

HUMAN RESOURCES COMPETENCY TO IMPLEMENT THE POLICY TO IMPROVE THE ATHLETE ACHIEVEMENTS IN THE DEVELOPMENT AND TRAINING CENTER FOR LOCAL STUDENTS, CENTRAL SULAWESI PROVINCIAL OFFICE OF YOUTH AND SPORTS AFFAIRS

*(KECEKAPAN SUMBER MANUSIA UNTUK MELAKSANAKAN DASAR
MENINGKATKAN PENCAPAIAN ATLET DI PUSAT PEMBANGUNAN
DAN PELATIHAN PELAJAR TEMPATAN, PEJABAT PROVINSI HAL-
EH WAL PEMUDA DAN OLAHRAGA, PROVINSI SULAWESI TENGAH)*

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Abstract

The purpose of this research is to understand and analyze the Trainers competence to implement the athlete achievement improvement policy of Development and Training Center for Local Students (*Pusat Pembinaan Dan Latihan Pelajar Daerah*, abbreviated as PPLPPD) of Central Sulawesi Provincial Office of Youth and Sports Affairs. The main theories utilized in this research are Spencer & Spencer's (1993) theory which includes; (1) motives, (2) traits, (3) self-concept, (4) knowledge, (5) skill. The research method is based on qualitative approach. The location of this research took place at the Central Sulawesi Provincial Office for Youth and Sports Affairs, with 5 informants selected purposively. Data collected by conducting interviews, observation, and documentation. Data are analyzed based on Miles and Huberman (1992) Interactive model. The result shows that the competence of Trainers at Central Sulawesi Provincial Office of Youth and Sports Affairs is, seen from the aspect of motive; traits; self-concept; knowledge and skills, still need to be improved, by doing recruitment of trainer as needed. It is proved that (1) the human resource *motive* of the trainers to the work, both from within himself and from the leadership, is in the good category; (2) the *traits* aspect is the attitude and behavior in responding to the duties and responsibilities, developed self-control, good fortitude, but the budget support is inadequate for performance improvement; (3) self concept aspect of trainer holds good value of honesty, simplicity, and openness; (4) The competence of trainer seen from the knowledge aspect regarding sports is sufficient; (5) skills are inadequate because the recruited trainer is not yet categorized as *professional* in certain sports fields.

Keywords: Competence, Human Resources, Policy, Athlete Achievement Improvement

Abstrak

Tujuan penyelidikan ini adalah untuk memahami dan menganalisis kecekapan Pelatih untuk melaksanakan dasar peningkatan prestasi atlet Pusat Pembangunan dan Pelatihan bagi Pelajar Lokal (Pusat Pembinaan dan latihanpelajar Daerah, disingkat PPLPPD) dari

Kantor Provinsi Pemuda dan Olahraga Provinsi Sulawesi Tengah. Teori-teori utama yang digunakan dalam kajian ini adalah teori Spencer & Spencer (1993) yang merangkumi; (1) motif, (2) sifat, (3) konsep diri, (4) pengetahuan, (5) kemahiran. Kaedah penyelidikan berdasarkan pendekatan kualitatif. Lokasi penelitian ini dilakukan di Kantor Provinsi Sulawesi Tengah untuk urusan Pemuda dan Olahraga, dengan 5 informan dipilih secara purposif. Data yang dikumpul dengan melakukan wawancara, pemerhatian, dan dokumentasi. Data dianalisis berdasarkan model Interaktif Miles dan Huberman (1992). Hasilnya menunjukkan kecekapan Pelatih di Pejabat Daerah Belia dan Olahraga Provinsi Sulawesi Tengah dilihat dari aspek motif; sifat; konsep diri; pengetahuan dan kemahiran, masih perlu diperbaiki, dengan melakukan pengambilan pelatih seperti yang diperlukan. Dibuktikan bahawa (1) motif sumber manusia pelatih untuk kerja, baik dari dalam dirinya dan dari kepimpinan, berada dalam kategori yang baik; (2) aspek sifat adalah sikap dan tingkah laku dalam menanggapi tugas dan tanggungjawab, membangunkan kendali diri, ketabahan yang baik, tetapi sokongan belanjawan tidak mencukupi untuk peningkatan prestasi; (3) aspek konsep diri jurulatih mempunyai nilai kejujuran, kesederhanaan dan keterbukaan yang baik; (4) Kecekapan jurulatih yang dilihat dari aspek pengetahuan mengenai sukan adalah mencukupi; (5) kemahiran tidak mencukupi kerana jurulatih yang direkrut belum dikategorikan sebagai profesional dalam bidang sukan tertentu.

Kata kunci: Kompetensi, Sumber Manusia, Dasar, Penambahbaikan Pencapaian Atlet

INTRODUCTION

Minister of Internal Affairs of the Republic of Indonesia Decree Number 2 of 2013, Article 1 explains that competence is the ability and characteristics possessed by a civil servant in the form of knowledge, skills, attitudes and behaviours required in the implementation of duties and positions so that civil servants can perform their duties professionally, effectively, and efficiently.

The existence of competence of human resources, the organization can determine the standard for knowledge, skills, ability of the staffs in a particular field. Employee resources are the most important part to be a benchmark for successful implementation of activities within an agency where its presence occupies a prime and very strategic position in the consultation of the implementation of an activity. Armstrong (Dharma, 2005) stated that competence refers to the behavioural aspect of a role and behaviour required by someone to be able to satisfactorily perform the job.

In this era of globalization that full of competition, there are still many organizations or institutions that do not have reliable human resources. Yet any organization, at this time, absolutely require human resources who have the competence to form a solid team to achieve organizational goals in response to the challenges and global competition. Ironically, those who have been working for a long period of time are not getting any better, but what happens is the inability to face the challenges of global competition. Another problem occurred is that there are employees who have competence but are unable to take advantage of their knowledge into effective and productive work behaviours, so that knowledge is not useful to the organization. Competence is an act that combines skills, personal attributes and science. Competency can be used as the main criterion for determining a person's performance including the implementation of a policy. The organization itself will only promote employees who meet the competencies required by an organization or institution. In the performance management aspect, competence is more affecting the role in the individual behaviour dimensions in adjusting a job well, including in managing professionals athletes to achieve one of the development priorities that produce local, national and international level athletes.

The importance of realizing the development priorities in Central Sulawesi amidst the strong competition in improving the performance of professional athletes is guided by the coaching of professional trainers, demonstrating that the competence of human resources (trainers), athletes

and funds considered important by the government, both in the regional and the central government. Article 11 of Law No. 3 of 2005 on the National Sport System can be used as a basic framework of how the rights and obligations of the government are described, namely: (1) the central and regional governments have the right to direct, guide, assist and supervise the sports organization in accordance with the laws and regulations; and (2) the central and regional governments are obliged to provide services and facilities to ensure the implementation of sports activities for every citizen without discrimination (Kemenegpora RI, 2007).

The existence of regulations and policies on the sports development means that human resources (trainers and coaches) must have the competence to provide professional service and guidance in sports activities of all citizens without discrimination, because the sports development is intended for all citizens. Thus, sports become a public policy area in order to improve the quality of life (Luthans, 2006; Ma'mun, 2014). Olsen and March (Goodin, et. al., 2015) argued that policy is the intention and the product of the creative human imagination. Anderson stated that the concept of public policy has several implications. First, the point of our attention in discussing public policy is oriented towards the intent or purpose and not haphazard behaviour. Broad public policy in the modern political system is not something that just happens but is planned by the actors involved in the political system. Second, policy is the direction or pattern of action undertaken by government officials and is not a separate decision. A policy includes not only the decision to enact a law on a matter, but also the decisions and their implementation. Third, the policy is what the government actually does in regulating views, controlling inflation or promoting public housing and not what the government wants. If the legislature establishes a law that requires employers to pay the minimum wage according to the law so that no changes arise in economic behaviour, then it can be said that public policy on this case is actually one of the non-regulation of wages. Fourth, public policy may be in a positive and negative form. Positively, the policy may include a decision by government officials, but not to take action and not to do something about an issue that requires government involvement. In other words, the government may adopt a non-interference policy that may have major consequences for society or community groups.

One of the public policies on the development and fostering of sports is Law No 3 of 2005 and 2007 (Kemenegpora RI, 2007) and Ministry of Youth and Sports Affairs Decree Number PER-0200.D/MENPORA/6/2009 (Kementerian Pemuda dan Olahraga, 2009). The policies to improve the quality of athletes in Indonesia, the Deputy of Achievement and Sports Science and the Deputy Assistant of Sport Development and Sport Development of 2007 issued guidance on giving sportsmanship quality improvement in order to facilitate all elements involved in the assistance program to improve the quality of sportsmanship, so that the entire implementation process can take place effectively and efficiently. In addition, the Minister of Youth and Sports Affairs Regulation Number PER-0200.D/MENPORA/6/2009 concerning the Governance of Sports Institutions explains that management, implementation, funding and monitoring can be implemented by the government. This means that the Governor, Regent, and Mayor are obliged to include and or empower the sports organizations and other sports institutions, so the government shall allocate the sports budget through the State Revenue and Expenditure Budget Revenue. As a follow-up to the Regulation, the Central Sulawesi Provincial Governor Decree Number 426/64/DISPOA-G.ST/2016 (Gubernur Sulawesi Tengah, 2016), improving the Athlete's performance are the main authority and duties as well as the government's responsibilities, in this case the Department of Youth and Sports Affairs and the Regional Development and Training Center for Local Students, so it needs to be coordinated at provincial, city and district level to find reliable prospective athletes as well as to provide funds from Regional Expenditure of Palu City and Central Sulawesi Budgets as well to provide facilities and infrastructures that meet the standards in order to recruit members of athletes and leading athletes in their field.

It is clear that the Central Sulawesi Provincial Government paid special attention to the sports development since the early 2000s, which started with the attention of three main sports, Pencak Silat; Rowing and Takraw, that have prospects at the regional, National, even at the International level. The attention to the student athletes is manifested in the Central Sulawesi

Governor Decree Number 426/64/ DISPORA-G.ST/2016 regarding the Responsibility, Trainers, Assistant Trainers and Athletes at the Central Sulawesi Provincial Education and Training Center.

Rewards for the student-athletes who have the potential and talent in the three branches of sport are contained in the the Central Sulawesi Governor's Decree Number 426/64/DISPORA-G.ST/2016 regarding the reward, in the form of allowance and transportation fee, IDR 250.000 per month for each person, in which the amount has not changed since 2013 to 2014, and in 2015 is increased to IDR 3.000.000 per month. Athletes from the Central Sulawesi Provincial Sports Education and Training Center can be seen in the following table:

Table 1. Coached Athletes, 2015/2016

Number	Sports	Male	Female	Total
1	Karate	3	2	5
2	Athletics	3	1	4
3	Taekwondo	2	1	3
Total				12

Source: Central Sulawesi Provincial Sports Education and Training Center, 2016

Government policies, in improving the performance of athletes in Indonesia, are already clear as set out in government regulations. However, the facts show that some aspects contained in the policy have not been fully implemented properly, so that the achievements of athletes have not shown the maximum results. Research conducted by (Sutrisno, 2012) found the factors that resulted in the not optimally implemented coaching done in Pontianak is caused by the leveled bureaucratic system, low quality of human resources (HR), lack of facilities and infrastructures, and lack of available funds. While the focus of this research is resources, including human resource competence and budget, in implementing the athlete achievement improvement policy.

Based on the observation, one of the perceived problems for the athletes is the low competence of human resources (trainers) and budget resources. The problems in the athletes achievement improvement not only just a matter of human resources and budget resources, but also other factors that cannot be ignored. As stated by Adisasmito (2007), there are three factors that influence the athletes' achievement, namely physical, technical and psychological factors. All three factors are interrelated in bringing the optimal achievement. All three factors are capital for the athletes to be a superior athlete and achieve the peak performance in their fields. If there is one nonoptimal factor, then the achievement will be not optimal. In addition, this can also affect the motivation of athletes for better achievement. The lack of budgetary resources can be influenced by other factors, such as the inadequate human resources who manage the budget, or the lack of bureaucracy, disposition or communication that can influence the student athlete performance improvement policy as proposed by Edwards III & C. (1980).

LITERATURE REVIEW

Competency

Spencer & Spencer (1993) argue that competence is an underlying characteristic of an individual that is associated with the results obtained. The basic characteristic of competence means that ability is important and in part of one's personality and the behaviours in working a task are predictable. Furthermore, Spencer & Spencer (1993) also suggests that the underlying characteristics of a person are related to the effectiveness of the individual's performance in his job or the basic characteristics of the individual having a causal relationship with the criteria used as benchmarks which shows the effectiveness or superior performance in the workplace or in certain situations (Sutrisno, 2012). Spencer & Spencer (1993) also stated that several characteristics of competence consisted of:

- 1) Motive, something that someone wants or consistently thought and desired that result in an action or basis to perform an action.
- 2) Traits, which makes a person has a behavioural attitude or how the person responds to something in a certain way, such as self-confidence, self-control, or hardiness.
- 3) Self-concept, the attitudes and values that someone has.
- 4) Knowledge, the information owned by a person in a particular field or in a particular aspect.
- 5) Skill, the ability to perform certain tasks, both physically and mentally.

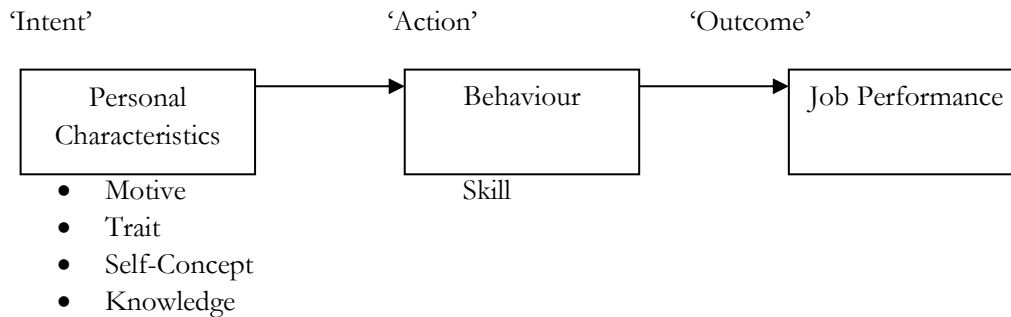


Figure 1. Competency Causal Flow Model(Spencer & Spencer, 1993: 13)

Spencer suggests that self-concept, trait, and motive tend to be invisible or hidden(Moeheriono, 2010). These competencies can be adapted or applied in various situations or as *starting qualifications*, whose contents are social and communication skills, general techniques and changing situations, organizational qualities and basic approaches to work and situations. In the end, Spencer suggests that, when applied in everyday life in the organization, competent employees are individuals who have the knowledge, skills and attitude in accordance with the work terms to actively participate in the workplace (Usmara, 2003).

Human Resources

The organization or institution must have a strong resource. The resources needed to run a company cannot be seen as a stand-alone part but must be seen as a formidable entity to form a synergy. In this case, the role of human resources is very decisive (Sutrisno, 2012). There are experts who equate *human resources* with *manpower* (labor). Some people even equate the understanding of *human resources* with personnel (staffing, etc.). Human resource is a resource that considered the most difficult to obtain and managed by almost all leaders of large and modern companies that have the right quality desired by the company, for it needs the existence of human resources management (Sutrisno, 2012).

Hall T. Douglas and Goodale G. James stated that Human Resource Management is the *process through optimal fit is achieved among the employee, job, organization, and environment so that employees reach their desired level of satisfaction and performance to meet the organization goals* (Douglas & Goodale, 1986). Human resource management is a process through which optimal suitability is obtained among employees, organizational and environmental work so that employees achieve the level of satisfaction and performance they desire and the organization meets its objectives.

Policy Implementation

Grindle (1980) argues that the implementation is a common process of administrative measures that can be investigated at a given program level. While Van Meter and Horn (Wibawa, 1994)states that the implementation of the policy is an action carried out by the government and private individuals individually or in groups intended to achieve the goal. Van Horn and Van Meter (Wibawa, 1994) shows some elements that may affect an organization in policy implementation, namely:

- a. Competence and size of staff of an organization;
- b. Hierarchical levels supervision of sub-unit decisions and processes within the implementing organization;
- c. The political resources of an organization (e.g. support among legislative and executive members);
- d. The vitality of an organization;
- e. The openness of the communication, i.e. horizontal and vertical communication networks, relatively high levels of freedom in communication with individuals outside the organization;
- f. Formal and informal linkages of an organization with decision-making or decision-implementing organizations.

Based on the above explanation, Tachjan, (2006) concludes that the implementation of public policy is a process of administrative activities undertaken after the policy is established and approved. This activity lies between policy formulation and policy evaluation. Policy implementation contains top-down logic, meaning lowering or interpreting abstract or macro alternatives into concrete or micro alternatives. Policies implementation is a very important stage in the policy process. This means that the competence of human resources is very influential on policy implementation which will determine the success rate of a policy process, whereby the objectives and impact of the policy can be produced.

Athlete Achievement

The importance of policy implementation is underscored by Udoji's opinion that states the implementation of the policy is important and perhaps even more important than policy-making (Agustino, 2006). Policies are simply a dream or a good plan that is stored neatly in the archive if not implemented.

In everyday life, it is often heard the word athlete as someone's title, this title is usually associated with the field of sports. Seen from reality, a person is called an athlete if he or she participates in a race or sports' match that includes the power, dexterity or speed. Besides, it is said to be an athlete if someone is an expert in a sport and has achievement from said sport. Wibowo (2002) stated that athlete is a subject or someone who work or pursue a particular sport and achievement in the sport. Salim (1991) argues that an athlete is a sportsman, especially in a field that requires strength, agility, and speed. In addition, according to Monty (2000), athletes are individuals who have their own uniqueness, talents, behaviour patterns and personalities, and backgrounds that affect the specific in itself.

RESEARCH METHODOLOGY

The research method used is a type of qualitative research with descriptive approach, carried out at Development and Training Center for Local Students, Central Sulawesi Provincial Office for Youth and Sports Affairs. Data sources in this study are divided into primary and secondary data sources. Focus and Description are focused on:

- 1) Motive, something that someone wants or consistently thought and desired that result in an action or basis to perform an action.
- 2) Traits, which makes a person has a behavioural attitude or how the person responds to something in a certain way, such as self-confidence, self-control, or hardiness.
- 3) Self-concept, the attitudes and values that someone has.
- 4) Knowledge, the information owned by a person in a particular field or in a particular aspect.
- 5) Skill, the ability to perform certain tasks, both physically and mentally.

Research instruments are: (1) Interview Guidelines, (3) Observation Guidelines, and (3) Documentation Note. Research instruments that are no less important in qualitative research refer to the capacity of individual researchers. Data Collection Techniques and Procedures conducted in

this study are as follows: (a) conducting interviews, (b) making observations, and (c) doing documentation. Data Analysis Technique utilized in this research is qualitative data analysis with data reduction measures, data display, and conclusion or verification (Miles & Huberman, 1992).

RESULTS AND DISCUSSION

Competency as Seen from the Motive Aspect

Motive is something that a person wants or is consistently thought of and desired that results in an action or basis to perform an action, such as a coach is motivated to improve an athlete's achievement and able to respond to things that can motivate people to join in sports. The result of the research proves that the motive of the supervisor in implementing the policy of athlete achievement improvement in Central Sulawesi Province is the supervisor's responsibility and should be implemented, so the facilitator communicates in various areas in the form of socialization in the new school year of junior high school or high school and the athlete's parents, with the hope that the government and the athletes' family will support the coaching stage until the national and international games.

A coach who feels motivated about his work will have an impact on the overall performance of the athlete. According to Hadari (2003), it is difficult to argue that the results of individual work greatly affect the organization. Therefore, the vision and mission of an institute or organization can be realized if the coach has a competence on the basis of work motives originating from within himself and from outside of each individual. This means that creative and innovative trainers are expected in the implementation of the improvement of athlete achievement in Central Sulawesi. Motivation to conduct direction in socialization continuously to various regions according to disposition of the officials is expected. The research results show that one of the hindrances to implementing athlete improvement policy is the limited availability of trainer resources which only available in Taekwondo branch, Takraw, Pencak Silat (6 coaches total) in comparison to 32 athletes, and the inadequate operational daily budget of IDR 75.000 for each person. Arifuddin proves that the availability of human resources is not proportional to the resources of funds in order to improve performance. For example, coaches need adequate nutrition to eliminate fatigue and dehydration when exercising, thus the lack of it makes the athletes less excited. This means that the trainers have the motivation to implement the improvement of achievement by direct socialization based on the disposition of the leader. Not all regions can be visited in a year because of the availability of limited operational funds and limited trainer resources. Edwards III (1980) argues that the limited resources can lead to accountability losses, lack of efficiency, and not motivate the principals in the policy implementation.

Competency as Seen from the Traits Aspect

Traits make a person has a certain behaviour or attitude, or how the person responds to something in a certain way. The results of research related to the traits of the coach or trainer in responding to the tasks and responsibilities are included within good category, which means the coach have the self-confidence, self-control, or hardiness.

The importance of competence is seen from the traits aspect which corresponds to the implementation of the athlete achievement improvement policy. Dwiyanto, et. al. (2008) said that the responsiveness is the ability of an organization to recognize the needs. This means to get the responsibility as a coach that the trainers have to be in full confidence. Every increase in athlete's need is noticed, even if the wages fixed at IDR 2.500.00 a month. In regard to self-control, trainers are self-controlled even if the competence is limited to experience and not based on educational level but the endurance and hardiness with a willingness to succeed. However, the success is still limited to the regional and national championships.

Nevertheless, the coach in performing the task still faces various challenges, such as the inadequate budget support for the athletes improvement, whereas the athletes are prepared to be a

professional and should get a good nutritional intake that can support health so that athletes still have physical quality to follow the training program according to the specified time by the trainer.

Competency as Seen from Self-Concept Aspect

Competence seen from the self-concept aspect is good enough that the trainer holds the value of honesty, simplicity, and openness as stated by Spencer & Spencer regarding self-concept as a factor that strongly supports employee performance. Therefore, a coach or trainer must instill an attitude of honesty to the athletes. One aspect of self-concept of trainers or coaches is to avoid mistakes. Therefore, transparency in coaching on the athletes is needed. Transparency and honesty are always directed to the commitment of running rules based on Standard Operating Procedure.

Competence in terms of self-concept possessed by trainers is an inherent trait in a person and is an important thing to do in everyday life. A high commitment to foster athletes will increase the chances to win in both national and regional event. If there are untalented athletes then the coach will report to the officials that the athlete needs to be continuously coached because the athlete only has the will but not the talent to be included in a matches or events. These three things are the pillars that affect a person's competence, because the honesty of each resource is one of the basic human characters originated from birth and developed from formal education and nonformal education.

Competency as Seen from the Knowledge Aspect.

Knowledge is the informations owned by a person in a particular field and in a particular aspect. Spencer & Spencer (1993) argue that competence is a fundamental characteristic of a person who reciprocally related to a criterion of effective and or best skills of a person in certain task or circumstances. This means that the competence is deep and long lasting enough as part of a person's personality that it can be used to predict a person's behaviour when faced with various situations or problems. In the workspace, competence is defined as an important aspect in determining employee performance. Most of the employees will produce effective performance if they have good enough knowledge, skills, and attitude and can be applied simultaneously.

The result of the research proves that the competence of trainers seen from the knowledge aspect regarding the sport is sufficient. It can be known from the knowledge or ability transfer to the athletes based on the experience so that the coached athletes are able to follow various local, national and international championships.

The achievements of the Central Sulawesi's athletes still need special attention. But in 2016, gold medals in Karate are achieved during the National Championship in Gorontalo on behalf of Nikita Syahrin Magfira and Isaac Ashar Ramdhan. While Taekwondo still stand in the Bronze Medal of Annisa Tuljannah and Debby Legrands.

Competency as Seen from the Skill Aspect

Skills are the ability to perform certain tasks, both physically and mentally. Trainers' activity based on skills and expertise can be observed through the research results.

The result of the research shows that the competence of trainers seen from skills aspect still require more attention because the trainer, according to the theory, is still a concern to be developed through training and formal education. The recruitment of trainers in a workspace cannot be guaranteed that they will be automatically successful. The competence of the trainers or coaches is a must, because a coach is expected to perform a task or work based on knowledge, skills, and attitude in accordance with the required performance to produce satisfactory achievement. Rivai (2005) stated that competence must exist and must be controlled by employees because they will (1) be able to do a task or job, (2) manage the work to be done, (3) know what to do if a plan fails, and (4) use their ability to solve problems or perform different tasks and conditions.

It can be concluded that the trainer needs to be viewed from the skill. The government needs to recruit professional trainers in certain fields. But it is proven that the athlete trainer doubles their duty on other agencies and get additional monthly wages, so that coaching can not be carried out continuously. Even the trainers are not sourced based on skills from formal education but from non-formal education, as seen in the table below:

Table 2. The Coaches

Number	Name	Position in the Department	Position in the Development and Training Center	Monthly Wages
1	Jordan S.Sos.M.Si	YorryMoula, Civil Servant of the Department of City Revenue	Rowing Coach	IDR 2.500.000
2	Moh. Tofan	Provincial Administrator of the Indonesian Rowing Sports Association	Rowing Coach Assistant	IDR 2.250.000
3	SandrinaL.Kalley, S.S	Civil Servant of the Department of Regional Revenue	Takraw Coach	IDR 2.400.000
4	Guritno	Teacher at State Junior High School 8 Palu	Takraw Coach Assistant	IDR 2.250.000
5	Sosilokamti	Teacher at Lasoani Elementary School	Pencak Silat Coach	IDR 2.500.000
6	SaenalArifin	Civil Servant of the Technical service unit of the central sulawesi provincial office for financial and development supervising	Pencak Silat Coach Assistant	IDR 2.250.000

Source: Central Sulawesi Provincial Office for Youth and Sports Affairs, 2015-2016

The table above shows that there are 3 branches of sports that become the main priority, namely Rowing, Takraw and Pencak Silat. In details, there are 9 Rowing athletes, 15 Takraw athletes, and 11 Martial Arts athletes. Each athlete receives IDR 180,000 monthly tuition fees, IDR 250,000 monthly allowance, and IDR 250,000 monthly for transportation.

CONCLUSION

Based on the discussion in this study, it can be concluded that the competence of human resources (coaches or trainers) at the Development and Training Center for Local Student of the Central Sulawesi Provincial Office of Youth and Sports Affairs is in good category. It is also proved that (1) the human resource motives of the trainer both from within the trainer itself and from the leadership are in good category; (2) The attitude or behavior aspect in responding to task and responsibility is also categorized as good; (3) self-concept aspect is also considered good, especially

regarding honesty, humbleness, and openness; (4) trainer's knowledge is sufficient; (5) skills and budget support for achievement improvement is inadequate because the recruited trainers are not considered as professionals in certain sports branches.

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