

Physical Fitness Development and Training Program for Members of Indonesian National Army (An Evaluation Study in Military Regional Command IV/Diponegoro)

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Abstract

This study is intended to describe the implementation of the physical fitness development and training program for members of MRC (Military Regional Command) IV/Diponegoro by evaluating CIPP (context, input, process and product). A qualitative method was used. The data were collected by using questionnaires, observation, interviews and documents. The respondents include Comand-in-chief, trainers, army members, program, facilities, infrastructure and documents. The data were analyzed by using non statistic qualitative analysis. The results of the study show that the context is evaluated to be very good by 86.67% of the respondents and good by 13.3% of them. The input is evaluated to be very good by 33.33% of the respondents and good by 66.67% of them. The process is evaluated to be very good by 66.67% of the respondents and good by 56.67% of them. The product is evaluated to be very good by 36.67% of the respondents and good by 63.33% of them. It is concluded that the evaluation study is of good quality and to be very good, some improvement on input and process should be made.

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INTRODUCTION

The high demand and mobility of being a soldier require them to be physically fit in order to serve well. The main duty of the Indonesian National Army is to uphold state sovereignty, to maintain territorial integrity and to protect national uphold state sovereignty, maintain territorial integrity based on the state ideology of *Pancasila* and the 1945 Constitution of the Republic of Indonesia, and protect national entities against military threats both internal and external. (Indonesia Law Number 34/2004 Article 7).

Currently, there are still soldiers with low physical fitness, an indication that the army's physical fitness development and training program have yet to be executed well, other than the lack of supervision from the chief in command.

The physical fitness development and training program system must be professionally handled. Alisjahbana (2008) states that there are several components needed in building a workout training system, i.e. function, management, personnel, trainer, athlete, program structure, methodology, work procedure, evaluation, and fund. In Sajoto (2009:2-5), Anwar Pasau elaborates the determining factors of gaining achievements in sports, namely: a. internal factors (biological and psychological aspects), b. external factors (environmental and supporting factors).

The key to a successful physical fitness training program for soldiers is the availability and maintenance of facilities that can be used to hold the program as planned. The program is designed to shape, increase, and maintain physical fitness. The physical state of Military Regional Command holds an important role in physical fitness development and training program. Structurally, the physical fitness development and training programs in the army are related among troops.

An organization is a means to achieve goals based on a plan. The elements of organization according to Hasibuan (2005:27) are as follows: a) human factor, which means

that there are people who work together, a leader and those who are being led; b) has ascertain position; c) has an achievable goal; d) there are tasks and work division; e) organizational structure, suggesting a cooperation and relationship between people; f) technology, signifying technical elements; and g) environment external social system, meaning that the environments influence each other.

Harsuki (2003:117) states that workout management is a combination of management science and sports science, in which management refers to specific skills in gaining results from activities carried out by other people in order to achieve a certain goal. Abdullah (2014:2) defines management as the whole activity to plan, organize, direct and monitor with the aim of effectively accomplishing the organization goals (man, money, material, machine, and method).

Sports management, as explained by Du Brin, Ireland and Williams in Bucher and Krotee (2003:4), is an integration in utilizing organizational resources (e.g. human, fund, physical resources, information, techniques) with the purpose of attaining specific goals through planning, organizing, arranging employees, leadership and control. Bucher and Krotee (2003:127) mention that the key management personnel involved in sports programs include the director of athletics, the coach, the athletic trainer, and member of the sport council.

Test is an instrument used to gain information about an individual or an object, whereas measurement is a process to collect information and evaluation is a process to determine values and costs of the assembled data. Djemari Mardapi (2008:2) defined test as one of the measuring tools in collecting information about an object's characteristic, in which test is the narrowest part of an evaluation.

Oriondo (1998) in Djemari Mardapi (2012:3) mentions that measurement can be defined as the process by which information about the attributes or characteristics of things

are determined and differentiated. Measurement is expressed as a process to lay a value upon an individual or its quality according to certain rules. Evaluation is a process to provide information that could be used as future references to determine the worth and the merit of the accomplished goal, design, implementation, and impact so as to make decisions and demand responsibility, as well as to increase understanding about a phenomenon. As stated by Worthen and Sanders (1973) in Suharsimi Arikunto (2009:1), evaluation is an activity meant to look for valuable insight, which includes looking for useful information within assessing programs, production, procedures, and alternative strategies that may be proposed to achieve the intended goal.

Arikunto and Abdul Jabar (2009:17) mention that evaluation has some characteristics and criteria as follows: 1) the process does not deviate from the usual norms of study, 2) in conducting the program evaluation, researchers must think systematically, that is to view the program as a whole which comprises of several interrelated components or elements designed to support the performance of the currently evaluated object, 3) in order to thoroughly figure out the condition of the evaluated object, there needs to be a identification of components that serves as determinants in the success of the program, 4) use standards, criteria, and benchmarks to compare the obtained data and to make a conclusion, 5) the conclusion or results would be used as recommendations for specific program plans or policies. the program goals must be used as the standard, criteria, or benchmark of the evaluation process, 6) identification of components and subcomponents, as well as indicators of evaluated program, should be done to gain a real and detailed portrayal of incomplete program activities, 7) standards, criteria, or benchmarks are applied to the indicators as the smallest part of the program so as to accurately discern the program's weakness, 8) precise and thorough recommendations must be inferred from the results so that accurate measures can be taken.

In general, evaluation studies are needed to design, improve, and assess how a program runs, with the results later used to fix the program, Nana Syaodih (2013:121) suggests that an evaluation study is required to do an evaluation. The purpose of an evaluation study is 1) to help plan how a program will be conducted, 2) to help in decision-making, improvements, and changes related to the program, 3) to help in making decisions on whether to continue or stop the program, 4) to find facts that either support or reject the program, and 5) to give input in understanding the psychological, social, and political process in running the program and factors that affect the program.

As said by Arikunto and Abdul Jabar (2009:18-19), the goal of program evaluation is to measure the attainment of program goals through assessing the execution of program activities, because the evaluator would like to know which of the program's components and subcomponents that are still incomplete and its causes.

From the previous definitions, it could be inferred that evaluation is an activity meant to collect information on how a system works, later that information would be used to determine a proper alternative in decision-making. Thus, program evaluation is a systematic and continuous process to collect, describe, interpret, and present information as a basis for making decisions, policies, or arranging future programs.

Kaufman and Thomas mentioned in Arikunto (2009:40-41) that there are several program evaluation models, such as 1) goal oriented evaluation model, 2) goal free evaluation model, 3) formatif summatif evaluation model, 4) countence evaluation model, 5) responsive evaluation model, 6) CSE-UCLA evaluation model, 7) CIPP evaluation model, dan 8) discrepancy model.

CIPP evaluation model, as stated by Stufflebeam & Shinkfield (1985), is a decision oriented evaluation approach structured so as to help the administrator or the decision-making leader. Stufflebeam says that the evaluation

results will provide alternative solutions for the decision makers.

In this study, the researcher used CIPP evaluation model developed by Stufflebeam because this model is used for a system. Arikunto and Cepi (2009:45) affirm that the CIPP model views the evaluated program as a system.

Stufflebeam (2003:2) stated that the CIPP model is a comprehensive framework for guiding formative and summative evaluations of projects, programs, personnel, product, institutions, and sistem. The purpose of all evaluation models is basically the same, the only difference lies in how its carried out.

In Kirkpatrick evaluation model, according to Worlf , Hill, and Evers (2006:8), evaluating the effectivity of training programs includes four levels of evaluation, i.e. level 1- Reaction, level 2 - Learning, level 3 - Behavior, level 4 - Result.

In Stake evaluation model (model countenance), Stake emphasizes on two basic activities of evaluation, namely description and judgment, also the three stages of training programs, which are antecedent (context), transaction (process), and outcomes. Stake says that in assessing a training program, we could do a relative comparison of the program with another one, or an absolute comparison which is to compare the program with the standard.

The concept of CIPP (Context, Input, Process, and Product) evaluation model is described by Madaus, Scriven, Stufflebeam (1993) in Arikunto and Abdul Jabar (2009:18-19). The concept was proposed by Stufflebeam based on the view that the most important purpose of evaluation is not to prove but to improve. The CIPP evaluation model assesses four dimensions that is context, input, process, and product. The model is linear, meaning that each dimension must be done in the exact order.

Determining the success rate of a program could be done by comparing the attainment of the target with the evaluation criteria. If all required criteria are fulfilled, the program is said to be a success. However, if there are some incomplete criteria, the program cannot be

declared successful which means there needs to be improvements from both the lacking and fulfilled criteria.

Relevant studies to this study are: 1) Soccer training program evaluation in Sekayu Youth Soccer Academy Musi Banyuasin Regency, Southern Sumatra, in 2012 by M. Haris Satria, 2) Tennis training program evaluation in Padang City in 2011 by Kamal Firdaus, 3) Study by levermore in 2011, entitled Evaluating Sport-For-Development: Approaches Critical and Issues. The conceptual framework and results of previous studies show that there are still unfavorable results from the physical fitness test for army education.

The aim of this study is to find out the corresponding context of the program vision, mission and goals, to learn about the program inputs which includes man, money, material, method, and machine, to find out the program implementation process including planning, organizing, actualizing, and controlling; and to learn about the product as the result of the program.

METHODS

This is a quatitative study. The quatitative approach is intended to obtain descriptive data, including spoken and written utterances and people's behaviours. In a natural setting and context with the researcher playing as a key role. Data triangulation was used in this study. The data analysis is inductive, and the results focus on the meaning than drawing generalization. In an in-depth quatitative study to construct the relationship between variables, the statistical calculation may be used. The use of the statistical calculation is not meant to test hypotheses so no significance level is sought.

This evaluation study on the program adopts Daniel Stufflebeam's CIPP Model because this model demonstrates a process to evaluate the program from four dimensions: context, input, process and product. This model can help planning, implementation, sustainable decision making or program suspension, and program improvement or change.

This study focuses on the physical fitness of the members of Indonesian National Army. The subjects consist of army members including Command in-chief, trainers, army members (participants), program, facilities and infrastructures for the development and training of the members' physical fitness. The subjects are expected to provide reliable responses and represent actual conditions.

Data collection consists of recording events, things, description, and characteristics of all elements to support the study. Qualitative data contain description of the processes taking place in the local context and can be used to follow and understand the sequence of the events in a chronological order, to assess the cause-effect relationship in the local people's mind and to obtain as much useful description as possible.

Following Sugiyono (2014:63), the data in this study were collected by using: 1) questionnaires, 2) observation, 3) interviews, 4) documents, 5) combined techniques or triangulation. Questionnaires may contain open-ended questions or multiple-choice questions with provided responses for the respondents to choose by giving a tick or cross on the selected answer. They are used to obtain the direct responses from 30 respondents, including trainers, organizing committee and participants of the physical fitness program in MRC IV/Diponegoro.

In the observation, the researcher directly goes to field. The observation technique is used to observe human's behaviour as actual events that can be seen as a process. Here the researcher recorded all the events in a structured or non structured way, by asking all questions about research issues. During the observation, the researcher participated in activities of the people as the data source. By using a participant

observation, the data were more adequate and richer about the motive of surface behaviours.

Interviews are goal-oriented conversation between interviewers and interviewees. The objective is to construct opinion about people, events, activities, organization, motivation, demand, care and other activities, to construct about past experience, to project future events, to verify, change and widen information obtained from other means, about human or non human (triangulation), and to verify, change, and widen the construct developed by the researcher.

This study adopted structured interviews based on interview guidelines to obtain the data systematically and completely. The guidelines consist of broad-based outline of the items for the interview. It is intended to obtain in-depth information about the development and training program for the physical fitness of army members of MRC IV/Diponegoro.

Interviews contain open-ended questions or list of questions prepared to ask to the respondents directly from command-in-chief, and credible officials on the Physical Development Unit of MRC IV/Diponegoro.

Documents are records of past events used as research data and have the following benefits: 1) to demonstrate the scientific findings, 2) to act as supplementary documents to the primary data, 3) to describe roughly certain issues, to save time, to clarify the basis for generalization and to test the findings from primary data.

RESULTS AND DISCUSSION

Results

This is a descriptive study so the object will be described based on the collected data. The results are presented below.

Table 1. Results of Analysis of the Context Evaluation

No	Context	Evaluation Results				Note
		VG	G	F	LF	
1	Vision	√				Based on existing background, an institution must have clear vision or aspiration to achieve the maximum results in developing physical fitness by using the mission or ways to achieve the vision, so if the vision is strong and supported with great mission, the objectives could be achieved at a maximum level.
2	Mission	√				
3	Objectives	√				
4	Background	√				
Total		4	-	-	-	

(Source: Results of interviews, observation and documents)

Based on results interviews, the background, vision, mission and expected objectives of the development and training program in MRC IV/Diponegoro are categorized to be very good. The questionnaires on the context evaluation show that 26 (96.67%) out of 30 respondents state that the program is very good, and 4 respondents (13.3%) state that it is good, as presented below.

Table 2. Results of Analysis of the Context Evaluation based on questionnaires

No.	Frequency		Category
	Absolute	Percentage %	
1.	26	96.67	Very Good
2.	4	13.3	Good
3.	0		Fair
4.	0		Less than Fair
Total		30	100

Table 3. Results of Analysis of the Input Evaluation

No	Input	Evaluation Results				Notes
		VG	G	F	LF	
1	Program Planning	√				The program planning is in accordance with the training periods and is categorized to be very good, supported with training organization. The training process should be effective, but because the training materials are not delivered according to the program plan, the methods are not appropriately selected, and the total trainers are not adequately provided, these input aspects seem to be one of the main causes of the less successful implementation of the program in the unit level.
2	Program Materials			√		
3	Selection of Training Methods			√		
4	Training Organization	√				
5	Human resources			√		
Total		2	0	3	0	

(Source: Results of interviews, observation and documents)

Based on interviews, observation and documents, the input evaluation shows that the results of the program implementation is categorized to be good, and based on questionnaires on the program planning, program materials, training methods, training organization, and human resources, 10 (33.33%) out of 30 respondents state that the program is very good, and 20 respondents (66.67%) state that the program is good, as presented below.

Table 4. Results of Analysis of the Input Evaluation

No.	Frequency		Category
	Absolute	Percentage %	
1.	10	33.33	Very Good
2.	20	66.67	Good
3.	0		Fair
4.	0		Less than Fair
	30	100	

Table 5. Results of Analysis of the Procces Evaluation

No	Procces	Evaluation Results				Note
		VG	G	F	LF	
1	Implementation Program Training			√		If the program is implemented by well-selected qualified trainers, they can apply training methods and are able to create two-way communication interaction and comfortable atmosphere in the training, supported with well-selected army members, adequate facilities and infrastructures, and closed supervision, so the training will achieve the expected results, that is professional army members with their physical fitness score of ≥ 81 or categorized to be very good.
2	Preparation of the expected conditions		√			
3	Method Application			√		
4	Interaction	√				
5	Training Supervisionon	√				
6	Trainer Recruitment		√			
7	Army Member Selection		√			
8	Facilities and Infrastructures	√				
	Total	3	3	2	0	

(Source: Results of interviews, observation and documents)

Based on results of the interviews, observation and documents on the procces evaluation of training program implementation, preparation of the expected conditions, method application, supervisionon, trainers recruitment, army member selection, training and facilities and infrastructures, the program is categorized to be good.

The results of the questionnaires on the process evaluation show that 13 (43.33%) out of 30 respondents state that the program is very

good, and 17 respondents (56.67 %) state that the program is good, as presented below.

Table 6. Results of Analysis of the Process Evaluation

No.	Frequency		Category
	Absolute	%	
1.	13	43.33	Very Good
2.	17	56.67	Good
3.	0		Fair
4.	0		Less than Fair
	30	100	

Based on results of the interviews, observation and documents on the product evaluation, the average score of the physical fitness tests of the army members is 61 and 80, so the program is categorized to be good.

The results of the questionnaires on the product evaluation show that 11 (36.67%) out of 30 respondents state that the program is very good, and 19 respondents (63.33%) state that the program is good, as presented below.

Table 7. Results of Questionnaire Analysis of the Product Evaluation

No.	Frequency		Category
	Absolute	%	
1.	11	36.67	Very Good
2.	19	63.33	Good
3.	0	0	Fair
4.	0	0	Less than Fair
	30	100	

Discussion

This section provides the interpretation of the results of the evaluation of the Development and Training Program of Army Members' Physical Fitness based on the data from questionnaires, interviews, observation and documents. In general, the CIPP evaluation of the program shows positive responses. Each component of the CIPP evaluation will be presented below.

With respect to the context evaluation, based on the interviews with the officials, the program background, vision, and mission are classified to be very good and based on the questionnaires, 26 (96.67%) out of 30 respondents state that the program vision, mission and objectives are classified to be very good. In addition, based on various data collection, the program has clear background and objectives, and steps for the program implementation are clearly realized to achieve the vision. The

findings on the context dimension show that 1) the background and objectives correspond to the vision, and mission, 2) the program implementation is supported with the the strong mission and categorized to be very good. Therefore, it can be concluded that the Development and Training Program of Army Members' Physical Fitness is categorized to be very good.

The input evaluation, based on the successful criteria from MRC IV/Diponegoro, shows that the program planning, materials, forms, and methods are already conducted in accordance with the training period stages, training organization, and human resources. Based on the data from interviews, observation, and documents, 1) the program planning is categorized to be very good, 2) training program materials are categorized to be very good, 3) training program methods are categorized to be very good, 4) training organization is categorized to be good, and 5) human resources are categorized to be fair.

The program is well-planned according to the training periods, supported with good training organization and should lead to effective training processes, but because the training materials are not delivered according to the program plan, the methods are not selected properly, and the trainers are not adequately provided, these input aspects seem to be one of the main causes of the less successful implementation of the program in the unit level. However, as 20 (66.67%) out of 30 respondents rate good, the program can be categorized to be good.

Based on various data collection on the input evaluation, 1) Military Physical Fitness Service supported with written documents of program planning is classified to be very good, 2) the program materials and method selection for a thr training are not oriented toward the planning, so the program implementation is categorized to be fair, 3) to support the training organization, Military Physical Fitness Service has made a cooperative work with stakeholders and unit levels, so this aspect is categorized to be good, 4) the recruitment process of human

resources including trainers and army members in MRC IV/Diponegoro is conducted according to the criteria as set out by Military Physical Fitness Service, but they have fair quality, so this aspect is categorized to be fair. Then, it can be generaaly concluded that the input evaluation is categorized to be good, so some improvements should be made to achieve very good results.

The process evaluation shows that the implementation training program, the preparation of expected conditions, method application, training supervisionon, and facilities and infrastructures are categorized to be good plus. Additionally, 17 (56.67%) out of 30 respondentsts rate good based on the criterion related to the trainers' activities before giving the training, the army members' placement according to their abilities, the use of training methods, interaction between trainers and trainees in the training process, the use of physical training facilities, and the supervisionon of guidance in the training. Based on various data collection, the findings on the process evaluation shows that the training program is categorized to be good plus.

The product evaluation is intended to identify and assess the short and long term expected and unexpected results. In this study, the product evaluation is used to measure the achievement of the program implementation by setting up the criteria, and comparing the success rate with the one preciously stated.

Based on interviews, observation and documents on the achiemenet of the army members, the physical fitness tests show that the average score is between 61 and 80, and this is categorized to be good. Based on the questionnaires, 19 (63.33%) out of 30 respondentsts rate good.

The findings from the product evaluation by comparing the achievement and the standards show that the professional physical ability of the army members is categorized to be less maximum, because to be professional, the army members should achieve the score of ≥ 81 . Therefore, the training has not achieved maximum results.

CONCLUSIONS

Based on the analysis and evaluation of the context, the background, vision, and mission of the program correspond with the expected objectives. The program has a strong basis for its implementation, indicated by the command-in-chief's instruction through a telegraph that the program is intended to improve the level of the member's high and professional physical fitness, so the training program should be planned in writing and then implemented.

Based on the analysis and evaluation of the input, the program plans are realized by providing the written documents of the training program planning and program guidelines. The recruitment process of the trainers and army members as participants to implement the program is already conducted by following the procedures as set out by RMC. The implementation of the program is supported by Army Physical Development Service and Local Command Office. Additionally, facilities and infrastructures are available to support the program implementation. In short, it can be concluded that the available inputs for the program are of good quality, but to achieve maximum results, some improvements should be made.

Based on the analysis and evaluation of the process, the program implementation, the preparation of expected conditions, method application, training supervision, and facilities and infrastructures are categorized to be good, and some improvements should be made to achieve very good category.

Based on the analysis and evaluation of the product, the army members' physical fitness is improved, indicated by the improvement of their physical abilities in the competence and physical fitness tests, but the results are not maximally achieved, so some improvements on the training programs and participating human resources should be made.

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