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Management of developing swimming performance in National Paralympic Committee of Indonesia

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Abstract

The main objective of this study is to understand and analyze structural organization of NPC (*National Paralympic Committee*) of Indonesia on managing swimming performance, recruitment system, infrastructure management, funding management and implementation of the exercise management on managing swimming performance. This study was conducted at Head Office of NPC Indonesia and Kartasura Swimming Pool, Central Java Province. This study is made in qualitative manner and presented in descriptive approach. The data collection is conducted by doing observation, document analysis, and interviews.

The results of the management of developing swimming performance in NPC (*National Paralympic Committee*) of Indonesia are summarized as follows: 1) there are general chairman, the head of the achievement division, the head of the sports department, coach manager and then directed to the coach coordinator and coach's assistant in the organizational structure 2) recruitment of the organization is held by choosing people who concerned about NPC of

Indonesia, recruitment of coach is held without any special tests, which is selected by: giving priority to athletes who have ever won medals and have experienced in coaching, while recruitment of athletes is held by using special test by NPC of Indonesia, 3) facilities, in the form of swimming's support tools, are given gradually by Ministry of Youth and Sports Affairs by submitting proposals. Meanwhile, facility such as swimming pool still depends on renting Kartasura Swimming Pool, 4) the funding is obtained from Ministry of Youth and Sports Affairs without any sponsorship, 5) training program is held by giving suitable program in general preparation, special preparation, pre match, and also considering athletes' physical condition, technique, and mental status. Training program can be developed according to the condition of each athlete.

Based on the analysis, it can be concluded that management of developing swimming performance in NPC (*National Paralympic Committee*) of Indonesia have been going pretty well but some aspects need to be improved, such as: recruitment of organization and coaches haven't been done by any special test and the absence of private swimming pool for athletes.

Key words: Sport management; developing swimming performance; NPC of Indonesia

INTRODUCTION

Basically, sport has fundamental and strategic role to build and to improve human resource quality for development. Sport is considered essential to support the formation of character and personality, discipline, high sportsmanship, and the performance improvement that can evoke the sense of pride and national unity. Sport has other equally important role, that is building a complete human being inwardly and outwardly. In general, sport is divided into several types, as follow: (1) Sport Recreation is a sport to fill free time, having fun, relaxed, and informal both from means and rules. (2) Sport Education is aiming to educate and to build student character by teacher in school since early age. (3) Sport Achievements is aiming to get best achieve as final goal^[1].

Every person has different goal in sport activity. There are so many choices in sport, the choice depends on people passion. Based on the sport value, sport should be placed on the top priority, because it is necessary for national progress. Sport achievements is a sport which is

foster and develop the sport in a planned, tiered, and ongoing. The competition for achievement in science and technology support sport. At first, sport achievements is generally done by human being; but in progressive era and technology as effect of globalization, sport achievements is also done by difable athlete as a sports event that competed in order to attaina highest achievement and topride the nation of Indonesia.

The paticipation of difable athlete at international Games like ASEAN Paragames, ASIAN Paragames and Paralympic Games have provided evidence that sport achievements for people with disabilities are beginning to thrive and develop in Indonesia. As the consequences of development sport achievements for difable athlete, it takes an organization to shelter everything for the needs and support the achievements of athletes with disabilities. Therefore formed *National Paralympic Committee* (NPC) Indonesia. On the swimming sport itself has put some swimmers to be the best athletes in Asian Paragames event, and able to pass the qualification to participate in the highest disabling sports event that is Paralympic Games, even in 2014 Indonesia succeeded to become the overall champion in one of the international event that Asean Paragames.

The difable athlete achivements are undoubted in international event which was participated. In NPC (*National Paralympic Committee*) training especially in swimming sport cannot be separated from good management. Management is integral component and handled with training and coaching overall, because without good management is very difficult to realize best achievement for difable swimming athlete. To support management, there are several aspect which must be paid attention such as organization structure, recruitment system, infrastructure, funding, and training implementation ^[2]. Organizing is the second function in management and organizing is defined as the process of organizing the organizational structure in accordance with the objectives, resources, and environment, thus the result of organizing is the organizational structure ^[3]. Recruitment is a searching process and determining amount person both of counry and abroad as a candidate which has been established in human resource planning. The recruitment goes through open selection and qualification^[4]. Hopefully, the infrastructure can support training process and freshness for the athlete to make more effective and efficieny training. As the others supports are funding, which must manage and supervise well to make a goal^[5]. Then, the last supports is training implementation, which must be organized through training program to reach optimal result.

Based on the statement above, the problem statement is how organization structure, recruitment system, infrastructure management, funding management, training implementation management *Indonesian NPC (National Paralympic Committee)* on coaching of sport swimming performances. The objective of this study is finding out organization structure, recruitment system, infrastructure management, funding management, training implementation management *Indonesian NPC (National Paralympic Committee)* on coaching of sport swimming performances. Facilities that is everything that can be used and utilized in the implementation of sports activities or physical education^[6]. The benefit of this study for the manager is as one of data and information to review in improvement swimming for Indonesia difable athlete and born potential athletes on national and international level. For the coach, this study benefit can be orientation to apply training program appropriate to method approach and theory, in order increase achievements on Indonesia difable athlete. For the athlete, this can be benchmarks to improve the ability and swimming sport achievements, and also to know the manager's and the coach's difficulty in achievements coaching. For the writer, this study can increase the knowledge and experience practically based on live observation, and also improve disciplines during study in university. For society, this study can be reference and information sources of *Indonesian NPC (National Paralympic Committee)* management on coaching of swimming sport achievements, in order to be used for the next researcher.

This research was held in Indonesia NPC Office Center and Kartasura Swimming Pool, Central Java Province. This research is using qualitative research and presented with descriptive approach. The technique of collecting data is observation, document analysis, and interview.

METHODS

This study is made in qualitative research and presented in descriptive approach. The data collection is conducted by doing observation, document analysis, and interviews.

Respondents referred to in this study include athletes, coaches and organizational leaders. The analysis in this research is carried out in four stages data collection phase, data reduction, data display, stage of conclusion, and verification.

RESULT

This research uses technique data collection as observation, document analysis, and interview. On the analysis stage, the researcher makes list of interview questions, collecting, and analyzing data. To know the informant report deeply, the researcher uses several stages, as follows: 1) Arranging questions interview draft based on credibility element for informant, 2) Interviewing with some informant to get information appropriate to problem statement.

a. Organization Structure

Indonesian NPC (National Paralympic Committee) has essential structure position in coaching of difable sport achievements overall. The organization coordination in *Indonesian NPC (National Paralympic Committee)* is very needed to obtain optimal support of various stakeholders as the outstanding athletes with disabilities. According to field observation, NPC (*National Paralympic Committee*) organization has already an organizational structure that is well documented and has basic AD / ART so that its management can proceed smoothly, in accordance with what has been planned. Organizational structure of *Indonesian NPC (National Paralympic Committee)* especially on swimming sport consists of manager, head coach, coach coordinator, and coach assistance appropriate to SK. All of coach is chosen by review of ex-athlete and the experience one. Based on result of interview, observation, document analysis showed that *Indonesian NPC (National Paralympic Committee)* organizes and coordinates all activities of NPC Provinces throughout the Legal Territory of NKRI. Up to NPC at Regency / City level based on existing in AD / ART.

b. Recruitment Management

Nowdays, *Indonesian NPC (National Paralympic Committee)* has prepared 33 athletes to participate in international event, the recruitment corresponds to the criteria of needed. The criteria corresponds to branch sport and probale to be trained, and passion through national competitions to born difable athlete with national record limit. The athlete recruitment resemble to national event such as *peparnas, pepapernas, peparprov, peparkab / kota* with the best limit and viewed based on certain criteria that are considered to train to be an athlete. To reach best

achievements, coach recruitment has special procedure. *Indonesian NPC (National Paralympic Committee)* has its own way to recruit the coach and closed.

To recruit a coach for *Indonesian NPC (National Paralympic Committee)* goes through special recruitment. Needed a coach which has been experienced and mastered in coaching to optimize the result. The recruitment of *Indonesian NPC (National Paralympic Committee)* coach is the opposite than general coach recruitment of national athlete. All proses has been considered to reach the goal, that is getting as many achievements and as high as possible. But, in this recruitment is still in traditional way or without orientation. The recruitment of daily manager for *Indonesian NPC (National Paralympic Committee)* is using traditional and closed method, but it is still on the consideration of care and loyal with the existance *Indonesian NPC (National Paralympic Committee)*.

c. Infrastructure Management

Training infrastructure is essential support for *Indonesian NPC (National Paralympic Committee)* especially in swimming sport. The athlete is using swimming pool as means in daily training. The training is still in public swimming pool at Kartasura Sukoharjo. Because of using public swimming pool, training schedule is on the evening, it depends on the closing of pool and it has to share the pool with public on the morning. Beside that, the others equipment used for NPC (*National Paralympic Committee*) are swimsuit, swimming cap, glasses, hand paddles, fins for feet, hand buoy, stick, and string for blind finish marking. Furthermore, in observation NPC (*National Paralympic Committee*) athlete has hotel as facility for meeting and rest. The infrastructure used can be said feasible, because almost every year the Ministry of Youth and Sports Affairs give the procurement, and for coache and coache assistant also get the same rights as what the athletes get.

d. Funding Management

Indonesian NPC (National Paralympic Committee) is a comittee, which is financed by the APBN through the Ministry of Youth and Sports Affairs. The funding system on *Indonesian NPC (National Paralympic Committee)* is self-management. It means that the fund is directly distributed by the Ministry of Youth and Sports Affairs, and *Indonesian NPC (National Paralympic Committee)* is as the activity implementer. The state is obliged to finance the need of training facilities and purchasing of Indonesia NPC (*National Paralympic Committee*), then *Indonesian NPC (National Paralympic Committee)* is only receiving what is given. Whereas,

coach and athlete salary, and also accomodation is directly given to the related parties by the Ministry of Youth and Sports Affairs. For the budget cannot be defined how much the index, because it is sensitive and the researcher just asked the outline.

e. Training Implementation Management

In training implementation, a coach is the highest leader on Indonesia Swimming NPC (*National Paralympic Committee*). The role of coach is very important to set all training program. On the Indonesia Swimming NPC (*National Paralympic Committee*) has one coach coordinator to coordinate five others. In training program, a coach always coordinate and communicate with coach assistance. Swimming training in *Indonesian NPC (National Paralympic Committee)* is five times a week for afternoon section, three times a week for morning section, and three times a week for physical training on the morning. Training is free on Saturday afternoon and Sunday to rest and to recover for the athlete. Morning swimming training is started at 05.30 WIB until 07.30 WIB. For afternoon swimming training is started at 16.30 WIB until 19.00 WIB. Furthermore, for morning physical training is started at 06.30 WIB until 08.00 WIB. According to field observation result, in swimming is categorized into five groups. It means that one coach is handled for seven until eight athlete to optimize the result. Grouping is based on the swimmer speed.

The training court is on Kartasura Swimming Pool Sukoharjo, which is still rented, so the schedule is agreed with public visitors. Whereas for physical training is in Hotel Lor-in. The training program is agreed with the planning in the first period. A coach arranges the planing program for long term, short term, and pre-competition. A coach always give some evaluation for the athlete about the target, which one is achieved and yet. According to the observation, the coach program has been booked and evaluated, and also development reported of athlete achievements to *Indonesian NPC (National Paralympic Committee)* regularly every week.

On the Indonesia Swimming NPC (*National Paralympic Committee*), every athlete does the same swimming style like regular athlete. The difference is on the rule and muscle performance also the nerves that are still active. Based on the whole of interview and observation stated that training process is synchronized with the athlete needed. It should be paid attention in physical, mentality, and technique development, so it needs evaluation after training section. By perfect point in training implementation, if the target is always achieved; it could be got maximal achievements.

DISCUSSION

1. Organization Structure

Organization is collective agreements on values shared in the life of the organization and bind all persons within the organization concerned^[7-8]. *Indonesian NPC (National Paralympics Committee)* has an important position in the framework of overall disability sport development. Coordination in the organization of *Indonesian NPC (National Paralympics Committee)* is indispensable to get optimal support from various sides as the user of athletes with disabilities achievement. *Indonesian NPC (National Paralympics Committee)* has a good organizational structure and meets the standard of organization. *Indonesian NPC (National Paralympics Committee)* oversees and coordinates all activities of NPC Provinces throughout the Legal Territory of NKRI. Furthermore, NPC at the District/City level based on those stated in the AD/ART. The organizational structure of *Indonesian National Paralympics Committee (NPC)* has been attached the swimming.

By the organizational structure, the development process is expected to run effectively and efficiently without any overlapping of authority and responsibility, and the absence of interest mutual attraction between one sides to another.

2. Recruitment Management

According to the research of *Indonesian NPC (National Paralympics Committee)*, swimming is a sport, which has 33 athletes, recruitment tailored to the required athlete's criteria. The criteria means deemed appropriate to the posture of the sport and allow to be trained, as well as through national championships, which bear athletes with disabilities in time according to national limits. Athlete recruitment refers to national events such as *peparnas*, *pepapernas*, *peparprov*, *peparkab/district* with the best limit and it viewed based on certain criteria that are considered to be trained become athletes. Management of the important sports organizations one of which is recruitment^[9].

Coach recruitment to get maximum achievement has certain procedure. The selection is not overt because *Indonesian NPC (National Paralympics Committee)* has certain procedure to recruit the coach. Coach recruitment of *Indonesian NPC (National Paralympics Committee)* in swimming is based on specific consideration in order to get maximum result from reliable and experienced coach. The process of coach recruitment of *Indonesian NPC*

(*National Paralympics Committee*) is different with the other national athlete coach. However, all of the processes have been considered to the purpose to get achievements as much and as high as possible. In the recruitment process is still done traditionally, it means that it have not a guideline.

While to recruit the daily board of Indonesian NPC (*National Paralympics Committee*) do it traditionally without open process or public selection, but based on special consideration that is concerned and loyal to the organization of Indonesian NPC (*National Paralympics Committee*). The management of athlete and coach recruitment at the Indonesian NPC (*National Paralympics Committee*) does not yet have any specific guidelines, all still done traditionally.

3. Facility and Infrastructure Management

Facility and infrastructure support enough in training process of athlete Indonesian NPC (*National Paralympics Committee*), especially in swimming. The daily facility athlete training is swimming pool. The training still uses public swimming pool in Kartasura Sukoharjo, so the training schedule hold in the evening with certain time after swimming pool closed for public and share with other visitor in the morning.

Beside training place, the other training equipment used by athlete Indonesian NPC (*National Paralympics Committee*), especially in swimming such as swimsuit, hat, hats, swimming goggles, hand paddles, fins for feet, handshakes, and rods and rope drills as a sign of the finish for the blind.

Besides equipment training, based on field observation, swim athletes Indonesian NPC (*National Paralympics Committee*) get hostel facility by rent the hotel as a place to encounter all of athletes to rest. Facility and infrastructure used are feasible because every year they renew by The Ministry of Youth and Sports Affairs and treatment by the coach. The coach and coach assistant are also having the same right as their athletes.

4. Funding Management

Budget is an organized and comprehensive plan, expressed in monetary unit for the operation and resources of a company for a certain period in the future^[10]. Financial management is any activity related to the acquisition, funding, and management of assets with multiple objectives^[11-12]. Indonesian NPC (*National Paralympics Committee*) is also funding by APBN through the Ministry of Youth and Sports Affairs. Funding system in

Indonesian NPC (*National Paralympics Committee*) is self-managed; it means that fund directly distributed by the Ministry of Youth and Sports Affairs and Indonesian NPC (*National Paralympics Committee*) has a role as event organization. The presentation of fund index cannot be mentioned. On funding is sensitive so the researcher just asks for a guideline. Funding Management in Indonesian NPC (*National Paralympics Committee*) can be conclude that it tend self-managed, from the center directly stream to the sport branch, one of them is swimming, and categorized enough for operational activities as well as to provide facilities and infrastructure.

5. Training Implementation Management

Exercise is a systematic process of exercise or work, which is done repeatedly, with increasing days adding to the amount of exercise or work^[13]. training is a systematic and continuous work or practice process, done repeatedly with increasing training load^[14-15].

The systematic and continuous process of practicing or working is done by continuous re-routine with more days Wearing the amount of burden to achieve the goal^[16]. In the implementation management, the coach is a highest leader at Indonesian NPC (*National Paralympics Committee*) in swimming. The coach has crucial role on the training program. In swimming Indonesian NPC (*National Paralympics Committee*) has one person as coach coordinator who coordinates five coaches else. The coach and the coach assistant always coordinate and communicate each other in training program.

Five times a week for evening section, three times a week for morning section and three times a week for physical training in the morning, it does swimming training at Indonesian NPC (*National Paralympics Committee*). Training is closed on Saturday and Sunday to give break to athletes. The morning swimming training starts from 05.30 WIB until 07.30 WIB. In the evening, the swimming training starts at 16.30 WIB until 19.00 WIB. Meanwhile, for physical training in the morning starts at 06.30 WIB to 08.00 WIB.

Training program is proven by the coach accordance with the plans that have been made at the beginning of the period. The coach plans long-term, short-term and pre-competition programs. The coach always gives an evaluation in every training to tell the athletes what they have achieved and the targets that they have not been achieved during the training. Regularly, the training program developed by the coach has been recorded and always

evaluates and reports the progress of athlete achievement to NPC Indonesian (National Paralympics Committee) every week.

At Indonesian NPC (*National Paralympics Committee*) sport, every athlete performs trainings with the same swimming style as athletes in general, which distinguishes the specificity of the rules and the athletes make swimming movements according to the ability of the muscles and nerves that can still be used. Athletes perform swimming movements according to specific regulations that refer to the IPC, it accordance with the level of disability athlete. So far, there are no significant obstacles during the training implementation process.

The training process adjusts to the needs of the athlete. However, coach always pays attention to physical development, mental development and techniques so that always held evaluation after the training. In the implementation of the training has reached the perfect point so the training targets are always achieved well and produce maximum performance.

CONCLUSION AND SUGGESTION

Based on the results of the determined data analysis, it is concluded that the sport achievement performance of swimming at Indonesian NPC (*National Paralympics Committee*) as a place of disabled person of Indonesia authorized to coordinate and to develop all sport activities of Indonesia in particular and in this international event has been going well. Specifically, it can be concluded as follows:

- 1 Organization structure of swimming performance implementation at Indonesian NPC has some organization elements, include stewardship and organization management, statute, bylaw, fund and work plan. All of the elements are well executed.
- 2 Recruitment in swimming performance implementation at Indonesian NPC divided into three; include athlete recruitment conducted through selection with athlete criteria deemed appropriate to the swimming sport posture, enabling to be trained, as well as through national championships, which bring up disabled athlete with good performance. The second recruitment of the coach is not done by open selection. The coach recruitment process at Indonesian is different with the other national athlete coach. However, all of the processes has been considered with the final purpose which to get achievement as much as

high as possible. The third recruitment is daily board, it is done traditionally without public selection process, but based on special consideration which is care and loyal with Indonesian NPC organization.

3 Facility and infrastructure of swimming performance implementation at Indonesian NPC supports enough in the process of athlete training. Public swimming pool located in Kartasura Sukoharjo is used to training. The other facilities fulfill such as hostel, gym or physical training, transportation and another facility to support the daily needs. Other training equipment used by athletes at Indonesian NPC in particular swimming sportswear is swimsuit, hat, swimming goggles, hand paddles, fins for feet, handshake, stick and rope drills as the finish mark for the blind that is filled by the Ministry of Youth and Sports Affairs in accordance with the submission.

4 Funding in the coaching of swimming performances at NPC is sourced by APBN through the Ministry of Youth and Sports Affairs, there is no external sponsorship for funding.

5 The training implementer in swimming performance development at Indonesian NPC (*National Paralympics Committee*) has been used training program. The coach arranges and makes training program suitable with athlete needs by cognizing the physical development, mental and technique development because each athlete has different disadvantages and advantages. The coach always gives an evaluation of each training to tell the athletes what they have achieved and the targets that they have not been achieved during the training.

CONFLICT OF INTEREST

The authors certify that have NO affiliations with or involvement in any organization or entity with any financial interest or nonfinancial interest in the subject matter or materials discussed in this manuscript.

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