



Evaluation of Achievement Development Programs in Football School Clubs (SSB) in Semarang City

Rifqi Firdaus Rahmayanto¹, Ipang Setiawan², Mugiyo Hartono³

¹ Universitas Negeri Semarang, Indonesia; rifqifir9899@students.unnes.ac.id

² Universitas Negeri Semarang, Indonesia; ipang_setiawan@mail.unnes.ac.id

³ Universitas Negeri Semarang, Indonesia; mugiyohartono@mail.unnes.ac.id

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Abstract

Competition in sports in the each region is getting tighter, especially in football at an early age, this makes there are problems in coaching achievements, namely related to consistency, decline, and increase in achieving and fostering achievements in a football school club in Semarang. This study aims to provide a review of the evaluation of achievement development program which is one of the important factors for achievement in fostering a football club by using the CIPP model evaluation (context, input, process and product). This research method uses qualitative methods by providing interviews to resource persons, observations about the club, and documentation with the subjects of research are new Star FA club, SSS Semarang, New Tugu Muda, and Indonesia Muda FA. The findings showed that in the context aspect, all clubs have coaching goals that are aligned with the vision of improving achievement, although documentation and strategic planning are still not maximized in some clubs. In the input aspect, most clubs already have certified coaches and basic training programs, but are still constrained in funding, infrastructure, and HR support. In the process aspect, the implementation of the training program runs on schedule, but not entirely based on periodization-based planning. On the product aspect, achievements between clubs vary. The conclusion of this study is that the achievement development program at the SSB club in Semarang has been running quite well, but still requires strengthening in terms of planning management, supporting resources, and ongoing evaluation.

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✉ Address correspondence:
Universitas Negeri Semarang, Kampus Sekaran, Gunungpati,
Semarang
E-mail: (rifqifir9899@students.unnes.ac.id)

INTRODUCTION

Sport has now become a part of human activity, and its development can not be separated goals to be achieved from the sport itself (Nugroho, S. N., & Setiawan, I. 2023). The definition of sport itself is any activity that contains the nature or characteristics of the game and involves a component of the struggle to control oneself, others or connected with natural elements. (Rosdiani, 2012: 61). While another definition, sport is formulated by the Council of Europe (1980) in Nugroho (2012:1) "sport can be a spontaneous activity, free and carried out during leisure time". This interpretation describes an interpretation that is general in nature and that is ultimately used as the basis for the "Sport for All" movement. In Indonesia, sports that are in the community are not just for Education, Recreation and physical freshness, but also make it an achievement event. This is also explained in Law No. 3 of 2005 concerning the National Sports System.

In achieving good achievements there are two factors that can affect athletes, namely internal factors (athlete's ability) and external factors (outside the ability). Internal factors include physical ability, te knik, tactics and mental. While external factors are influences arising from the athletes themselves such as facilities and infrastructure, coaches, exercise programs, motivation, nutrition, and family (Rebi a & Darni, 2018). The purpose of real coaching, then there is a program in determining the training that must be as systematic as possible, the materials used and the methods used during training must be in accordance with those to be trained or the athlete, as well as the holding of an evaluation at the end that can and can measure an accuracy of the results that have been achieved and

achieved in its construction, are just a few that need to be considered from the many things in the development of sports achievements, this ensures that any work or activity can run smoothly. (Rahmat & Irfandi, 2018). Development in player success, which includes the development of technical and tactical aspects of players that are needed when running or playing a game, is the responsibility of sports coaches. (Ford et, al, 2010). In addition, it is necessary to consider the physical and psychological characteristics of the athletes who are coached, the professionalism of the coach, the place and Means, and the state of the environment in which the coaching is carried out. Given the importance of sports clubs as a forum for sports coaching is one of the sports coaching strategies. It is hoped that the club will be able to produce talented athletes. (Revelation Of Hidayat, 2015).

One of these sports is football. Football is a team sports game, which is played by two teams, each team consisting of eleven players, and one of the players becomes a goalkeeper. The sport is almost entirely played with the feet, with the exception of goalkeeper players who are allowed to use their arms and hands in the penalty kick area. In the development of this game can be played outside the field and in a closed room (Sucipto, 1984:12).

In football there is also coaching that aims to improve the sporting achievements of the football branch. Sports coaching is carried out and directed to achieve achievements in sports at the regional, national/regional and international levels. Coaching is also carried out by the parent organization of the sports section both at the regional level and at the central level. Coaching is also carried out by empowering sports associations, developing and improving sports coaching that has a

regional national nature and holding competitions gradually and continuously in SKN Law Number 3 of 2005.

The process of building sports achievements, many factors that must be considered, among others, a clear goal pembinaa, systematic training programs, materials and methods of proper exercise. In addition, there is also a need for guidance on the character of athletes who are being coached either physically or psychologically, the ability of coaches, facilities and the state of the coaching environment. National Sports Coaching System, sports achievement coaching is assigned to KONI (Indonesian National Sports Committee) (Eva Yunida et al, 2017).

To build up sports achievements can not be done instantly let alone unstructured management but requires the totality and commitment to foster a systematic and supportive sport. Sports achievement is something that is visible and measurable, meaning that sports coaching is carried out with a scientific approach ranging from talent guidance to the coaching process (Dian Estu et al, 2018). Coaching achievements in sports, also requires the support and encouragement of various other supporting sciences, because the achievements of athletes are determined by the quality of their training, while quality training can be achieved if supported by various other supporting Sciences, one of which is psychology. Coaching sports achievements, the support of various other supporting Sciences is needed, because the athlete's achievement is determined by the quality of exercise, while quality exercise can be achieved if supported by various supporting Sciences (Puput Sekar S, 2020). Based on the above opinion that in achieving the achievements of athletes, programmed exercises are needed and can be obtained

from the support of science. Thus, good achievements can be obtained and achieved by practicing and supported also by motivation from within the athlete himself.

With the problems in coaching achievements, which are related to consistency, decline, and increase in achieving and fostering achievements in a club, then this problem can be used as a study to provide a study on the evaluation of achievement coaching programs which is one of the important factors for achievement in fostering a football club. In accordance with the context above, the authors are interested in conducting research entitled "Evaluation of SSB Club achievement Development Program in Semarang". Evaluation used in matters related to achievement development programs, so that later obtain maximum results and also comprehensive is the evaluation of the CIPP model (Context, Input, Procces, and Product).

METHODS

Research method is a scientific way to obtain data with a specific purpose and usefulness (Sugiyono, 2012:2). The research method that will be used in this study is qualitative research. Qualitative research methods are research that is used to examine the condition of natural objects, where the researcher is a key instrument (Sugiyono, 2012:15). meanwhile, according to Ali Maksum (2012: 111), the instrument is a measuring instrument used to collect data in research. The research instruments used in this study are observation guidelines, interview guidelines, documentation guidelines.

Observation is an activity of observation of the object to be investigated and researched. (Suharsimi A. 2010:200). observation can be done in two ways,

namely non-systematic observation, which is carried out by observers without using observation instruments, and systematic observation, which is observation made by observers using guidelines as observation instruments.

Interview is a dialogue conversation conducted by the interviewer to obtain information from the interviewee (Suharsimi, 2010:198). According to Suharsimi (2010: 217), broadly speaking there are two kinds of interview guidelines that can be done by the interviewer, which includes structured interview guidelines, namely interview guidelines that are arranged in detail so that the questions asked are in the form of a coherent list, while unstructured interview guidelines, namely interview guidelines that provide questions according to the outline only. Interviewees in the interview include: administrators, coaches and assistant coaches and also athletes.

Documentation according to (Sugiyono, 2012: 329) is a record of events that have passed, documents can be in the form of images, writings, or monumental works of a person. Documents in the form of writing such as biographies, Diaries, policy regulations, books and books. While documents in the form of images such as Photos, Videos, Live images, sketches and others. In the documentation of this study, will document, in the form of photos when researchers conduct observations and interviews on resource persons. The documentation obtained in the form of photo interviews, photo legaitas Club, Photo facilities and infrastructure, as well as other supporting photos. Besides photos in the documentation can also use video and voice recordings during interviews and observations.

furthermore, the validity of the data obtained from this study using data triangulation techniques. Triangulation is basically a multi-method approach by researchers when collecting and analyzing data (observations, interviews, documentation) to obtain data from the same source. Triangulation can be interpreted as a data collection technique that combines various data collection techniques and existing data sources (Sugiyono, 2016).

and the last is the technique of data analysis, according to Miles and Huberman (in Sugiyono, 2010), suggests that the activity in qualitative data analysis is done interactively and continuously until complete, schinggga the data is saturated. Data contains four components, namely: "data collection, data reduction, data presentation or display, conclusion or conclusion drawing. The four stages include data collection, data reduction,

RESULTS AND DISCUSSION

The following are the results of the research that have been described about the main findings in depth by comparing the performance of the four SSB clubs in Semarang City (New Star FA, IMFA, SSS Semarang, and NTM) in organizational aspects, human resources, infrastructure, training programs, funding, and achievements. This discussion will also link the findings to relevant theories and best practices in early childhood soccer coaching.

A. Organizational Aspects

The four clubs show significant variation in organizational structure as well as governance. SSS Semarang stands out as the club with the most mature governance, which is reflected in:

1. a complete organizational structure with a clear division of tasks (sports section, coaching, refereeing, etc.).
2. a scoring system that allows systematic tracking of the progress of athletes and programs.
3. regular frequency of monthly evaluation meetings, supported by a written protocol.

IMFA and New Star FA have a simpler structure but have begun to adopt digital communication tools (WhatsApp Business, Google Forms) to improve coordination efficiency. Meanwhile, NTM still faces challenges in management stabilization, which has an impact on program consistency. In accordance with Slack's sports management theory as well as the theory of Chelladurai (2005), a clear and functional organizational structure is an important element in the success of a sports organization. The existence of a formal structure facilitates coordination and effective decision making. organizations that have a clear structure and regular evaluation system tend to be more successful in achieving long-term goals. This is in line with the performance of SSS Semarang which has been able to maintain its existence since 1928. According to Sukadiyanto (2011), the involvement of parents, administrators, and coaches in routine communication will increase the effectiveness of coaching. Performance of this implementation of the organization's program is running quite well in all SSB. Coordination between coaches, administrators, and Guardians of athletes is carried out regularly (monthly to quarterly). However, some obstacles arise, such as limited attendance of athletes due to a clash of school schedules or other activities (reciting the Koran, tutoring), especially in the new Star FA and NTM. And the SSS Semarang club showed the most systematic

organization, including monthly evaluations, as well as efficient training arrangements despite the huge number of athletes.

B. Human Resources (HR): coaches and athletes

In LTAD (Long-Term Athlete Development) by Balyi & Hamilton (2004) emphasizes the importance of human resources who understand the stages of child development in designing training. In this case the club SSB SSS Semarang again superior in terms of human resources quality. Because :

1. Licensed trainers B and C, which allows the application of more advance workout methods.
2. Tiered coaching system for 11 age categories (KU), ensuring the development of athletes according to the growth phase.

While the IMFA and New Star FA still rely on licensed coaches D, but show progress in improving the skills of athletes. And for NTM has the biggest challenge because of the limited number of coaches and the absence of a higher license. With the example of an athlete coaching Program at IMFA that pays special attention to potential athletes, as well as a 1-2-week trial system in all clubs, it is an effective strategy to attract children. However, SSS Semarang goes further with strict requirements for coaches (alumni / former SSS athletes), creating a strong club culture in accordance with the theory related to recruitment that is, according to Siedentop (2002) states that coach recruitment must pay attention to qualifications, experience, and suitability to organizational culture.

C. Facilities and infrastructure

The availability of infrastructure facilities is a common challenge because all clubs still rely on field rentals. However:

1. SSS Semarang has the best training equipment (100 + cones, 50+ balls), supported by special care personnel.

2. New Star FA managed to take advantage of the field for free thanks to cooperation with local residents, a clear example of Community Empowerment.

According to a FIFA study (2019), the availability of adequate means is positively correlated with the quality of training. This explains why SSS Semarang, IMFA and New Star FA are more dominant in tournament achievements than NTM which is still limited to adding balls and goals. While Sukadiyanto (2011) explained that a complete exercise equipment can improve the quality of the learning process of sports techniques, especially in football. Therefore, in clubs such as SSS Semarang and IMFA already have a lot of training aids (cone, ball, mini goal) that meet the needs of each KU. SSB with a large number of athletes such as SSS Semarang shows good sarpras management, while small clubs such as New Star FA and NTM are quite proportional to the tools available.

D. Performance Training and coaching Program

In Bompa & Carrera (2005) which emphasizes the importance of training periodization in early age sports, that is, exercises that are organized in stages from basic techniques to advanced levels. With this theory makes a sustainable exercise program in accordance with age or ability to provide maximum results. There is a fundamental difference lies in the approach to the exercise program:

1. SSS Semarang : data-based Program with quarterly assessment (12 performance parameters) and specific exercises per KU.

2. IMFA : focus on basic techniques with increased training intensity before the tournament.

3. New Star FA and NTM: programs are more common, although NTM begins to integrate basic tactics.

The training Program at SSS Semarang, which combines technical training with basic game concepts, is proven to improve the tactical understanding of KU-13 athletes. This shows innovation in coaching methods as well as conformity with the theory used.

On this exercise program that is carried out 3 times a week, with contents adapted per age category. Program adjustments are made to prevent burnout and increase the attractiveness of the workout. The addition of intensity and variety of exercises is applied to athletes who will participate in the tournament. This is based on the theory of Bompa & Haff (2009) explains the importance of the principle of variation and periodization in training so that athletes do not experience overtraining and mental saturation.

E. Club Funding

Barrow, McGee, & Tritschler (2007) in sports financial management state that sports organizations should have a sustainable and transparent funding strategy. While Suherman (2000) emphasizes that the sustainability of sports programs depends on a healthy and accountable financial system, and from this theory each SSB still uses a funding model that still depends on:

1. Athlete tuition fee (Rp 70,000-Rp 175,000 / month).
2. Incidental sponsorship during tournaments.

Funds are used efficiently for operational needs such as coach salaries, field rentals, and sarpras maintenance. The

management of funds is carried out by the club treasurer and/or the athlete's Guardian. Some clubs show transparency and good financial coordination, such as SSS Semarang, with a post-training reporting system and SSS Semarang has an advantage in financial management with monthly RAB and Total coach salary reaching Rp 24 million/month. While NTM still relies on less stable weekly dues.

CONCLUSION

The study of four football school clubs (SSB) in Semarang city, namely New Star FA, IMFA (Indonesia Muda), SSS Semarang (Sport to be healthy), and NTM (New Tugu Muda), provides a comprehensive overview of early football achievement development. Based on the analysis of organizational aspects, human resources, infrastructure, training programs, funding, and achievement, based on the evaluation of CIPP (Context, Input, Procces, and Product) can be concluded as follows:

1. Evaluation Of Context

Football achievement coaching Program in clubs SSB Semarang in general has had a strong contextual Foundation. Each club has a clear vision and mission, specific goals, and organizational structure that suits the scale and capacity of each. The short-term goals are focused on mastering basic techniques and developing the athlete's character, while the long-term goals are directed at scoring professional athletes who can compete at regional and national levels. context evaluation shows that achievement development programs in Semarang SSB clubs have been designed according to the needs and characteristics of early learners. All SSBs have a functional organizational structure, clear program objectives, as well as the vision and mission

of coaching that is directed both for the short term (mastery of basic techniques) and long term (achievement

2. Input Evaluation

The Input of the coaching program in the four clubs showed a fairly good readiness in terms of planning, coaches, learners, facilities, and funding sources. The entire club has developed a monthly training plan, has a coach in charge, as well as providing adequate training tools according to the number of participants. The recruitment of coaches and athletes is done openly through social media and informal communication. Despite this, most coaches still have a basic license (license D), which indicates the need to improve coaching qualifications in order to be able to provide more comprehensive coaching. In addition, sponsorship support is still limited and tends to be incidental.

3. Evaluation Of Procces

Implementation of training programs throughout the SSB has been done consistently and structured. Exercises are carried out three times a week and are adjusted to the stage of development of the athlete by age category. The coaches showed full responsibility in carrying out the training program and making adjustments when the club entered the competition. Obstacles that arise in the implementation process include the absence of athletes due to out-of-school activities, the limited number of professional coaches, as well as the lack of their own field, which causes limited training time and space..

4. Product Evaluation

Evaluation of this product or result shows that the applied coaching program has produced real achievements. All clubs have actively participated in competitions at the city and provincial levels, as well as producing athletes who are able to win tournaments. Some athletes also managed to

pass the selection to higher levels such as GSI and provincial Popda. In terms of Skill Development, athletes experience an increase in mastery of basic techniques, understanding of basic tactics, and instilling sportsmanship values. These results are a reflection of a well-run training program and the coach's commitment to performing the coaching role. The proceeds from the funding are also put to good use by the club and the board for the needs of the club. However, more optimal results can still be achieved if there are improvements in managerial aspects, the quality of coaches, and the provision of more adequate supporting facilities.

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