



HUMAN RESOURCE MANAGEMENT IN SPORT INDUSTRY

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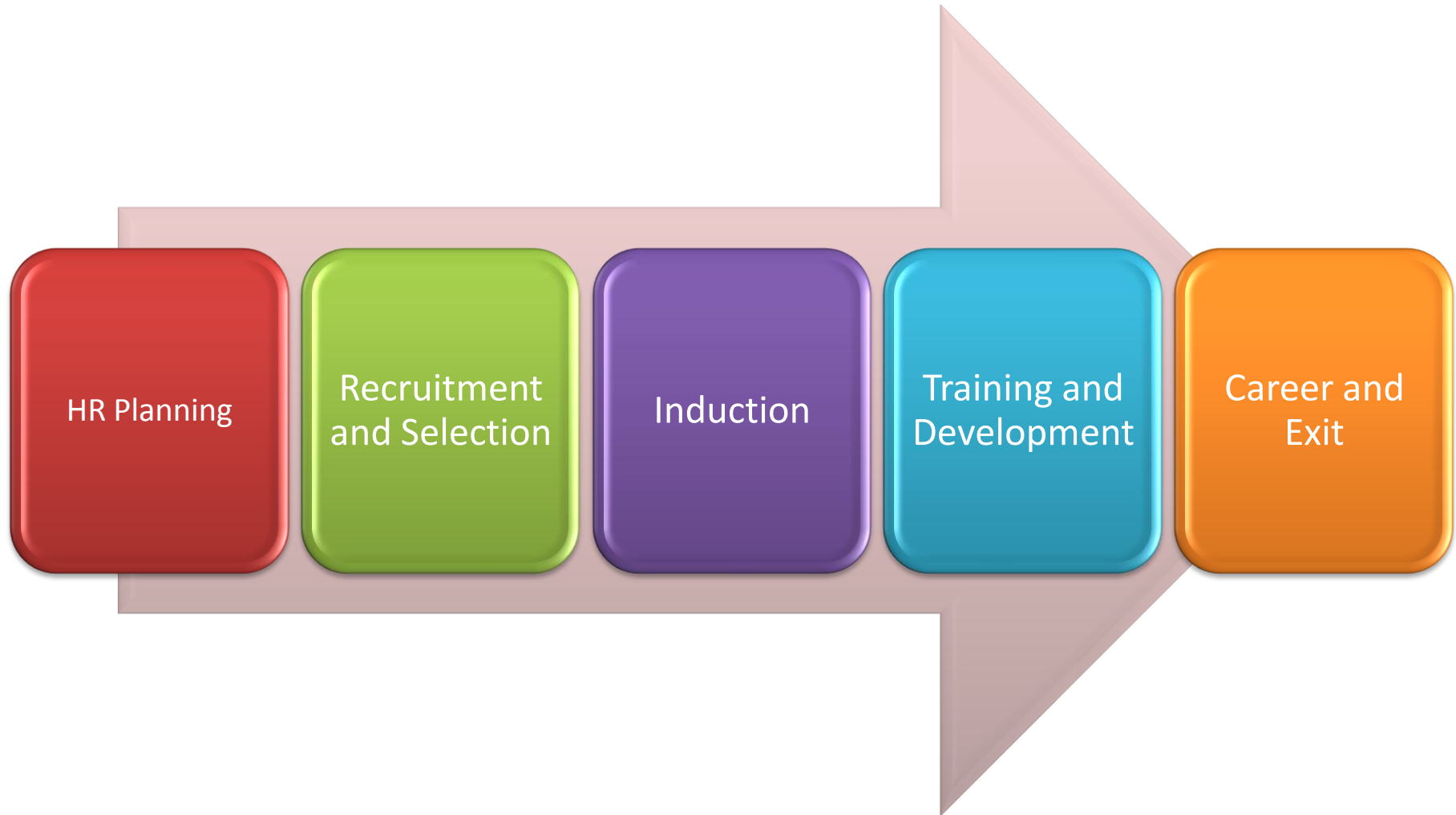
- Human resource management (HRC) is defined as,
A series of activities which: first enables working people and the organisation which uses their skills to agree about the objectives and nature of their working relationship and secondly, ensures that agreement is fulfilled



“To be successful an organisation needs to satisfy the needs of the individual, equally, by contributing to the success of the organisation, individuals satisfy their personal employment needs”



The Key Aspects of Human Resource Management



Human Resource Planning

- The management of human resources needs to correspond to the strategic objectives of the organisation.
- Human resource planning is:
The process of systematically forecasting the future demand and supply for employees and the deployment of their skills within the strategic objectives of the organisation (Bratton and Gold, 2003, p191)



- It is crucial for sports organisations to ensure they have an appropriate workforce to achieve their strategic objectives.
- In order to determine the supply of human resources, an internal and external analysis of the labour force is undertaken



- The internal analysis involves a skill audit of the workforce and an assessment of how the organisation's current workforce will change, such as how many employees will leave or retire and the number that will be internally promoted or transferred.
- The external supply analysis examines the extent to which the organisation will be able to find employees with the necessary skills to address any gaps through analysing labour force data

Recruitment and Selection

- In order to address the difficulties in finding appropriate staff, sport organisations need to ensure they have effective recruitment processes, particularly as recruiting can be an expensive activity.



There are several options that could be considered when a vacancy occurs:

- Reorganise the work
- Use overtime
- Mechanise the work
- Stragger the hours
- Make the job part time
- Subcontract the work
- Use an agency



The job description

The job desc identifies what the job involves and includes the following:

- The purpose of the job
- The task that are to be undertaken
- The duties and responsibilities
- The performance standards
- Reporting relationships



- The job desc provides the basis of describing the vacancy to others, it also facilitates the communication of expectations about performance to employees and manager to help ensure effective performance in the job



Specifications should include details of:

- Skills, aptitude, knowledge and experience
- Qualifications (ex:graduates)
- Personal qualities relevant to the job, such as ability to work as part of a team



Recruitment Planning

A key aspect of the recruitment process:

- The search
- Selection stage

Kedua aspek tersebut harus dilakukan dengan benar karena merupakan suatu investasi, dimana investasi selalu dikaitkan dengan biaya

1. Direct cost → advertising the vacancy, using recruitment agencies, travelling expenses
 2. Hidden cost → term of time and resources that go into the recruitment process. contoh salary, time
 3. Additional consideration → peraturan tenaga kerja, diskriminasi dsb
- The greatest benefit → when a suitable candidate is appointed
 - The greatest costs → when unsuitable appointment is made



THE SEARCH

- Advertising, hard copy or electronic
- Recruitment consultancy/agency
- Access to online candidates
- Personal network
- Job centres, can be a very useful and cost effective way of generating candidates



Empty chair?

THE SELECTION PROCESS

- Shortlisting

Reviewing the applications/CV's to create a shortlist of candidates for interview with one minute per CV being allowed (“yes”, “no” and “maybe”)

- Telephone screening

A brief telephone interview is a useful method of quickly reducing the shortlist to a manageable number of candidates who look suitable on paper.

- Interview/assessment

Interviews are poor predictors of performance in job.

1. The self-fulfilling prophecy effect
2. The stereotyping effect → decisions are made on the basis of sex, race, disability, marital status, sexuality
3. The halo and horns effect → first impressions
4. The similar-to-me effect → similar background, career history, personality or attitudes to the interviewer
5. The personal liking effect → likes or dislikes the candidate



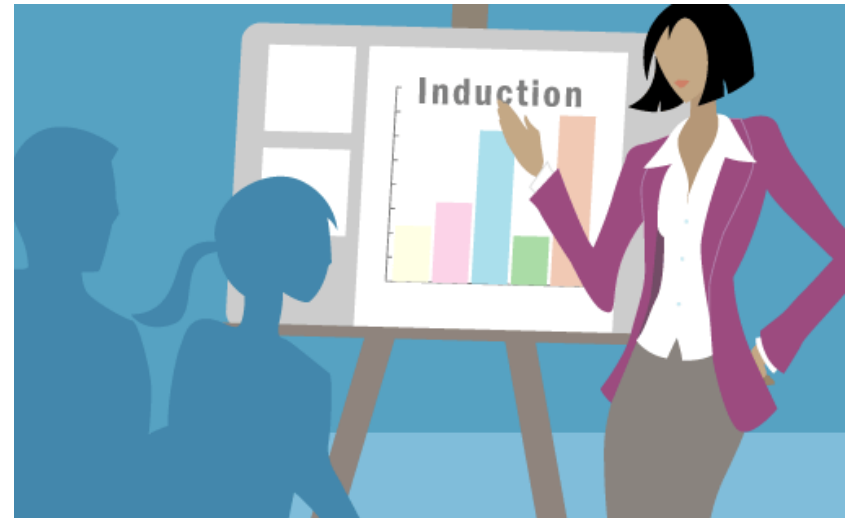
Panel interviews → enable to variety of perspectives and also enables observation of the candidate when not asking the questions

THE JOB OFFER

- The final stage, is the job offer and acceptance.
- Salary/package should have been considered.
- The offer made depend on:their current job situation and salary, their expectation of salary for the role, what value they place on the opportunity on offer and what value the company places on them, how closely they match the needs of the vacancy
- Once the candidate has accepted, organisation should keep in touch and be prepared to offer support and hel if necessary.

Induction

- The future of the relationship depends to a considerable extent on the degree to which the new employee has an effective induction that enables them to settle into the job
- Ineffective induction → poor integration into the team, low morale, loss of productivity



Ineffective induction

- Additional cost for recruiting a replacement
- wasted time for the inductor
- Lowering of morale for the remaining staff
- Detriment to the leaver's employment record
- Having to repeat the unproductive learning curve of the leaver
- Damage to the company's reputation

Effective inductions

- A short initial and intensive programme followed by a longer
- Tailored learning process
- Support for line managers in delivering the induction effectively and the integration of induction with the main learning system of the organisation
- Evaluating of the induction

TRAINING AND PERSONAL DEVELOPMENT

- Training and development are crucial in ensuring the success of organisations and enabling industries to flourish
- Training is defined as an instructor-led and content based intervention leading to desired changes in behaviour
- Development is described as tending refer to a longer process of learning, acquiring skills or knowledge



Training and development in sports organisations

- Meningkatkan job satisfaction dan semangat diantara karyawan
- Mengurangi pergantian karyawan
- Meningkatkan motivasi karyawan
- Improved efficiencies in processes and procedures
- Meningkatkan kapasitas untuk mengadopsi teknologi dan metode baru



Managing diversity

- Sport manager needs is the ability to manage a diverse workforce.
- Diversity described as valuing everyone as an individual, valuing people as employees, customers, clients. It consists of both visible and non visible factors → sex, race, age, background, culture etc



Important to manage diversity

1. Social justice, everyone should have the right to equal access to employment, employed should have equal pay and equal access to training and development
2. Business case, if people are not treated fairly at work they will under perform





Thank you!