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RECRUITMENT AND DEVELOPMENT MODEL OF SPORT VOLUNTEER IN INDONESIA

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Abstract

Organizing sports events especially organizing first multi events takes a lot of volunteers for successful implementation. Board and Committee of sport can't perform all the chores for the event because it takes a lot of people with different skills. The necessity of volunteers become very urgent if the sports event involving participants or contingents from other countries. Indonesia is a country with very huge population, approximately 257 million people. There are 20 million children who still in junior high school and high school. While the amount of college students are approximately 5.3 million people. The large number of population is a good potential which can be managed and developed to be volunteer at the sports events. Ideally volunteer comes from students. Students have the characteristic features such as: 1. Average skills 2. Has an idealism, 3. Easy to mobilize. 4. They like join in group. While the weakness are 1). Less experience, 2). Still need to adjust with their task. 3). They commitment to tasks still need to be improved. Volunteer who served in certain events need to be recorded and reported on the report as a whole. Some of them who finished their task well, will be rewarded with a certificate. The owner of the certificate will be given priority to be a volunteer at the next sports event. It needs to make a data base of volunteers in Indonesia either fostered by the Indonesian National Olympic Committee,. Volunteer recruitment should prioritize high school students and college students. And the committee can give a reward for those who finished their task well. It necessary to make standardizing recruitment, training and deployment of volunteers in any sports event.

Keywords: Volunteer, Recruitment, Development.

INTRODUCTION

The sport event management in Indonesia nowadays is generally incidental which means that there is no solid coordination between each sport organizer yet. Even, the organizing schedules for each sport event among sport branches have not arranged well. The possible main cause for the problem is the events which are arranged based on the budgetary system and not on the activity based.

A sport event is considered success once it is organized well. It is organized well when there is no major distraction during the event. Success is also seen by levels of satisfaction had by every stakeholder involved in the event, both the organizers and audiences or spectators, and not to mention the public in general.

The sport event management itself was started to be professionally held since the Los Angeles Olympic in the United States in 1984. The Olympic was organized with a modern management strategy, involving professional managers who have sufficient capabilities in the field. It results in an advantageous sport event with million dollars profit. Since then, hosting a sport event is a dream of every city in every country in the world.

In order for the sport event to run successfully, a well organization strategy is needed. It comprises the well-organized event management and adequate human resources. Among all is the

ability to choose the right man in the right place. Further, cooperation between institutions also needs to be maintained for the success of mutual interest.

Human resources for the sport event management are steering committees, organizing committees, officials, referees, experts, medical personnel, security, and volunteer. Further for organizing the human resources, there are steps which need to be done; first, planning and procurement that are done to map the number, quality, and competence needed to support a sport event; second, empowerment, this is to empower all available human resource potentials which the outcome is to place the each human resource to the proper field according to each person capability and potential; third, building and development, the former is done to introduce new tasks for the newbie and refreshment for the old human resources, while the latter is conducted to enhance public services for the sport participants and audiences; the last is maintenance or preservation, preserving human resources aims at giving appreciation for the involved human resources, the appreciation is given according to the performance and commitment given by each human resource during the event. In organizing a sport event, the prominent human resources involved are volunteers. Volunteers are needed in every sport event, both in national and international scale, in single and multi sport events. Volunteers are a group of people contributing themselves for the success of a sport event based on their devotion and commitment towards sports without expecting anything in return.

Broader, the purpose of volunteering is to succeed an event done in a certain time. Together, the volunteers help and complete each other in doing their duty. They help and serve willingly without burdens. The only goal they want to achieve is the success of a sport event. In the end, what they might have is pride that they may succeed an event.

The role of volunteer in succeeding the London Olympic 2012 was admitted by the chair of the committee as well as the London mayor. In his closing remark, the mayor delivered his gratitude for the commitment of the volunteers.

There is no exact ratio in deciding how many volunteers needed in a sport event. Many of them are surely needed in a multi branches sport event, especially in international scale. Many volunteers, in addition, are needed because of the specific task they had in providing excellent service for the sport participants. As a consequence, it needs sufficient organizing skill to manage great numbers of volunteers and to optimize each volunteer's role in the event.

Beijing Olympic, for instance, involves 10,000 athletes and 5,000 officials for 1,000,000 volunteers. London Olympic, for the same number of athletes and officials, needed 600,000 volunteers to support the event. Meanwhile, for sport event held in Indonesia, like the Asian Beach Games, only involved 1,200 volunteers for 4,500 participants; and for 2011 Sea Games Jakarta-Palembang involved 2,500 people only.

METHOD

Inventorying Needs

Numbers of volunteer depend on the type and level of the organized sport event. The more popular a sport event which was held, the more volunteers needed. Also, the more numbers of multi events were organized, the more volunteers needed. Many more volunteers even needed if the sport event involves participants coming from other countries. The more countries were involved in a sport

event, the more volunteers needed since each country has different language, tribe, religion and habit. There are a lot of tasks cannot be done alone by the official committee of a sport event.

Involving great numbers of volunteers will not cause any problem once it is organized well. On the other hand, it will bring many advantages for the sport event itself. Volunteers here will have a role as a marketer who will market the sport product to the society. Therefore, as a strategic marketer, volunteers need to be given with the ability to market a product and communicate themselves well.

A sport event which has participants coming from other countries will provide specific criteria for the volunteer recruitment. Among the criteria, the most important for the volunteers is to have a good appearance and communication skills since they will interact directly with the international guests. Volunteers are mirror of the host country. A country's personality will be judged based on the service given by the volunteers.

In addition to this, holding a multi event will be different with holding only a single event. One of which is the numbers of personnel needed during the event. Multi events need more volunteers for many different branches and sport venues. Deciding numbers of branches, venues, and volunteers indeed needs a serious work.

Sources of Volunteers

In order to get volunteers, a sport event organizer needs to recognize places and stakeholders which and who can provide volunteers. The potential groups of society who may provide qualified volunteers are as follows:

- a. Former athletes and off-duty referees
- b. Senior High School students
- c. University students
- d. Member of the sport event organization
- e. The employee of the sport event organization
- f. Athletes' parents
- g. Government employee

Types of Volunteer

a. Liaison Officer

Liaison officer or LO has a special duty which is to serve the VVIP, VIP, and other important guests for the sport event purposes. The liaison officer's duty is divided further into task forces under a central leader or coordinator. The coordinator will be responsible for and coordinated by a manager. Several managers have special responsibility to control all Liaison Officers.

Further, the LO is divided into several task forces, i.e. the Protocol Assistant, the National Olympic Committee Assistant, and the National Olympic Committee Service. The Protocol Assistant has special duty which deals with the errands needed by the VVIP and VIP guests. They are assigned and on duty since the first day the athletes and officials came to the event till the day when all athletes and officials went back to their home country. Specifically, the LO's task duties are to pick up the contingent at the airport, to give information related to the accommodation, venue, and scheduling. Besides, the LOs also assign to accompany and fulfill all the needs of every person in the

contingent which they are responsible for. Another task had by the LOs is to mediate the contingent with the event's committees or the organizer.

In addition for the task related to Liaison Officer is the National Olympic Committee Assistant that is divided into three more specific duties, i.e. LOs for VIP and VVIP guests, LOs for technical delegates, as well as LOs for jurors and referees. Besides, their duties also cover the obligation to serve the participants with general information related to the event, from the event schedules, accommodation, sport venues, to the important locations around venues. The NOC LOs also mediate all errands needed by the contingents with the main secretariat. LOs for NOC Assistant are responsible with the contingents started from the day the contingents arrived till the day when all contingents went back home.

The third is LOs assigned for welcoming ceremony, general managing, general picking up services, as well as handing over the participants to the LO of NOC Assistant. They are assigned at the central post which the main duty is to coordinate the event's scheduling to the LO assistant. Another duty of this type of LO is to serve the reporters from mass media that come to report the events. Surely, the LOs in this field are also on duty from the first day of the contingent's arrival till the day of the contingents' departure to their home country.

b. Workforce

Here, the volunteers work in the secretarial field, publication, cooperation, and other side jobs. They start to work relatively earlier before other volunteers begin to work. The workforce team prepares all the equipments that will be needed by other committees. Even after other committees have finished their duty at the last day of the sport event, the workforce will still be working to make an evaluation report besides also keeps all the important event dealing with the sport events which has just held.

c. Game Support

The main duty of this task force is to prepare, to make sure continuity of the event, and to support the event. The task force consists of people who have understood the rules of the sport branches which they are supervised. Among the task forces are, the accommodation team, the transportation team, the venue team, the food and beverages team, as well as the airport team.

RESULTS AND DISCUSSION

The Volunteer Recruitment System

In order to have a professional volunteer, a set of criteria needs to be arranged. Among the criteria for seeking qualified volunteers are:

A volunteer needs to have strong commitment. It is the first requirement for hiring people to serve as volunteer as part of bigger event. The commitment is shown by one's determination to work hard and sometimes to work overtime. People who have strong commitment will be always responsible to their duties.

Another criterion is to be focus. A professional volunteer are not allowed to be easily influenced by emotional situation and condition. Here, personal satisfaction is the goal of people who have determination in doing voluntarily work.

The second criterion is freedom. One who works as a volunteer needs to have a personal encouragement in doing voluntarily work without any burdens or forces from parents, institution leaders, teachers, lecturers, public figures, etc. Pure intention is the only asset needs to be had by the volunteer.

The third criterion for recruiting volunteer is trying to find the one who never expects financial rewards. This requirement exists as the guarantee that the volunteers work in the sport event do not work for merely a reward but for social purposes. However, in order to respect the helps given by the volunteer, committee usually provides them with the transportation fees, free accommodation, as well as free food and beverages, and not to mention all the needed equipments.

Volunteer generally serves public interests. Here, not all people have courage and concern to serve public needs without expecting any rewards. Modesty and sincerity are needed to be able to serve public demands. People who hold on these principles will be proud after accomplishing the voluntarily work they do.

Another criterion in recruiting the right volunteer is by finding person or people from certain group or social strata in a society. Their homogeneity is needed to be able to place the volunteer in a certain part of the sport event. These volunteers will be working in a group, thus, people coming from the same community or club are needed since they have already possessed the ability to do collaborative work. Further, recruiting people from the same origin community will save time and energy since they have known each other before. So, no introduction and adjustment needed.

Potential Group Analysis

a. Former Athlete and Coach as well as Off-Duty Referee

Former athletes, former coaches and off-duty referees are the most potential team for voluntarily work. They are experienced enough in holding a sport event. Even more, they also have already had a tight networking dealing with the championship itself.

Those advantages make the former athletes and coaches as well as off-duty referees to be the most potential human resources to be recruited as volunteers. However, there are two disadvantages of recruiting these experienced people. First is their experience which will make them to be contra-productive. Second, the number of people belong to this category is limited that will not contribute significantly to other volunteer sectors.

b. High School Students

The high school students are potential to be recruited as sport event volunteers. However, the challenge lies under their insufficient abilities in communication, especially with international participants. Another challenge is the lack of knowledge of students of High School level in terms of sports and the sport event itself. The last is their insufficient experience in holding international events.

c. University Students

University students belong to the most potential member of society to be recruited as a sport event's volunteers. One of the advantages of recruiting university students is that they live in a homogeneous community. They share similar ability and experience among others and most of them might also have the ability to speak in international language.

However, the disadvantage of recruiting university students are the lack of experience the students have in terms of holding a sport event. To overcome the problem, the students need to be trained in an organized volunteer training; discussing specifically about the tasks the volunteers might do in the event besides also training them about responsibility in taking care of people, especially when it involves participants from other countries.

d. The Members of Organization

Members of organization are people who are involved in the management of certain organization. They are formally organized, from the chair of the organization to the member of divisions. The members of organizations are also divided into board members and other members, like athletes, coaches, and referees who only present on the tournament or championship days. However, considering the limitation numbers of the members of organization and considering many activities of each member, make it impossible to recruit all the embers of organization to become a sport event volunteers.

e. The Organization Members of Staff

The organization members of staff are people who are managing sport training process in a daily basis. The numbers are very few, but each person understands the details of activity well. In voluntarily work, these types of people can be given a role as coordinator for technical fields. They are also ideal to be involved in the training for volunteers.

f. The Athlete's Parents

The athlete's parents hold significant roles as potential volunteers. The parents are more or less familiar with the sport events in which their children has already involved in. However, the numbers of parents as well as their free time are considerably limited considering the other jobs that they generally have.

Another disadvantage of asking parents for voluntarily work is the possibility for the conflict of interest to emerge since the children of these parents are taking part in the competition. There is a high possibility that the parents may use their role in the voluntarily work to give advantage for their children who are competing.

g. The Government Employees

The government employees are also possible to be recruited as volunteers because if their position, occupation, community, and experience. The disadvantage of assigning them to be volunteers is because of their routine that may disturb the jobs given to them in the voluntarily work. They may not focus because of the governmental job that they have to do.

In addition, majority of government employees also do the voluntarily work because of the direct order from their superiors. Thus, they have no sense of belonging to the voluntarily work they do. Another disadvantage of assigning government employees for volunteers is that they are used to live in their comfort zones. Government employees, specifically one who has higher job position, tend to live in comfortable situations and services that make them less qualified to be volunteers.

Task Orientation and Debriefing

In developing the skills of volunteer, an adequate and clear debriefing is needed for the success of the event. The debriefing needs to be initiated by introducing the volunteers to the organizational structure employed in the event. By doing so, the task distribution can be clearly explained.

The future participants, in addition, also need to be introduced with the organizational structure of the sport event. It aims at giving them a clear explanation of the coordination plot that is implemented in the event. Specifically, future participants have to know where to go to report their status upon arrival. Future participants also need to be introduced to all volunteers, event coordinators, event managers, and controlled secretariat. As a result, the future participants will be familiar with the standard operational procedure had by the committee. Later, when the participants have queries related to the tournament, they know where to go and ask for solution.

All assigned volunteers have to understand exactly all parts of venue, hotel location, media center, secretariat, airport location, bus station, hospital, and other important places. Therefore, clear job description has to be given to all volunteers before the event is officially opened.

Infrastructures and Facilities Preparation

For the job distribution purposes and for making sure that all work will be done by the volunteers, formal letter of assignment is required besides the contract which is signed by parties; the sport event organizer and volunteers. It purposes to avoid problems regarding to job descriptions.

After all contracts are signed and all letters are distributed, the sport event organizer distributes uniform and other equipments needed for the event. The most important is the distribution of ID cards for the easy access to enter the venues and athlete accommodation buildings.

Important equipment is handy talky or similar kinds of communication tool, used by the volunteers to contact other volunteers, event manager, or other interrelated committees.

Monitoring and Evaluation

Evaluation is needed to be conducted every day in the evening on the day of the event, in order to share problems and issues face by each volunteer. Among issues faced by the volunteers is the unequal portion of the task received. By doing evaluation, the unequal job portion will be communicated and problems will be solved. Monitoring and evaluation is done within the people in the same task force and outside the task force with the general committee. The more general evaluation meeting is lead by a manager to unify and communicate the vision and mission had by each task force. In the end of the event, a more thorough evaluation is done for all task forces in all fields. It aims at assessing the advantages and disadvantages of all activities within the events. Results are made into report and kept as a document for the upcoming years' committee.

Advantages of Becoming Volunteers

One way of getting the outside school/ campus/ office experience is by becoming volunteers for certain activities. The following is some advantages of becoming volunteers for an event.

a. Becoming part of the team

Becoming a volunteer means helping or contributing ourselves to organize an event without getting paid or even without becoming formal committees. Volunteer is part of a bigger committee. In doing his duty, a volunteer is working in collaboration with other volunteers and committees.

Becoming part of volunteer also gives a chance for someone to work together with other volunteers, committees, or even participants. The success of an event depends closely on the success of all member of organization in general. When an event gets a success, each member of organization will feel the relieve, happiness and pride to be part of the event, and vice versa, when an event fails, each member of organization will feel the failure.

b. Learning new skills

Volunteering gives a chance for the individual to have and learn new skills since one might have to do new task that one has never done or learnt before. For instance, by being part of public relation and publication division, one will learn how to contact important figures or high-up to come to the event.

Training or debriefing had by volunteers before the event will provide and equip volunteers to learn new skills and knowledge outside their field of major. Although these trainings are helping greatly in preparing the volunteers for the event, however, skills will be fully mastered by a person once he experiences the task or duty he is assigned for. Further, the training had by volunteers will be a new experience for the volunteer himself. By implementing the training, one will experience new skill for life.

c. Solving social problem

Volunteer is identical to social work that will benefit society in general. Our involvement in a voluntarily work is a contribution to help social problems. The success of an event is also the success of society living at the host region. Many benefits in the field of business, politics, education, and other fields that will be achieved and received by society in general, upon the completion of a sport event. It means the success of a sport event itself is able to answer one of the society's issues.

d. Being able to deal with people

Being a volunteer opens an opportunity to face and meet many people. Here, one's ability to communicate will be sharpening in order to be able to communicate well. It cannot be avoided that many people and volunteers have not had the skills of communication.

Volunteering, in this case, can be used as a medium to learn how to communicate in front of people. It can be a good learning sources especially for those who are still studying at school or university.

e. Networking

Volunteering is a good opportunity for one to build a business network. By doing voluntarily job for a sport event, there will be chances for volunteers to meet important people from inside and outside the country. Doing voluntary work in an event means to be able to communicate and interact with these people intensively. The intensive relationship we build during the event will open new network for the future.

In the modern era like nowadays, the success of a person in a business or a carrier depends closely on the networking ability. Thus, being in an event opens the chances for a person to build his network. The success of a person in his voluntarily work will leave some good impressions for other people. Those who are already impressed would surely be happy to establish an advanced communication.

CONCLUSION

1. Indonesia has huge potentials for the recruitment and development of sport volunteers.
2. A sport event organizer needs volunteers since the organization will not be able to hold the event independently.
3. High school and university students are the most appropriate typical of society to do the sport event voluntarily work.
4. A systematic and sustainable model of recruitment and development may maximize the potentials had by volunteers.

SUGGESTION

1. Promotion on the importance of volunteers for sport and social development is needed.
2. Volunteer recruitment and development model is supposed to be done in a systematic and sustainable way.
3. Organization should give chances for high school and university students to participate as volunteers in any of sport events held in their regions.
4. Reward and punishment system is required for the continuation of volunteer development.

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