

SWOT Analysis: Special Training Center of Athletic

Hari Setijono¹, Kunjung Ashadi^{2,*}, Amrozi Khamidi³

¹ Department of Sports Coaching Education, Universitas Negeri Surabaya, Surabaya, Indonesia

² Department of Sports Coaching Education, Universitas Negeri Surabaya, Surabaya, Indonesia

³ Department of Sports Coaching Education, Universitas Negeri Surabaya, Surabaya, Indonesia

* Corresponding author Email: kunjungashadi@unesa.ac.id

ABSTRACT

Athletics is a sport branch that fights for medals. The study aimed to evaluate the implementation of a special athletic training center that has been running for two years managed by the East Java Provincial Management of Athletic Union. Qualitative research methods were used to obtain data. The instruments used were structured interviews and observations. Data triangulation was carried out for each of the 2 athletes, coaches and administrators as well as field visits to check the correctness of the data. SWOT analysis was used to evaluate the program. The strengths of the training center program were strong funding, support and implementation of sports science and a good management system, while the weakness was that the coach didn't assist the athletes for full time. The long term opportunity was the increasing of athlete achievements, while the threat was the risk of athletes not to run a training program properly because they were not accompanied by a coach directly. By optimizing strengths and covering existing weaknesses, it is hoped that the program can contribute further for the development of Indonesia's athletic achievements.

Keywords: *analysis, athletic, SWOT, training center.*

1. INTRODUCTION

Sports is an issue that has always attracted the attention of many parties. One national issue that is often discussed in various forums and media is the problem of loss national sports achievements. Indonesia's achievements often fluctuate from time to time and rarely reach the peak of international achievements in a long time. In 1962 Indonesia obtained 11 gold medals in the Olympics, but after that Indonesian sporting achievements never returned as they did at that time. Indonesia was able to reach the golden age at the Sea Games event in the period 1977 - 1999, but after that Indonesia experienced a period of fluctuations in achievements at various international events [1].

The lagging of national sports achievements compared to other countries encourages the need to organize a system of sports coaching. In the strategic plan (Renstra) of the Ministry of Youth and Sports in 2016-2019, it was stated that the increase in sports achievement was aimed at gaining a gold medal in several superior sports at the international level [2]. Achievement of national sports is a tangible form of the results of coaching carried out by sports branches from time to time. Sports are often associated with prestige, self-esteem and pride of a nation [3]. Therefore, Indonesian sports achievements are important to fight for.

The process of sports achievement is not an instant process. To achieve this, a militant formation process is needed from time to time. One sport that has a lot of match

numbers is athletics, by dominating sports that are rich in medal opportunities, which is likely to improve Indonesia's sporting achievements. Athletics is one sport that has a lot of race numbers. At the 2018 Indonesia Asian Games, there were 48 race numbers in athletic sports, but because we had not been able to compete optimally in all numbers, Indonesia only followed 13 race numbers [4]. In the 2018 Asian Games, athletic sports donated 2 silver medals and 1 bronze medal [5]. The Indonesian runners namely Fadlin, Lalu Muhammad Zohri, Eko Rimbawan and Bayu Kertanegara were able to win a silver medal in the men's 4 x 100-meter relay number by defeating China. This achievement repeated the glory of Indonesia at the 1966 Asian Games [6]. While Indonesian princess runner, Emilia Nova, was able to make a brilliant debut at the Asian Games for Indonesia by winning silver in the 100-meter hurdles [7]. The bronze medal was won by Sapwaturrahman who appeared in the men's long jump number with a jump of 8.09 meters [8].

In Indonesia, athletics is handled by the All Indonesia Athletics Association (PASI). The organization is the parent of a sport that handles athletic achievements in Indonesia. One of the programs carried out by PASI is the Senior Athletic Training Center or can be called National Athletics which consists of Indonesia's main athletic athlete who are the spearhead of Indonesia in winning medals at the international arena. To support the continuity of this achievement, the athlete's regeneration process is needed which can later become a supply for the

concentration of athletic training. Regeneration of athletes can be done through the process of breeding and fostering athletes which are carried out continuously with the aim of achieving achievements in the future [9].

In performance sports, it is important to think of athlete regeneration for the sake of continuity of achievement for Indonesia's athletic future. This is in accordance with the mandate of the National Sports Law No. 3 of 2005 which states that the development and development of achievement sports involving potential young sportsmen and the results of monitoring, guiding, and developing talent as a regeneration process. Related to this, since 2017, the East Java Indonesian Athletics Association (PASI JATIM) has created a special training center of athletics (STCA) which aims to foster junior athletic athletes who are expected to become athletic athletes who are ready to perform at senior levels in the future.

The aim of STCA is to produce potential junior athletes who can later be recruited to become senior athletes at regional or national training centers. The athletes selected to enter the STCA program are aged 15-18 years old. They are selected through the achievements of various championships and selection of athletic talent scouts. This is in accordance with the Presidential Regulation of the Republic of Indonesia Number 95 of 2017 concerning the improvement of national sports achievements which mandates that the selection of aspiring athlete trainers is carried out by the parent of the sport [10].

Currently, the STCA program has been running for two years. The problem is that it has not yet known whether the implementation of the STCA program has been on the right track in the effort to achieve the highest achievements. In addition, it has also not known what are the things that must be maintained, changed, added and deleted in the Athletics program. In general, the urgency of this study is to prove the concept of the role of sports science in fostering sports achievements. Through the research, it will be known whether there is a relationship between the application of sports science and sports achievement.

2. METHOD

To obtain qualitative data, the research instruments used were interviews and observations. Interviews with open questions were conducted to explore data freely and broadly without fixing on the boundaries of the question. Interviews were conducted on 2 trainers, athletes, and administrators so that the data triangulation process occurred and the data obtained were correct. The selection of research subjects was based on the consideration of the researchers, namely the athletes, coaches, and administrators selected were individuals from the beginning involved for 2 years in STCA so that they detail understood the situation at STCA.

Questions asked about the trainer were related to training schedules, training programs, systems, and rules that were applied in STCA. Questions asked to athletes were related to training schedules, training programs, systems and rules that were applied in STCA. While the questions asked to the management included the system and rules that were applied in STCA. Furthermore, observations were made to check the suitability of the results of the data answers to the research subjects with the situation in the field.

Observations were made on the athletic field and STCA dormitory to ensure the correctness of the answers and facts in the field regarding the training schedule, training program, rules and systems that were applied in STCA. Qualitative data analysis was done by grouping similar data in a group of similar data writing. Qualitative data were presented descriptively so that it was easily understood. All qualitative data were evaluated using a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats).

3. RESULTS AND DISCUSSION

Special training center of athletic (STCA) is a training center located in Lidah Wetan Surabaya. In STCA there are 4 trainers, 12 athletes and 4 STCA administrators. Each trainer has a different task specialization according to the number of each race. This program has been running since 2017 until now. The STCA program is a program created by PASI East Java as an effort to breed potential athletes who perform at the senior level. So it can be said that STCA is a place for printing potential junior athletes who are expected to be able to become great athletic athletes in the future.

In STCA, a written system and rules are in place with the aim that the program runs optimally. With the existence of written rules, it limits a person to behave and behave in accordance with existing agreements [11]. The following below describes the systems that are applied in STCA starting from the general system, input, process and output.

3.1 General System

The athletes, coaches and administrators who have been recruited in the STCA program are bound to the rules in writing with PASI JATIM regarding the implementation of the STCA program. With the official rules making STCA program implementers strictly bound and compliant with the applicable regulations. Athletes and coaches must conduct daily attendance checked and reported by the STCA board to the leaders of PASI East Java. This is done to maintain the consistency of the presence of coaches and athletes in the STCA program.

To create a competitive atmosphere, the system used in an effort to improve achievement is through a system of promotion and degradation. This is applied to athletes and coaches. Promotion is given to potential athletes who have the potential to develop their achievements in the

STCA program after success through a series of athlete recruitment stages. If the athlete meets the requirements, he will be included in the STCA program to replace the position of the degraded athlete. Athletes are considered successful if they can improve their best time record (personal best), while athletes who are considered to be failed if the best time record does not increase compared to the first time entering STCA or can be said to not develop. Successful athletes will survive in the STCA program or even be taken by the Provincial or National Training Center, while less developed athletes will be excluded from the STCA program. Furthermore, the coach who is considered successful is if he is able to make the athlete experience an increasing best time record (personal best), while the coach is said to be unsuccessful if the athlete he handles does not develop within one year. If this happens, the trainer must be prepared to be excluded from the STCA program.

In STCA, it has implemented a comprehensive system in supporting achievements, namely through the implementation of sports science that has been done well. The STCA program has involved nutritionists, sports tests and measurements, biomechanics, psychology, and medicine. Nutritionists are in charge of compiling daily food programs for athletes, sports tests and measurements are carried out continuously to determine the progress and improvement of athletes' physical conditions, biomechanical support is given to evaluate athletic movement techniques, psychological support is carried out to determine athletes' mental condition while medicine supports athletic health, for example, illness and sports injury conditions.

To support the delay of the system, a set of rules in STCA is arranged, including:

- Athletes must turn off communication devices at 09.00 PM
- The athlete must sleep at the latest at 10.00 PM
- Athletes are required to take a nap in the duration between 30 until 90 minutes
- Athletes and coaches are required to conduct attendance every day known to the head of the hostel
- Athletes are prohibited from leaving the hostel without permission from the coach and head of the hostel
- Athletes who have free sessions without training are allowed a maximum of 10.00 PM
- Athletes and coaches who are unable to increase their performance within one year will be evaluated and are likely to be degraded.

3.2 Coach and Athlete Recruitment System

Recruitment has a strategic goal that focuses on the need to attract high-quality people so that the organization can run optimally [12]. Currently, STCA has 4 coaches. The recruitment of trainers was obtained through an interview process and file checking. Interviews were conducted to gather information regarding the background and experience of the trainers while checking the files was done to ensure that the speech delivered by the trainers was supported by

authentic evidence such as award certificates, training certificates.

The STCA trainer selection process is carried out by the leadership of PASI East Java which consists of general chairpersons, daily chairpersons and general secretaries. Criteria for becoming a coach of STCA are:

- Has an IAAF level 1 athletic
- Has an educational background in the field of sports
- Have experience in training one athletic number
- Have experience bringing athletes/contingents in athletic competitions
- Maximum age of 35 years in the interview period
- Have high enthusiasm to advance athletic achievement
- Willing to train full time and live in Surabaya

Recruitment for the selection of STCA athletic athletes is very different from the coach selection process. The athlete selection process consists of several stages of the process. In the first stage is the search for potential athletes who will later become residents of STCA. This process is carried out during the implementation of junior level athletic championships. This is similar to the recruitment process carried out by Central Java Program of Education & Training for Athletics Athletes (PPLP Jawa Tengah) [13]. Some athletes who won the race were asked to take body anthropometry measurements as well as physical tests. This test was carried out by a team of sports tests and measurements carried by PASI East Java.

In monitoring potential athletes in the championship, an athletic talent identification team analyzed the appearance of the junior athlete during the race. If the athlete is considered to have a prominent posture or good motion technique according to their respective numbers, the athlete will also be recommended by identification of talent to be sent to the test team and sports measurement so anthropometry measurements and physical condition tests will be carried out. In addition to observing field appearances while competing and the results of achievements in the race, then the way to capture prospective athletes in the athletic championship is also done by looking at the race numbers that are rarely in demand or seldom have athletes. Examples are fast road numbers or long distance runs. If athletes are found in numbers that rarely have athletes, the prospective athlete will also be asked to take anthropometric measurements and test physical conditions.

Conclusions and discussions based on the results of field observations, the results of anthropometric measurements and opportunities for race numbers that have the chance of medals will be used as the basis for making decisions in the list of candidates for athletes who can be recommended following the selection process at the next stage. The second stage is calling on athletes, parents and coaches to explore the possibility of joining STCA. This stage was carried out by Pengprov PASI Jatim by conducting interviews with athletes, parents and also athletic trainers from these athletes. This is important because parental support has a positive correlation with athlete achievement motivation [14]. If athletes, parents

and coaches are willing to sincerely release the athlete to stay and practice in Surabaya under the STCA auspices, the athlete is permitted to take part in the third selection process. But in some cases, the athlete's parents refuse the offer so that their children can stay and practice in Surabaya and take part in the STCA program with the excuse that they are not ready to part with their children.

At the third stage of the selection process, health tests, psychological tests and physical condition tests are carried out. Health tests are conducted to determine the pulmonary heart condition and the risk of color blindness. Psychological tests are conducted to determine the athlete's level of motivation, independence and mental toughness, while physical tests are conducted to determine the athlete's initial physical condition before getting a touch of an exercise program from the STCA trainer. The results of health tests, psychology and physical conditions of prospective athletes were used as the finalization of the basic determination to become STCA athletes.

3.3 The STCA Program Implementation Process

System STCA athletes are trained by trainers who match their respective race numbers. The athletes undergo a rigorous training program with a comprehensive system. The athletes attended a training program session of 10 sessions per week, with a duration of 120 minutes per session. The exercises are carried out in the morning starting at 6:00 a.m. 08.00 AM, while in the afternoon it will be at 3:30 a.m. 05.30 PM. The training program was carried out in several places within the Surabaya State University according to the needs of the training program. The STCA training ground includes athletic fields, sports science and fitness centers and swimming pools.

Athletes and coaches live in the STCA dormitory under the supervision of the head of the hostel. Teen athletes who are far from parents are prone to new environmental stress if they do not have good adaptability. With good social support, new environmental stress can be minimized [15]. The head of the hostel, coaches and friends of athletes have a central role in helping new athletes to easily adapt to the STCA dormitory environment. In addition, the head of the dormitory is in charge of monitoring the situation in the dormitory as well as meeting the daily needs of the dormitory residents. In the dormitory rooms have been available for coaches, athletes wherein one room can be accommodated a maximum of 2 people. To fulfil the comfort in the dormitory, air conditioning is provided in the room as well as a TV in the common room. The availability of a clean bathroom with sufficient quantities has also been fulfilled at STCA which allows the coach and athlete to feel comfortable in the dormitory.

To meet the nutritional needs of athletes and coaches, STCA dormitories have been provided three times a day and extra food twice a day. The consumption menu is

delivered by a service catering service that has fulfilled special menu requests according to nutritionist recommendations to meet the nutritional needs of STCA athletes. To fulfil the educational rights of STCA athletes, homeschooling is carried out for all athletes held in a dormitory environment.

3.4 STCA Evaluation System

Without evaluation, development and improvement are very difficult [17]. To evaluate the continuity of the STCA program, regular meetings are always held at the beginning of each month. In addition to the regular meetings before the race and after the competition, an evaluation meeting was held by Pengprov PASI Jatim by inviting trainers and administrators of PASI East Java.

On this occasion, will be reviewed the preparation of the race and after the competition discusses the comparison between the target design and the realization of medals obtained, examines the factors causing failure to achieve targets through discussions from various perspectives both in terms of trainers, experts in the physical and health fields. The evaluation results are used as a platform to be more vigilant and an effort to make improvements in the process towards the next athletic championship.

3.5 STCA Program Output System

STCA athletes with outstanding achievements will generally be asked to move to a provincial or national training center. Those whose achievements are shiny will be made as provincial athletic athletes or even national athletes. If the athlete is recruited by a higher level, this is a success of the STCA program, because this program aims to foster the potential of junior athletes to be able to develop optimally so that it can become the athletic backbone for the province or national level. In some situations, former STCA athletes who lack shine in a provincial or national training center program can be returned to the STCA program to get back touch repairs. If in the time development of the athlete returns to shine then it can be recruited again by the provincial or national training center, but if the athlete's performance decreases, it will experience degradation from the STCA program. Based on the discussion above, the following SWOT analysis is presented.

3.6 SWOT Analysis of STCA Program

Based on the previous discussion, it can be concluded that there are strength, weaknesses, opportunities and treats experienced by the STCA program, namely:

3.6.1 Strengths

The STCA program has several advantages, namely:

- Funding. The PASI Jatim special TC program is supported by good funding. TC athletes, coaches and administrators specifically get a salary from Pengprov PASI Jatim for their involvement in the program.

Financial support for this program runs in a comprehensive manner, including the need for food, education, training, medicine and bonuses when achieving achievement targets.

- Task Specialization. There has been a specific division of tasks and no overlap between the management, trainers, STCA program supporting scientists and the team of doctors. With the existence of clear and specific tasks, each individual can do work with focus and depth in accordance with their respective field expertise.
- A strong system with the existence of a comprehensive standard system in the process of input, process and output of the STCA program this program can run well to date.

3.6.2 Weaknesses

- With the degradation promotion system, this makes the athletes, coaches and race numbers vulnerable to the STCA program vulnerable.
- Homeschooling systems run the risk of bringing down academic achievement for athletes who are less able to adapt to systems that demand self-reliance.
- The coach does not have the full time to assist athletes when they go home.

3.6.3 Opportunities

- STCA has the opportunity to produce junior athletic athletes who can later spearhead Indonesian athletic athletes in gaining achievements at the national or international level
- Can be a pilot embryo of junior athletic athletes with comprehensive implementation of sports sciences. Opening of the STCA program in other regions of Indonesia

3.6.4 Threats

Lack of interest in athletes is rare race numbers such as steeple cheese and long-distance running. Even though the.

4. CONCLUSION

This study concludes that the overall special training center of athletic was running well. It has strengths on funding and management system. However, its weakness was the coach didn't assist the athletes for full time. This program also has long term opportunity on the increasing of athlete achievements, while the threat was the risk of athletes not to run a training program properly because they were not accompanied by a coach directly. Therefore, strengths are expected to cover the existing weaknesses so as to support the development of Indonesian athletic achievements.

ACKNOWLEDGMENTS

The authors would like to thank the Universitas Negeri Surabaya for the support of research publication

through PNPB funding.

REFERENCES

- [1] I, Harahap, "Kebijakan pemerintah dalam meningkatkan prestasi atlet nasional," *Journal of Entrepreneurship, Management and Industry (JEMI)*, Vol 1 No 04, December 2018.
- [2] Kemenpora, *Rencana strategis kementerian pemuda dan olahraga 2016- 2019*. Jakarta: Kemenpora, 2016.
- [3] I.V. Hilvoorde, A. Elling, and R. Stokvis,"How to influence national pride? the Olympic medal index as a unifying narrative." *International Sociology of Sports Association*, Vol 45 No 1,2010, pp. 87-102.
- [4] W. Aprelia. (2018) *Atletik indonesia akan turun di 13 nomor pada asian games 2018*. [online]. Available from <https://www.bolasport.com/read/311413955/atletik-indonesia-akan-turun-di-13-nomor-pada-asian-games-2018> cited May 1 2019.
- [5] Thomas. (2018) *Daftar nama-nama atlet indonesia peraih medali asian games 2018*. [online]. Available from https://www.bola.com/lasian-games/read/3633102/daftar-nama-nama-atlet-indonesia-peraih-medali-asian-games-2018?related=dable&utm_expid=.IUwk-WBrSZ-xwU5isvLIHA.1&utm_referrer=https%3A%2F%2Fwww.google.co.id%2F cited May 1 2019.
- [6] Z. Harahap. (2018) *Tim estafet 4x100 meter putra indonesia: dua kali pecah rekor nasional plus kepingan medali perak asian games 2018*. [online]. Available from <https://www.bola.com/lasian-games/read/3632683/tim-estafet-4x100-meter-putra-indonesia-dua-kali-pecah-rekor-nasional-plus-kepingan-medali-perak-asian-games-2018> cited May 1 2019.
- [7] H. Prasetyo. (2018) *Atletik asian games 2018: debut gemilang emilia nova*. [online]. Available from <https://asiangames.tempo.co/read/1120818/atletik-asian-games-2018-debut-gemilang-emilia-nova> cited May 1 2019.
- [8] O.K. Sari. (2018) *Emilia nova dan Sapwaturrahman sumbang medali asian games 2018*. [online]. Available from <https://sport.detik.com/sport-lainId-4183402/emilia-nova-dan-sapwaturrahman-sumbang-medali-asian-games-2018> cited May 1 2019.
- [9] W. Permatasari, A.S. Alam, and J. Nas."Analisis peranan pemerintah daerah dalam peningkatan prestasi olahraga di kabupaten maros." *Government: Jurnal Ilmu Pemerintahan*, Vol 7, No 1, January 2011, pp. (49-60), ISSN 1979-5645.
- [10] Kemenpora, *Undang-undang sistem keolahragaan republik indonesia nomor 3 tahun 2005*, Jakarta: 2005.

- [11] W. Wuryandani, Fathurrohman, and U. Ambarwati, "Implementasi pendidikan karakter kemandirian di muhammadiyah boarding school." *Cakrawala pendidikan*, June 2016, No. 2. DOI 10.21831/cp.v15i2.9882
- [12] E. Parry, and S. Tyson, "An analysis of the use and success of online recruitment methods in the UK," *Human Resource Management Journal*, Vol 18, No 3, pp 257 – 174, 2008.
- [13] Rumini, "Manajemen pembinaan cabang olahraga atletik di pusat Pendidikan dan latihan pelajar (pplp) provinsi jawa tengah." *Journal of Physical Education, Health and Sport* 2, Vol1, 2015. ISSN 2354-8231 (online).
- [14] E.P. Putri, "Hubungan dukungan sosial orang tua, pelatih dan teman dengan motivasi berprestasi akademik dan motivasi berprestasi olahraga (basket) pada mahasiswa atlet basket universitas surabaya. *Calypra*, Vol 1, No 1, pp. 1 - 11, mar. 2014. ISSN 2302-8203.
- [15] O.T. Handono, and K. Bashori."Hubungan antara penyesuaian diri dan dukungan sosial terhadap stres lingkungan pada santri baru." *Empathy, Jurnal Fakultas Psikologi*, Vol. 1, No 2, December 2013. ISSN: 2303- 114X.
- [16] N. Lailia."Hubungan manajemen pembelajaran dengan motivasi belajar peserta didik home schooling komunitas di home schooling kak seto jl. Sidosermo airdas kav-a7 surabaya. *J+plus Unesa*. Vol 3, No 1, 2014.
- [17] T. Nurbiyati."Evaluasi pengembangan sumber daya manusia: sebuah review." *Jurnal kajian bisnis*, Vol. 23, No. 1, pp. 52 – 63, 2015.