	17
13	Academic Administration and Data Analysis Section	1	1	2	2	3
14	Teaching and Examination Section	1	1	2	2	3
15	Library Section	1	1	1	1	1
16	UPT of Laboratory and Gymnasium	1	1	1	1	2
17	Vice Chairman 2	1	1	1	1	1
18	Finance Section	1	1	1	1	2
19	General Adm., Logistics and Asset Maintenance Section	1	1	1	2	2
20	Human Capital Section	2	2	2	3	3
21	Information and Technology Center Section	1	1	1	1	2
22	Vice Chairman 3	1	1	1	1	1
23	Student and Alumni Section	1	1	1	2	2
24	Career Center Section	1	1	1	2	2
25	Admission of New Student Section	2	2	3	3	4
26	Public Relations and Institutional Cooperation Section	2	2	2	3	3
27	Vice Chairman 4	1	1	1	1	1
28	Research Community Service Section	1	1	1	2	2
29	Publication and Publishing Section	1	1	1	1	1
Total		57	57	60	70	79

### Recruitment

In the recruitment process there are several stages, starting with a request for personnel needs from the division/department, then analyzed by Vice Chairman2, after being approved, it will continue with the search for candidates through recommendations or social media platforms for employee search, after that a request to apply for a CV and portfolio will be immediately reviewed and selected, then if all goes well then proceed with psychological tests

and interviews, announcement of results, signing of work agreements, and starting work. The following is a flow chart of the recruitment process at IONI:

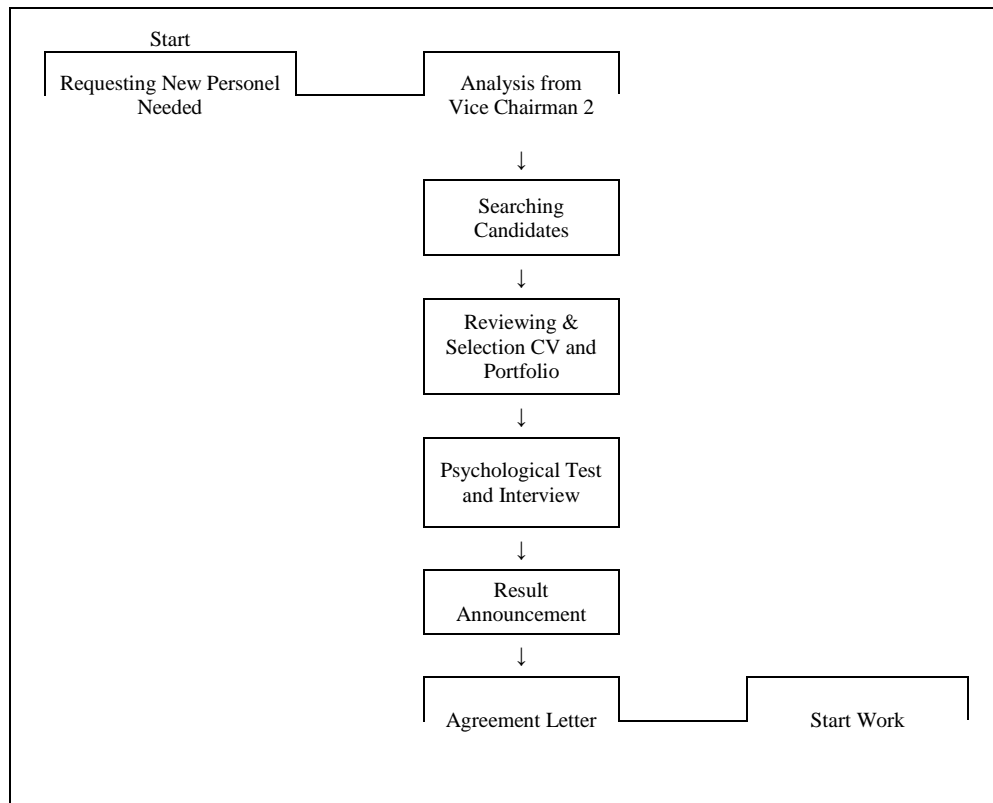


Figure 1. IONI Recruitment Process

**Training and Development**

Training and development are needed in order to improve the quality of human capital competencies and their performance to achieve optimal knowledge transfer. In addition, lecturers and employees are required to carry out research and community service as an added value to the implementation of science and fulfill the requirements in achieving a good accreditation assessment. The following is the process flow for carrying out training in IONI:

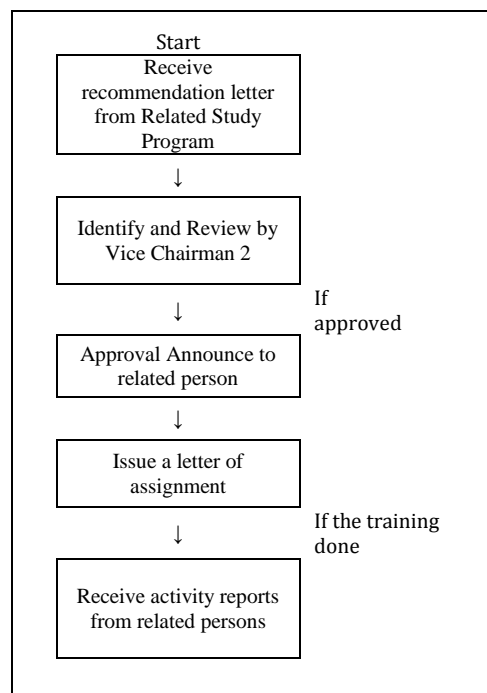


Figure 2. IONI Training Process

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#### 4. CONCLUSIONS

The sports industry in Indonesia is expected to develop well so that it can support the national economy. The sports industry has the potential to create new jobs and ensure the welfare of those who are involved in it. One of the keys to being successful in sports achievements is to have the adequate availability of professionally trained and certified coaches. IONI is expected to be able to organize and develop the concept of education in the field of sport science so that future graduates are able to become certified coaches that have a background in sports education.

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