



The Implementation of Human Resource of the Indonesian Table Tennis Federation (PTMSI) in Cilacap Regency

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Abstract

Table tennis is a sport that uses small balls. The game is simple and it can be played by all ages. The movements are consistent in hitting, directing, placing the ball in difficult position on opponent's table. Human resource management is the withdrawal, selection, development, maintenance and use of human resources to achieve both individual and organizational goals. The purpose of the research is to determine the application of human resource management in the Indonesian Table Tennis Federation (PTMSI) Cilacap. There were 35 people as the population of the research. The population was consisted of administrators, coaches, and athletes. There were 20 respondents of the research, consisting of 5 administrators, 2 coaches, and 13 athletes. The research uses a descriptive verification method using a questionnaire instrument. Each respondent gets different questions depend on the duties and responsibilities at PTMSI Cilacap Regency. The results of the research show that the implementation of human resources management at PTMSI Cilacap has been running well. This can be seen from the complete organizational structure and the clear purposes of the establishment of PTMSI Cilacap, as outlined in both vision and mission of PTMSI Cilacap. The management members of PTMSI Cilacap have worked well in accordance with the scope of work and responsibilities of each section. The management also do reorganization every four years. Besides, the management open recruitments for athletes and coaches with selection, according to the valid and formal guidelines. Furthermore, there is promotion for athletes and coaches who can achieve targets and there is also degradation for those who have bad performance.

Keywords: Table Tennis; Human Resources Management; PTMSI Cilacap Regency

Introduction

Sport is a manifestation of efforts to improve human quality which aims to build character, personality, sportsmanship, as well as to increase achievements that can arouse nationalist feelings (Anggara Shela Perdana, Agus Kristanto, Muchsin Doewes 2018).

Table tennis is a sport that uses small balls. The game is simple and it can be played by all ages. The movements are consistent in hitting, directing, placing the ball in difficult position on opponent's table. The international organization that handles this sport is called the International Tennis Table Federation (ITTF). The ITTF was formed in 1926. It was initiated by five founder countries in Berlin, Germany (Agus Salim 2008: 11). In the scope of Asia, the organization that handles this sport is the Table Tennis Federation of Asia (TTFA). It was formed in 1952. Meanwhile, in Indonesia the Indonesian Table Tennis Federation (PTMSI) was formed in 1960. Indonesia has become a member of TTFA and was registered as a member of the ITTF in 1961. Indonesia is the 73th member of ITTF.

The development of the Indonesian Table Tennis Federation (PTMSI) is quite fast. Central Java, for example, has experienced a lot of improvement. Almost all cities and regencies of Central Java have branch management of table tennis federation. One of them is PTMSI Cilacap. PTMSI Cilacap always prepares its athletes to compete at the Central Java level in various competitions. As a great outcome, PTMSI Kab. Cilacap always gets a number at the winners' podium. This fact always makes other regions feel that PTMSI Cilacap is the toughest opponent in Central Java. Even PTMSI Cilacap won the General Champion at Sports Week Central Java (Porprov) in 2018. Additionally, female athletes from PTMSI Cilacap have competed to represent Indonesia at Asian Games and Sea Games in 2016, 2017, 2018, and world championships in Brazil and Sweden in 2018. This great achievement can be achieved only with a very good management.

Hikmat (2009: 11) says, "Management is the science and art of organizing the process of utilizing human resources effectively, which is supported by other sources in an organization to achieve certain goals. Effective management can improve the achievements of athletes". This opinion is in accordance with Lukman Hakim (2014: 3), he says "management as a process of planning, organizing, coordinating, and controlling resources to achieve goals effectively and efficiently". Effective means that the goals can be achieved in accordance with planning. Meanwhile, efficient means that the tasks are done and organized correctly, according to schedule and its guidelines.

Harsuki (2013: 63) defines sports management as, "a combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating, in the context of an organization whose main product is associated with sports or physical activities". Rahmat Hidayat, Agus Kristanto and Slamet Riyadi (2019) add, "Sports management is a management that implements the main function of management to optimize the efficiency and effectiveness of sports that are trained in an organization or club".

The development and achievements achieved by PTMSI Cilacap are inseparable from the role of human resource management. According to Edy Sutrisno (2016: 7), "Human resource management has a definition as a planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment with a view to achieve integrated organizational goals".

According to Marwansyah (2016: 4), "Human resource management can be interpreted as the utilization of human resources within the organization, which is done through the functions of human resource planning, recruitment and selection, career planning and development, compensation and welfare, occupational health and safety".

According to Hasibuan (2013), "Human resource management is the science and art that organizes the relationship and role of the workforce to be effective and efficient in helping the realization of company, employee, and community goals". The function of human resource management according to Hasibuan (2013) includes:

- 1) Planning is to plan the workforce effectively and efficiently to meet the needs of the company to achieve the goals. Planning is done by setting staffing programs, including: organizing, controlling, procurement, development, compensation, integration, maintenance, discipline, and dismissal of employees.
- 2) Organizing is an activity to organize all employees by determining the division of labor, work relations, delegation of authority, integration and coordination in the organizational chart. Organizing is an effort to achieve goals. Good organization will help realizing the goals effectively.
- 3) Directing is the activity of directing the activities of all employees, so they are willing to cooperate and work effectively and efficiently in helping to achieve the company, employee, and community's goals. Directing activity is carried out by the leader by assigning subordinates to do their duties properly.
- 4) Controlling is the activity of controlling all employees to obey company rules and make the employees work according to the plan. If there are irregularities or mistakes, corrective actions and further plans are taken. Employee control includes attendance, discipline, behavior, cooperation, implementation, employees and maintain working environment.
- 5) Procurement is the process of selection, work approval, placement, induction to get suitable employees in accordance with company needs. Good procurement will help realizing the company's goals.
- 6) Development is the process of increasing technical, theoretical, conceptual, and moral skills of employees through education and training. The education and training must be in accordance with current and future employment needs.
- 7) Compensation is divided into two; direct and indirect. It can be distributed in the form of money and goods to the employees provided by the company. The principle of compensation is fair and feasible. Fair means that in accordance with work performance. Meanwhile, feasible means that it can meet the employees' primary needs. It must be guided by the government minimum wage and should be measured based on internal and external performance of the employees.
- 8) Integration is an activity to unite the interests of the company and the needs of employees, in order to create harmonious and mutually beneficial cooperation. Therefore, companies can receive profits, while the employees can meet their needs as the results of their work.
- 9) Maintenance is an activity to maintain or improve the physical, mental, and loyalty of employees, so that they will continue working together until retirement. Good maintenance can be achieved by welfare programs that are based on the employees' needs.
- 10) Discipline is the most important function of Human Resource Management. It is also the key to the realization of goals, because good discipline can guide to achieve goals maximally. Discipline is the awareness to obey company rules and social norms.
- 11) Separation is the termination of an employee from a company. This separation can be caused by the employee's wishes, the company's wishes, the end of work contact, retirement, and other causes.

Handoko (2011) also states that, "Human resource management is the withdrawal, selection, development, maintenance and use of human resources to achieve both individual and organizational goals".

Human resources are the most vital resources and are central and strategic activities in an organization. In sports, human resources are not limited to organizational management, but there are more

important human resources, they are coaches and athletes. Therefore, human resource development is absolutely needed by sports organizations.

According to Harsono (2017: 4), a coach is an important figure for every athlete, because without the guidance and supervision of a coach, high achievement will be difficult to achieve. A coach will more easily see the technical mistakes made by the athletes.

Athletes are the main actors to achieve high achievements in sports. According to the Big Indonesian Dictionary (KBBI), "athletes are those who take part in competitions or championships". Athletes, according to Law Number 3 of the 2015 National Sports System chapter I article I number 7 are those who take regular training and championships with full dedication to get achievement. Sukadiyanto (2005: 4) also states that, "an athlete is someone who is active in training to get achievements in sport".

According to Untung Nugroho (2015: 90), "sports organizations in the community include a group of people from various professions in the local community who form an organization of sports according to their interests. In the wider community, many sports organizations are formed with various purposes.

Methods

This type of research is a qualitative research with descriptive verification. According to Djaman and Aan (2017: 22) qualitative research is "a research that emphasizes quality or the most important things from the characteristics of goods/services. The most important things include events, phenomena, social phenomena that can be used as valuable lessons for the development of theoretical concepts". According to Punaji (2010) descriptive research is "a research whose purpose is to explain or describe an event, condition, object, whether a person or everything, related to variables that can be explained using either numbers or words". Meanwhile verification research according to Sugiyono (2014) is "a research method which are basically to test the truth of the data obtained". The data collection process used in this research is instruments in the form of questionnaires and mobile phones. The data in qualitative research is what is seen, what is heard, and what is touched by researcher. The data analysis was conducted by researcher using data from all respondents or other data sources collected by valid documentation, the results of the questionnaires, and the results of the interviews on human resource management of PTMSI Cilacap.

Results

1. PTMSI Cilacap Profile

PTMSI Cilacap is a branch management of the Table Tennis Federation located in Cilacap under the auspices of PTMSI Central Java, which has officially become a member of KONI (Indonesian National Sports Committee). PTMSI Cilacap is located in GOR Wijaya Kusuma in Sidanegara, Cilacap, Central Java 53212.

PTMSI Cilacap which is currently in the 2017-2021 period, is chaired by the general chairman Drs. Wasi Ariyadi, MM. However, the daily chairperson is Hasanudin, S.STP., MM. PTMSI Cilacap has some purposes, among others to provide continuously nursery and coaching for table tennis athletes and to produce athletes who can compete in local, national, and international event.

PTMSI Cilacap has a regular training schedule, every day from 4-6 pm. All training activities are centered at the PTMSI Cilacap building at GOR Wijaya Kusuma, Cilacap. The athletes are coached by Hadi Wahyudin, S.Pd and Andika Andriyanto, S.Pd. who had been trained by district level trainers.

2. Questionnaire and interview results

The results of interviews with the management of PTMSI Cilacap show that each management period is 4 years. An agenda is already set for holding more deliberations in 2021. The next deliberation for the new management formation will involve KONI (Indonesian National Sports Committee), the old management, and PTMSI representatives in Cilacap. The organizational structure is consisted of core management, chairman, secretary, treasurer and management of other fields that support the performance of PTMSI. The determination of each position of PTMSI already has a reference in terms of managerial, activeness, skills and achievements of table tennis. This organization has an annual work plan at the beginning of the year, and it has performance reports at the end of the year. This is as a means of a program responsibility to KONI. The recruitment of athletes at PTMSI Cilacap has several stages of selection, among others the management will monitor some athletes who win in local championship. Later the management will call the winners to compete with other opponents. Along with it, the recruitment of coaches at PTMSI Cilacap also has several stages. The candidates will be monitored by KONI and core administrator with certain standards or conditions. The athletes that perform well in local area, will be promoted to PPLOP (Concentration of Student Sports Education and Exercise) Central Java. So far there are 4 athletes from Cilacap who have joined at PPLOP Central Java.

PTMSI coaches and athletes in Cilacap state the same statement about the true openness of the management members which is carried out by joint deliberations and about the honest recruitment that mush through several stages. The new coach candidates should have achievements at Cilacap level. They must bring their athletes to minimum at the 3rd place of a championship. They also have to have minimum coaching license regency level.

Both athletes and coaches will have promotion if they show good performance. However, coaches will have degradation if they fail to bring their athletes to win several championships. There is no degradation for athletes even though they show bad performances. They are still allowed to attend joint training sessions at PTMSI Cilacap.

The results of the questionnaire that support the results of the interview, shows that the percentage of human resources aspect is 90%, coaches' questionnaire is 91%, and athletes' questionnaire is 79%. Therefore, from the results of the interview and the percentage of the questionnaire shows that the management of human resources at PTMSI Cilacap has been running well. It is supported by the fact that PTMSI Cilacap is successful in bringing its athletes to get achievements in some championships.

Discussion

The discussion section will focus on the results of the research toward the implementation of human resources management at PTMSI Cilacap. The discussion will refer to management definition, functions, and human resources based on experts. These instruments will be analyzed with the observations and interviews with management, coaches, and athletes of PTMSI Cilacap.

According to Law number 3 of 2005 concerning the National Sports System article 11 paragraph 2 that, "The Government and the Regional Government are obliged to provide services and facilities, as well as guarantee the implementation of sports activities for every citizen without discrimination". Furthermore, article 25 paragraph 6 states that, "Sports achievement is carried out through a process of coaching and development in a planned, tiered, and sustainable manner with the support of sports science and technology". The Cilacap government through KONI formed PTMSI Cilacap as a follow-up to training and coaching especially in table tennis branch under the auspices of PTMSI Central Java.

The application of human resource management at PTMSI Cilacap has been in running properly in accordance with the valid rules and management functions based on Flippo in Tjuu Yuniarsih and Suwatno (2011: 5), "Procurement of labor, development, integration, maintenance, transfer of work relations". Sugiono (2016: 15) also states that, "Management functions are planning, organizing, driving, controlling, and the resources being managed are Man, Money, Materials, Methods, Machines, Markets, Minute".

The major element of the aforementioned theories that is implemented at PTMSI Cilacap, is human resources management. Starts from the procurement of labor and planning, a joint meeting or deliberation, until management discussion, are implemented well at PTMSI Cilacap. Thus, it can be said that PTMSI Cilacap has been running really well.

The second element is organizing. Organizing the management has been arranged and agreed together based on several rules. It is done to improve and maintain the progress of PTMSI Cilacap. In the management selection, the candidates must be ones who are truly competent. This condition is also applied for coaches and athletes.

The next element is actuating. Actuating is the implementation of all planned activities that emphasize honesty and openness of the process of selection and withdrawal. The placement of management should be in accordance with their respective fields. Besides, there should be skill development efforts for both coaches and athletes to be able to participate in training and coaching at a higher level. There is also an element of compensation. The compensation can be in the form of money and supporting equipment such as uniforms and bat. Besides, coaches and administrators will receive salary every month.

The last element is controlling. The controlling activity is carried out specifically by the head of PTMSI Cilacap to control all the implementation of PTMSI Cilacap. The controlling activity also includes bookkeeping and meetings at the end of the month to evaluate the performance of the management and control the work plans that have not been implemented. This activity also urges all members of the management to participate in supervising roles in every activity, so that a harmonious relationship is created without suspicion and loss.

Good human resource management can help to achieve goals maximally. For example, in 2018 the athletes of PTMSI Cilacap became the general champion of Sports Week Central Java (Porprov). Additionally, there are 4 athletes from PTMSI Cilacap who participated in joint training at PPLOP Central Java. There is also a female athlete of PTMSI Cilacap who represent Indonesia at the Sea Games championship and a championship in Switzerland.

Conclusion

The implementation of human resources management at PTMSI Cilacap has been running well. This can be seen from the complete organizational structure and the clear purposes of the establishment of PTMSI Cilacap, as outlined in both vision and mission of PTMSI Cilacap. The management members of PTMSI Cilacap have worked well in accordance with the scope of work and responsibilities of each section. There is also reorganization of the management every four years that engages several parties including the old management, KONI, and PTMSI Cilacap representatives. The recruitment of coaches is done in accordance with the valid guideline requirements made and agreed by the management. Meanwhile, the recruitment of athletes must through a selection of athletes who can achieve minimal at the 3rd place of a championship. There is a promotion for athletes and coaches who have good performance and there is a degradation for coaches who show a very bad performance. However, there is no degradation for athletes even though they show bad performances. They are still allowed to attend joint training sessions at PTMSI Cilacap. Based on the results of research on the implementation of human resource management at PTMSI Cilacap, administrators, coaches, and athletes must continue maintaining harmony, principle of openness, and kinship, so that PTMSI Cilacap can produce more talented athletes.

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