

# Development of Sports Human Resources to Improve Competence in Adios UTP Athletics Organization

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**Abstract:** This study aims to analyze the effect of HR development on improving the competencies of sports human resources within the ADIOS athletic club at Universitas Tunas Pembangunan (UTP) Surakarta. A quantitative approach was employed using a descriptive-verification survey method. The research population consisted of all members of the ADIOS UTP club, including coaches, administrators, and active athletes, with total sampling used as the sampling technique. The research instrument was a Likert-scale questionnaire that had been tested for validity and reliability. Data were analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM) through the SmartPLS software. The results revealed that HR development comprising training, mentoring, performance evaluation, and organizational empowerment has a positive and significant effect on enhancing sports HR competencies, including technical knowledge, managerial skills, and professional attitudes. A path coefficient value of 0.820 and an R<sup>2</sup> value of 0.672 indicate a substantial relationship between variables. This study concludes that a structured HR development strategy can serve as a key determinant in shaping highly competent sports human resources. These findings are expected to serve as a reference for sports organizations in higher education institutions in designing performance development systems focused on sustainable HR capacity building.

**Keywords:** Performance Development; PLS-SEM; Sports HR Competence; Sports Organization; Human Resource Development.

## 1. Introduction

Human resources are a fundamental need required by any organization for its development and strengthening. The development of human resources (HR) in the field of sports is a strategic aspect in supporting the advancement of sports achievements at both national and international levels. Sports coaching and development are essential elements in the process of national sports development, aiming to improve the quality of human resources in the field of sports while also shaping character and personality through values such as discipline, sportsmanship, and a strong work ethic.

In the context of globalization and the digital era, sports HR competencies are required to include not only physical skills but also managerial knowledge, coaching capabilities, and leadership that is adaptive to the dynamics of sport science and the sports industry. Sports organizations, particularly athletic clubs, serve as vital platforms for instilling professionalism and systematically and sustainably building the quality of both athletes and coaches. Talent management is regarded as the implementation of integrated strategies and systems designed to optimize organizational performance through the processes of attracting and selecting, developing, utilizing, and retaining skilled and talented human resources. The objective is to meet the organization's needs both in the present and in the future. In practice, this strategic role demands that human resource managers be capable of elaborating and developing the full potential of human resources so that it becomes a competitive advantage for the organization.

Several previous studies have emphasized the importance of organizational-based development of sports HR capacity. For example, a study by showed that strengthening

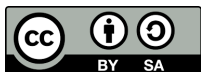
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coaches' competencies through continuous programs has a significant impact on the quality of early-age athlete development. Additionally, found that sports clubs with structured HR management systems are able to consistently improve athletic performance. The campus environment also indicated that synergy between organizational sports coaching and academic development can create a more competitive athletic ecosystem. However, these studies generally focus on aspects of technical training or broad policy evaluations, rather than on an integrated and contextual approach to HR development within university-based sports organizations.

The research gap lies in the lack of studies that explicitly highlight HR development strategies in performance-oriented organizations at the university club level. In fact, universities, as centers of higher education, have significant potential to design coaching systems that are not only performance-based but also grounded in multidimensional competencies: technical, managerial, and leadership. This study offers a conceptual and practical approach to developing sports HR through a campus-based athletic club organization, namely ADIOS at Universitas Tunas Pembangunan (UTP) Surakarta. The novelty of this study lies in the integration of sports HR competency development with a performance coaching system designed in the context of a private higher education institution an area that has received limited attention in the Indonesian sports literature.

The objective of this article is to describe and analyze HR development strategies within performance-oriented sports organizations, particularly in the ADIOS UTP Surakarta club. It is hoped that this paper will contribute scientifically to enriching models of sports HR development within university settings and serve as a reference for strengthening governance in other sports organizations. Practically, this research is also expected to be a useful reference for club managers, faculty advisors, and policymakers in physical education and sports to develop superior and highly competitive human resources.

## 2. Proposed Method

This study employs a quantitative approach using a descriptive-verify survey method, aiming to describe and examine the relationship between human resource (HR) development variables and the competence of sports HR within performance development organizations. This design was chosen because it provides an empirical understanding of the construction of variables and their influence within the organizational context of university-based sports clubs. The research population refers to all objects or individuals who share similar or relevant characteristics related to the issue being studied. The population in this study consists of all members of the ADIOS athletic club performance development organization at Tunas Pembangunan University (UTP) Surakarta, including coaches, administrators, and active athletes. According to the club's internal data from 2024, the population comprises 72 individuals. The sample was determined using the total sampling technique, considering the relatively small population size, which still allows for comprehensive data collection.

The data were collected through a closed-ended questionnaire based on a 1–5 Likert scale, developed according to the theoretical dimensions of human resource development (training, coaching, mentoring, evaluation) and the dimensions of sports human resource competencies (technical knowledge, managerial skills, professional attitude). The instrument was tested for validity and reliability during a preliminary trial involving 20 respondents from another university-based athletics club with similar characteristics. The validity test results showed that all items had a correlation value greater than 0.30, while the reliability test yielded a Cronbach's Alpha value of 0.872, indicating high internal consistency.

The data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, implemented through the latest version of the SmartPLS software. This model was chosen because it is capable of testing latent relationships between variables and dimensions, particularly under conditions where the data does not need to follow a normal distribution and the sample size is limited. Hypothesis testing was carried out by examining the t-statistic and p-value, while the model's contribution was measured using the  $R^2$  value and the  $f^2$  effect size.

The research model in this study includes two main variables: human resource development (X) as the independent variable, and sports human resource competence (Y) as

the dependent variable. Variable X consists of four indicators: training (X1), mentoring (X2), performance evaluation (X3), and organizational empowerment (X4). Meanwhile, variable Y comprises three main indicators: technical knowledge (Y1), managerial skills (Y2), and professional attitude (Y3). This model illustrates the direct relationship between the dimensions of human resource development and the improvement of individual competencies within sports organizations.

### 3. Results and Discussion

Based on the results of data analysis using the Partial Least Square Structural Equation Modeling (PLS-SEM) approach, it was found that human resource (HR) development has a positive and significant influence on improving the competence of sports HR within the ADIOS UTP Surakarta club organization. The  $R^2$  value of 0.672 indicates that 67.2% of the variation in sports HR competence can be explained by the HR development variable, while the remaining variation is influenced by other factors outside the model. The path coefficient value of 0.820 with a t-statistic of 14.53 ( $p < 0.001$ ) indicates a very strong and statistically significant influence.

In more detail, the contribution of the training indicator (X1) to HR development shows a loading factor of 0.781, mentoring (X2) is 0.832, performance evaluation (X3) is 0.744, and organizational empowerment (X4) is 0.790. Meanwhile, the indicators of sports HR competence, namely technical knowledge (Y1), have a loading factor of 0.805, managerial skills (Y2) is 0.766, and professional attitude (Y3) is 0.814. All loading values meet the criteria for convergent validity ( $> 0.7$ ), and the Average Variance Extracted (AVE) for each construct is above 0.5, indicating that construct validity is fulfilled.

#### Discussion

These findings reinforce the argument that systematic human resource development within sports organizations significantly contributes to enhancing the competencies of the individuals involved. This aligns with the research by, which states that continuous training and mentoring programs serve as a vital foundation for improving the professionalism and effectiveness of sports human resources in campus environments. The implementation of contextual training strategies and personalized mentoring can create a learning environment that adapts to the developmental needs of athletes and coaches.

Moreover, the aspect of regular performance evaluation has been proven to contribute to increased motivation and achievement orientation within clubs. As emphasized by, constructive evaluative processes help build a reflective and productive work culture within sports organizations. The component of organizational empowerment also plays a crucial role, especially in fostering active participation and the involvement of human resources in strategic decision-making, which supports the development of managerial skills and professional attitudes.

In the context of the ADIOS UTP Surakarta club, the success of human resource development lies not only in the technical aspects of training but also in organizational design that promotes a collaborative atmosphere and continuous learning. This indicates that the success of athlete development is not solely dependent on the quality of the athletes, but also on an adaptive and well-structured human resource management system. Therefore, the integration of individual capacity development and organizational management becomes a key strategy in enhancing the competitiveness of university-based sports clubs.

### 4. Conclusions

Based on the results of the research conducted, it can be concluded that human resource development (HRD) within the sports achievement development organization, particularly at the ADIOS Club of Tunas Pembangunan University (UTP) Surakarta, has a significant influence on improving the competence of sports human resources. HRD, which encompasses the dimensions of training, mentoring, performance evaluation, and organizational empowerment, has been proven to contribute positively to the enhancement of technical knowledge, managerial skills, and professional attitudes of individuals involved in the organization.

The research model used demonstrates a strong relationship between the HRD variables and sports HR competence, as indicated by significant path coefficient values and substantial  $R^2$  values. This suggests that a structured, systematic, and contextually relevant HRD strategy within the campus sports organization can be a determining factor in the success of achievement development and the overall capacity building of human resources. Based on these findings, the author recommends the following: (1) Enhancement of Needs-Based Training Programs: Sports organization management should periodically map training needs to ensure that the training materials and methods align with developments in sports science and practical needs on the field. (2) Strengthening the Mentoring and Continuous Evaluation System: It is necessary to establish a mentoring system focused on improving individual capabilities as well as a reflective and constructive performance evaluation mechanism to support the sustainable growth of human resource competencies. (3) Empowerment of Members through Active Participation: Organizations must encourage the active involvement of members, both athletes and administrators, in the planning and decision-making processes of the organization to foster a sense of ownership and collective responsibility for the progress of the club. (4) Replication and Development of the Model in Other Institutions: The human resource development model examined in this study can be replicated and further developed in other higher education institutions, especially those with student activity units in sports, as part of the national effort to improve the quality of sports human resources.

Thus, the results of this study are expected to serve as a scientific basis for strategic policy-making in the development of sports human resources within higher education institutions, as well as to contribute academically to the study of sports management and performance coaching.

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