

Management of National Paralympic Committee Indonesia (NPCI) of High-Performance Sport in Klaten Regency

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Abstract

This study aims at exploring and analyzing the management of sports coaching for athletes with disabilities in the National Paralympic Committee Indonesia (NPCI) of Klaten Regency. The current study also examines the factors that support and inhibit the NPCI of Klaten Regency in sports coaching. A descriptive qualitative approach was employed as the research method. The data was obtained through interviews, observations, and literature reviews. The interactive model analysis was performed to analyze the data. A purposive sampling technique was conducted to the management of the organization, trainers, and athletes. The results of this study outline the planning, organizing, actuating, and controlling steps done by management. The supporting factors of the Management of NPCI in Klaten Regency are the full support from the government in terms of sports facilities and assistance in the procurement of facilities and infrastructure from the private sector. The inhibiting factors of the management were the lack of human resources in terms of athletes and coaches who meet the NPCI criteria and the minimal financial support that was channeled through Regional Revenue and Expenditure Budget (APBD). It can be concluded that the NPCI of Klaten Regency had carried out good organizational management by collaborating with various parties concerned with the development of sports in Klaten Regency. To summarize, the management of coaching for athletes with disabilities was well programmed.

Keywords: Management, Sport, Disability, Athlete, Paralympic, NPCI, Klaten Regency

I. Introduction

Achievement in sports cannot be decently obtained or it does not necessarily come on its own. It's not something everyone can understand, even those just results-oriented competitions or championships on the mark with the medals, regardless of the coaching process that starts from an early age. Therefore, collaboration with sports science and technology development institutions is needed, to provide scientific and concrete answers that

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achievements are the result of the process of training and talent development (see Olsson & Meek, 2013; Olsson, Reilly, 1998).

Sports have become a necessity of life, be it for health or achievement (Daud et al., 2013). Sports cover many aspects of human life. Likewise of sports for people with disabilities or Paralympians. Sobiecka et al., (2019) Paralympic sport is not only used as part of the rehabilitation but also as a medium to facilitate their achievement, both for self-pride and the pride of the nation.

High-performance sports are physical activities carried out and managed professionally to obtain optimal achievements from regional, national to international levels. In Act No. 3 of 2005 concerning the National Sports System (SKN) in article 27 Paragraph 4 states that: "The development of high-performance sports is carried out by empowering sports associations, fostering national and regional sports development and organizing competitions in stages and a sustainable manner." The development of the high-performance sports of the National Paralympic Committee of Klaten Regency fosters and prepares scaffolding resources for the achievement through coaching with training methods. NPCI of Klaten Regency has the task of finding and fostering athletes with disabilities for matches or races held at the Central Java Province. NPCI of Klaten Regency fosters 9 sports including powerlifting, athletics, badminton, archery, swimming, table tennis, ten pin bowling, sitting volleyball, and chess.

Sports management is crucial in achieving coaching goals (Hoye et al., 2015). Management is a process comprising of planning, organizing, actuating, and controlling taken to determine and achieve the goals set through the empowerment of human resources and other resources (Fajarwati et al., 2016). Sports management is important to integrate various aspects to achieve the desired goals. According to Harsuki (2012), sports management is any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating, in the context of an organization or department whose main product or service relates to sports or physical activities (Sawyer & Judge, 2012).

II. Methodology

A descriptive qualitative approach was employed in this study (Silverman, 2013). This descriptive study is used to gathering actual information in detail and to describe the existing phenomena, identifies problems, or checks the applied conditions and practices (e.g. Apriyanto et al., 2020; Apriyanto & Nurhayaty, 2019). The data analysis techniques were in three steps: data reduction, data display, and conclusion drawing/verification. Data reduction deals with a detailed and thorough report on the data obtained. The data analysis was carried out through data reduction. Data reduction refers to a process in summarizing and selecting the main points thereby making it easier for researchers to describe more clearly and to collect the data. The second step was data display. The data obtained are listed by the main issues in the form of description and relationships among categories, making it easier for researchers to see patterns of relationships between one another. The last step was the conclusion drawing /verification. As stated by Miles et al., (2014), the third step in qualitative analysis is drawing conclusions and verification. After the data were concluded and verified, the data were processed following the pattern of problem-solving. The findings can be in the form of a picture or description of an object that was not previously apparent. Thus the qualitative research conclusions are still temporary and will be evolved in the research field.

The focuses of this study are Planning, Organizing, actuating, and controlling. The data was obtained through interviews, observations, and literature reviews. The interactive model analysis was performed to analyze the data. Miles et al., (2014) explained that data condensation refers to the process of selecting, focusing, simplifying, abstracting, and/or transforming the data that approaches the entire part of the written up field notes. Data condensation provides more accurate data.

III. Results and Discussions

In this study, the object under study was about the coaching and development of the sports achievement of the NPCI Klaten. The main subjects in this study were interviews, observation, document review, and documentation. Discussion of the results of the research will be discussed consists of five parts, namely, management coaching and development, human resources, facilities and infrastructure, funding and awarding achievements of athletes and coaches.

Management of NPCI of High-Performance Sport in Klaten Regency

Planning

The planning includes the process of preparing strategic plans (Olivarius et al., 2010) and regulated in the articles of association (AD) and bylaws (ART) of NPCI. The strategic plans were formulated together with the members of the sports federation through the Regency Forum (MUSKAB NPCI) every four years. It was held on the initiation of the NPCI management in one period of management. The results of MUSKAB was usually in the form of a long-term work program. The task of the newly elected management is to arrange and elaborate it into an annual work program according to their respective duties and functions in the management. However, the implementation was not optimal due to the bustle of the activity, dual positions as trainers, and the member of the sports federation, as well as the work rush in their respective offices. Of their several programs, the NPCI of Klaten Regency prioritizes the long-term achievement and intermediate targets. However, several programs should have been implemented but could not yet be carried out due to the lack of funding to realize these programs.

Therefore, to overcome the lack of funds, a short-term operational plan was made by prioritizing work programs that have direct contact with athletes and coaches. Thus, the goals and objectives will be realized with the existing budget. Furthermore, Harsuki (2012) argues that downsizing a work program will accelerate the implementation of the program and the realization of the objectives of the organization. In implementing the achievement-fostering program, the NPCI has obliged the sports federation with the trainers to arrange the training program as a direction and guide. However, in some branches, the coaches had arranged the planning process up to the preparation of the program, while the committee was not involved. Terry (2009) suggests a program based on the Unity of Direction principle. The program refers to the plan-making and training programs must involve various parties by involving all components related to the coaching of athletes. With this description, it can be summarized that the NPCI of Klaten Regency had carried out the planning in the Management despite some obstacles.

Organizing

Organizing is a very important process in management (Ufartiene, 2014). The management of the NPCI of Klaten Regency in 2015-2020 is a MUSKAB decision arranged according to the position, duties, and functions of each field to carry out the NPCI program. The articles of association (AD) and bylaws (ART) of NPC had been regulated for the management of each section. It also regulated the objectives, job description, delegation of power, range of power, the organization supervision, the consistency of orders and responsibilities, and the coordination within the management. The NPCI of Klaten Regency had carried out the organizing process. This can be seen with the management structure. The service period of the NPCI administrator is 4 years, from 2015-2020.

According to the results of direct observation and interviews, it can be illustrated that the function of all components in their job description was not optimal. This can be due to the selection of personnel structure that is not by their respective fields of expertise. The function of organizing in the NPCI aims at harmonizing different groups of people, bringing together people from different interests by taking advantage of the existing capabilities in a particular direction (Terry, 2009). Thus, there is a need to have joint actions within the organization to synergize its work and functions to achieve the goal. The sports federation, functional institutions, and Regency/City NPCI were very strict in regulating its members in terms of violations that hinder the achievement fostering. It was done through sanction letters and suspension. Board members of the sports federation whose management had already been given sanctions will not get financial assistance. Organizing played an important role in the NPCI of Klaten Regency in carrying out activities such as forming a committee, forming teamwork. This can be seen from the existence of the structure, setting the role of line managers in the form of management structure, job description, and regular planning.

Actuating

Actuating is essentially an actualization of the plans that have been prepared. It is the implementation of a plan and the organization to achieve the desired goals (UNHCR, 1999). The actuating can be reflected in the implementation of activities according to the plan. The ability of the NPC of Klaten Regency leaders such as the chairman and divisions in terms of guiding, directing, organizing, inviting, influencing, and moving the NPCI administrators to complete their assigned tasks was considered as successful. This can be seen from the awareness and sincerity of the management in completing their job description. A team consisting of people in the management of the NPCI under related fields involved the active role of academics and sports experts. Some work had been able to be completed according to plan including. One of them is the monitoring and evaluation team whose tasks were supervising, monitoring, and providing input related to the implementation of training activities carried out by each sport. The works were reported to the NPCI monthly. The NPCI Physical Testing Team had carried out physical activities testing. Despite the testing was carried out independently by the team members, it ran smoothly nonetheless. The program assistance and consultation team had also worked simultaneously and the results had been reported periodically to the Chairperson of the NPCI. It can be concluded that the NPCI of the Klaten Regency NPCI had carried out an actuating process in the management.

Controlling

Controlling refers to the activities in checking the consistency between the implementation and plans made (Johnson, 2020). The Chairperson along with the leadership elements of the NPCI of Klaten Regency carried out the

controlling process. There were many sufficient methods to create a conducive situation and help in the management of the organization. The controlling mechanism was more of a communication and interpersonal approach. In the implementation of the programs, the internal audit agency, community, and the Attorney General monitored the NPCI of Klaten Regency. In the process of controlling the preparation of the Provincial Paralympic Sports Week (*Peparprov*) handled by the NPCI of Klaten Regency, a monitoring team was tasked with monitoring the training activities and the championship. The training and development division achievement was also active in conducting regular evaluations of the development of an athlete's abilities. In terms of financial supervision, the NPCI of Klaten Regency cooperated with the district attorney (*KEJARI*) and the Indonesian Supreme Audit Institution (*BPK*) in charge of overseeing finance.

The Supporting and Inhibiting Factors

The supporting factors of the Management of NPCI of High-performance Sport in Klaten Regency were the full support from the government in terms of sports facilities and assistance in the procurement of facilities and infrastructure from the private sector. The inhibiting factors of the management were the lack of human resources in terms of athletes and coaches who meet the NPCI criteria and the minimal financial support that was channeled through Regional Revenue and Expenditure Budget (APBD) (Itika, 2011). It requires high intensity and continuous training without interruption. The training schedule often clashed with the scheduled school/college. It was also difficult in getting school/lecture dispensation when doing exercises or taking part in competitions.

Discussion

The data collected is then discussed in depth. The following is a discussion on the implementation of the coaching and development of sports achievements of the NPCI Klaten Regency (management study of coaching and development, human resources, infrastructure, funding, awarding).

1. Coaching and Development Management of NPCI Klaten

The organizing process has been carried out by the NPCI Klaten Regency. This can be seen by the composition of the management of the 2015-2019 service period. In his responsibilities of carrying out activities such as forming a committee, forming a *POKJA* team, NPCI Klaten Regency prioritizes the organizing function. This can be seen from the existence of structure, setting the line of work relations in the form of the management structure of the position, making duties, and making regular planning. The actuating process is, in essence, an actualization of the plans that have been prepared (Bozkurt, 2017). Implementation is the application of a plan and organization to achieve the desired goals.

In carrying out the work program of NPCI Klaten Regency, it formed a team consisting of people according to related fields both academics and sports experts. In the implementation of coaching and development (Pullen & Crane, 2011), they have carried out 1) Intensive and ongoing marketing, nursery, coaching, and scouting of sportsman talent. In the field of achievement are trained by trainers who match their expertise and experience. (2) Fostering and increasing the capacity of human resources including the organization's management. For the development of NPCI achievements, they have nursed athletes through SLB student competitions and conducted long-term coaching. (3) Improve sports facilities and infrastructure. Coaching athletes in stages, simultaneously, and

systematically. With the implementation of some of these activities, the NPCI Klaten Regency has carried out the actuating process in the management function.

The last management function is controlling. It means activities to adjust between the implementation and plans that have been determined. In the process of oversight of the management carried out by the general chairman together with the elements of the leadership of the Klaten Regency NPCI runs with many methods. The control mechanism carried out is more of a communication and interpersonal approach. While monitoring the preparation of PEPARPROV NPCI, Klaten Regency formed a monitoring team that was tasked with monitoring the training activities and monitoring the championship. The Achievement Development Division is also active in conducting regular evaluations of the development of an athlete's abilities. In terms of financial supervision, the Klaten Regency NPCI collaborates with the District KEJARI and the BPK in charge of overseeing finance.

In coaching sports management it is important to integrate various aspects needed to achieve the desired goals. According to Harsuki (2012), sports management is any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating, in the context of an organization or department whose main product or service is linked to sports or physical activities.

2. Human Resource Management of NPCI Klaten

In the contents of the Constitution on the National Sports System explained in Chapter VII for the development and development of sports, organizations that need shelter in the field of sports that can be a place to achieve sports achievements at the regional, provincial and national levels in the description are in article 21 paragraph (2) which states that coaching and sports development include sports, energy, organizing, funding, methods, infrastructure and facilities, as well as sports awards.

The preparation of personnel can be seen as a series of activities carried out to meet the needs of the organization's personnel so that people who enter the appropriate structural position. Human resources are one of the key factors in achieving successful development, empowering human resources requires very careful management by adjusting the club's short-term and long-term strategic goals (Itika, 2011). To anticipate various internal and external changes to the capability and capacity needs of HR, the team management must develop and implement a competency-based HR management system.

NPCI Klaten is the only organization for sports organizations with disabilities in the Klaten Regency which has the authority to coordinate and foster any achievement sports activities for persons with disabilities in Klaten Regency and internationally. NPCI Klaten runs with the management of the 2015-2019 period. By the Decree of the Chairperson of the National Paralympic Committee of Indonesia, Central Java Province Number: 013.Skep./MP - JTG / XI / 2017. This organization has the obligation to provide guidance and advance the sports achievements of the NPCI Klaten, in addition to curbing administration and organization.

NPCI Klaten in selecting members of management from various fields such as businessmen, officials, sports practitioners, and bureaucratic circles, because to build performance training in NPCI Klaten, collaboration from various groups is needed to make progress in the development and development of sports in NPCI Klaten. Shortly, to achieve an organizational goal requires good coordination.

The reality that is happening right now is that the athlete and coach resources possessed in the coaching and development of sports achievements of the NPCI Klaten are 3 student-athletes, 33 professional athletes, and 10

coaches. So it can be concluded the ratio of athletes to coaches is 1:3. Whereas athletes also go through several stages, ranging from the nursery process, selection, orientation, training and development, achievement and evaluation, degradation. The NPCI Klaten athlete's nursery through the district level SLB student competition, from the results of the competition, outstanding athletes were recruited to participate in the training. The human resources owned by the NPCI Klaten, both administrators, athletes, and coaches have been running well.

3. Infrastructure Facilities Management of NPCI Klaten

To support the pattern of sports coaching and development consisting of elements of problems, nursery, and coaching or performance improvement, it is demanded that adequate sports facilities and infrastructure be demanded. Sports facilities and infrastructure are important components of coaching and developing sports.

Sports infrastructure is fundamental in the implementation of sports coaching because without adequate facilities there will be no such coaching as athletes cannot channel their talents and practice optimally (Kaya, 2014). While infrastructure is everything that is needed in physical activities, it is permanent or cannot be moved. For example a volleyball court, archery field, stadium to practice athletics.

NPCI sports development in a broad sense does not only provide adequate human resources, as well as the provision of facilities and infrastructure is a part that must be fulfilled to support the achievement of athletes to a higher level. The availability of facilities and infrastructure is used as a first step or an embryo of a larger idea in the development and coaching of sports (Lim, 2008).

The description of the availability of NPCI Klaten sports facilities and infrastructure is considered sufficient although it is still very limited. To do training, it provides various facilities that can be utilized by athletes and coaches. Infrastructure includes the *GOR* building which is commonly used for badminton or volleyball sitting alternately, stadiums used for athletic training, soccer fields for archery, indoor buildings for practicing table tennis and chess, government-owned swimming pools, and gyms for weight lifting. The condition of the infrastructure used for the training is that some people still rent and mix it with the general public. However, it does not dampen the process of coaching athletes by coaches.

Based on the results of research on infrastructure facilities. For the facilities of each sport already fulfilled. Although not all are in good condition. Some training tools are in bad condition, such as volleyball from 10, 5 damaged conditions. Planning a need for infrastructure facilities needs analysis, budget analysis, and selection of facilities and infrastructure. All infrastructure facilities are managed in an orderly and orderly manner based on the provisions or guidelines in force the NPCI Klaten. In the planning of infrastructure procurement, the manager always coordinates with the trainers to meet the needs in the implementation of coaching then coordinated with the management of the NPCI Klaten.

4. Funding Management of NPCI Klaten

Philibert (2018) suggests that financial management tasks can be divided into three phases, namely financial planning, implementation, and evaluation. Financial planning, called budgeting, is an activity to coordinate all available resources to achieve the desired goals systematically without causing adverse side effects. Implementation involves accounting (implementation of the budget) is an activity based on a plan that has been made and the possibility of adjustment if necessary.

In the distribution of the coaching fund budget adjusted to the achievements and activities of each sport for each of the sports branches the coaching fund budget is different, to support the activeness of the sports branch held by the NPCI Klaten, requiring each sport to hold a district level championship for at least a year once besides that to find athletes who are competent in the sport.

Fund management activities at the NPCI Klaten are carried out using existing facilities tailored to the needs of the sport. Starting from the planning, implementation (use of funds), and evaluation. The budget allocation is carried out with the aim that sports coaching and development can run smoothly. Related to the funding system found in the NPCI Klaten, the researchers found that the source of funding came from the regional government budget and membership fees, in the *AD/ART* it was explained that there was an obligation to pay contributions at each event for the sake of the organization's sustainability because not every year the NPCI received a regional budget. Divided every 2 years, usually from the NPCI Regency continues to branch off sports management.

5. Awarding Athletes and Coaches Achievements Management

The awarding cannot be separated from the achievements of the athlete himself. As contained in Article 86 paragraph (4) of Law Number 3 the Year 2005 of the National Sports System, regarding the award of sports awards. Given to every sportsperson, sports organization, government/private institution, and the individual who excels and/or is instrumental in advancing sports. Article 3 Paragraph (1) Sports awards that can be given to sports actors, sports organizations, government / private institutions, and individuals who excel and/or contribute in promoting sports take the form of a sign of honor; convenience; scholarship; profession; extraordinary promotions; insurance; citizenship; freeman; pension plan; well-being; or other forms of appreciation.

The awarding in the form of coaching money is part of the government's attention and appreciation for the struggles of athletes, coaches, and all those involved in sports who excel in the name of the region (Brown, 2014). It is a form of government attention not only for multi-events but also attention is given to single events that have succeeded in gaining gold, silver, and bronze.

Klaten's NPCI has carried out its obligations in giving compassion at the Third PEPARPROV event in 2018 for both athletes and coaches. Coaching money given by the Klaten Regency government in the form of a gold medal - 25 million, silver - 15 million, and bronze - 10 million, while for the coach is 10 million for gold, 5 million for silver, and 2.5 million for bronze and it's multiplied by the number of athlete medals.

The awarding aside from providing motivation and appreciation to sports players also appreciates the services/achievements of sports players, especially athletes and coaches who have contributed to promoting sports.

IV. Conclusion

Referring to the results and discussion of this study, some conclusions were drawn:

The planning in the management of NPCI of high-performance sport in Klaten Regency was carried out through the strategic plans regulated in the articles of association (AD) and bylaws (ART) of NPCI, formulated together with the members of sports federation through the Regency Forum (MUSKAB NPCI) in every four years;

The organizing process in the management of NPCI of high-performance sport in Klaten Regency was done through the coordination and collaboration with the regional, national and international levels as a series of strategies to improve the athlete achievement;

The actuating in the management of NPCI of high-performance sport in Klaten Regency was implemented through a simultaneous, staged, and systematic coaching by involving all athletes in all Single Event activities aimed at measuring the achievements as the benchmarks in participating in the provincial, national and international multi-events;

The controlling in the management of NPCI of high-performance sport in Klaten Regency was carried out by forming a Monitoring and Evaluation Team (*Tim Monev*) for monitoring, supervising, and providing input related to the implementation of the training carried out by each branch of sport.

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