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## PROGRAM EVALUATION OF SRIWIJAYA STATE SPORT SCHOOL

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### Info Artikel

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### Abstract

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This study aims to identify and analyze the performance of sports coaching, sports coaching achievement, the feedback on activities, implementation of performance sports coaching activities, and the successful sport achievement in Sriwijaya State Sport School (SONS). This study adopted a mixed method approach of qualitative and quantitative research. The design for program evaluation is based on the CIPP (context, input, process and product) model. The results show that the establishment of SONS is meant to develop the talents and achievements of student athletes who are able to become high achievers. The school has not shown high achievement as expected as a special school for sport. The results show that the school has not been managed well, as a result the school high achievement has not been maximally made. Therefore, it is suggested that the school should work closely with agencies such as the Provincial Office of Education who is responsible for managing and implementing academic activities, Office of Youth and Sports who is responsible for providing infrastructures and financial support, and National Committee for Sport (KONI) who is responsible for providing coaching and training.

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## INTRODUCTION

Sriwijaya State Sport School (SONS) is located in Palembang, South Sumatra. The management is administered by the school itself and in collaboration with Office of Education of South Sumatra. Sports coaching requires a lot of coordination with various related elements. The main objective for sport coaching is maximum achievement in any sport events.

Preliminary observation shows that there are some issues as follows: (1) 13 branches of the new four sports have sent their athletes to represent South Sumatra in national sport events, but other branches have not sent their athletes, (2) no achievement is found in certain sports, for example in basketball games sports competitions, SONS is still inferior to public high schools in the IBL championship in 2010, (3) some students with no sport achievement are accepted in SONS, (4) some students have not seen coordination amongst athletes in accordance with the branch (5) there is lack of infrastructure support (6) budgets for improving achievement are inadequate (7) selection of sport coaches is not conducted properly, (8) there is lack of frequency tryouts and competition, (9) there is lack of government interest in supporting regional development and the development of Sriwijaya specialized sports schools. If the problems are not addressed well, the student achievement levels in SONS will have a negative impact and not in line with the mandate of Act 3 of 2005 on National Sport System.

The focus of this research is the coaching system feasibility in Sriwijaya Sports School and student successful achievement in the sport competition as well as the achievement of human resources involved in efforts to increase the level of student performance in sports.

Evaluation of the program is a series of activities to examine the level of success of a program. According Arikunto (2009:16) program evaluation is a process which is carried out in order to determine a policy by first considering the positive values and benefits of a program, and considering the processes and techniques that have been used for the assessment. Evaluation is an activity that measures and gives an objective and valid values, where some of the benefits that have already been achieved based on the purpose of the object that should be given and whether the actual results of the implementation has been effective and efficient.

Based on the definition above, the program evaluation is a process, explicitly evaluation refers to the achievement of the objectives which

le the implicit evaluation should compare what has been achieved from the program with what should be achieved based on established standards. In the context of program implementation, the criteria in question are the implementation and success criteria for this award are the result or the process itself within the framework of decision-making. Evaluation can be used to check the success rate of the program relating to environmental programs with a "judgment" whether the program will be continued, postponed, improved, developed, accepted or rejected. Program evaluation is the first step in supervision, which collects precise data in order to proceed with the provision of proper coaching as well. Evaluation of the program is very important and useful especially for decision makers.

This study aims to obtain a comprehensive picture of the process of implementation of the program, including (1) to identify and analyze the sports coaching system in South Sumatra province; (2) to describe and analyze the resources and programs that are needed in the administration of SONS; (3) to describe and analyze the implementation of guidance SONS student athletes; (4) to identify and analyze the success of sports performance achieved by the SONS student athletes; and (5) to formulate the model and policy guidance on the management of SONS.

## METHODS

This study used a mixed method approach that combines qualitative and quantitative research. The design of the program evaluation was CIPP Model (Stufflebeam Daniel's) in terms of the stages of context, input, batch-process and product. The subjects of this study were directly involved in activities in SONS. In this study, the respondents or subjects were the board or school administrators, coaches, athletes, teachers, athlete parents and related institutions.

Data sources, both primary data and secondary data used in this study were obtained from school administrators including 1) Documents: athletes documents, documents coaches, school administration, and other books. 2) Place: a gym, facilities and infrastructure. 3) Person: Management, coaches, athletes, parents teachers and other supporting staff. The data were collected using certain techniques: questionnaires, interviews, observation, documentation and content analysis (Iqbal, 2002:83). The analysis include working on the data, assembling, dividing into one unit that can be managed, searching for patterns, discovering what is to be reported. Data

analysis was carried out through the following steps: data reduction, data display, conclusion and verification. In a qualitative research, testing the validity of the data was conducted to obtain (a) credibility (internal validity), (b) transferability (external validation), and (c) dependability (reliability), documentation and content analysis (Iqbal, 2002:83).

## RESULTS AND DISCUSSION

The results of this study are described in relation to CIPP aspects as below.

### 1. Context evaluation

The evaluation in the context of this study is related to the data on the SONS existence, and the SONS factual conditions in Palembang.

### 2. Inputs evaluation

The evaluation input of this study is related to the data on SONS human resource, and facilities and infrastructure at SONS.

### 3. Process evaluation

The feasibility of the process evaluation of this study is related to the data on the academic implementation, and field achievement.

### Product evaluation

4. The product evaluation of this study includes (1) results obtained from the academic field, (2) attainment of sports achievement.

## Context Evaluation

### *Understanding of Existence SONS in Palembang*

The evaluation context is related with the establishment of Sriwijaya Sport School (SONS). The school is established to develop the talents and achievements of an athlete who is able to excel in sports. The existence of this public sport school in Palembang is already known by agency managers as well as existing customers. Basically, the the establishment of the sport school is to improve performance of school-aged athletes.

Sriwijaya Sport School in Palembang is used to improve the achievement for students who excel in sports at school age. This is in line with the expectation of the Ministry of Youth and Sports Andi Mallarangeng who asked each province to build or set up a sport school. According to Andi, sports should be developed at an early age, so it will be more powerful athletes in international arena. The establishment of the sport school aims to channel the talents of students so that their potential can be developed. The training in the Sriwijaya Sport School in Palembang becomes the means for the students to excel in sports performance.

### *Factual conditions of Sriwijaya State Sports School (SONS)*

SONS existence has been operating for 7 years and is expected provide a long-term coaching program. Many experts said that a training exercise conducted between 5-12 years is a long-term program. A training program coaching takes 8-10 years to produce athletes who reach the pinnacle of achievement (Bompa, 2000:7). SONS who receives student athletes openly and selects prospective students with minimal intervention from the district government. So, during seven year of operation, SONS already should have produced athletes with high achievement.

The existence of SONS at this time has not reflected the real results of a long-term coaching expectation. Issues in working pattern formation and management must be addressed. To provide the solution for this problem, this research is conducted to formulate a SONS management model that will be described and discussed later in this chapter.

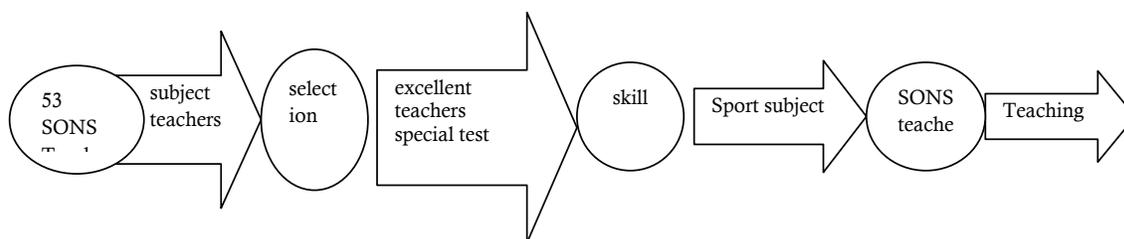
## Input Evaluation

Human resources in SONS contain two aspects (1) human resources related to academic aspects, and (2) human resources related to the field of coaching accomplishments. The human resources on academic aspects consist of subject teachers. Even though as a different school from other public schools, SONS in general has the same academic requirements. Therefore, the quality of teachers at SONS is also determined by the Ministry of Education and Culture.

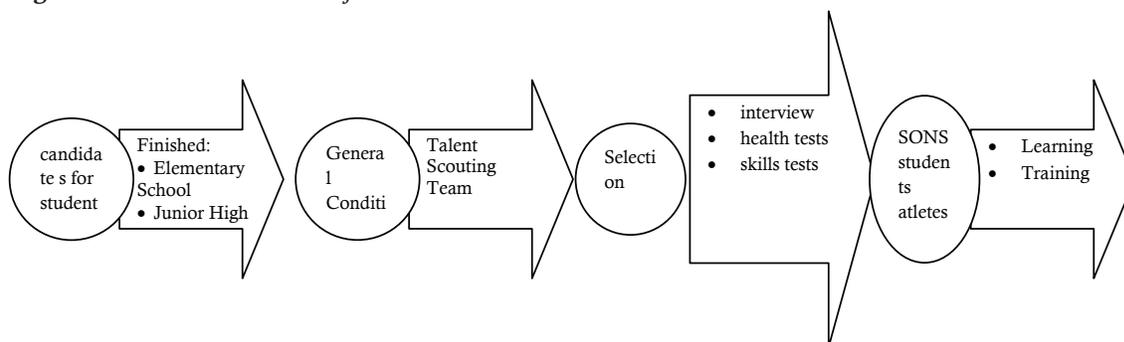
The researcher found that SONS has excellent teachers and high achievers. In SONS qualified subject teachers become good teachers with good knowledge of relevant sports. This is important because the students in SONS are required to learn their academic activities to meet a huge demand achievement. The students learn much from training and competition. These conditions require subject teachers to choose appropriate teaching methods so that high academic achievement can be reached.

For student athlete recruitment in SONS, admission for athletes is conducted by referring to the relevant sport science talent scouting, thus the admissions process is not random. The results of the research shows that the recruitment of students in SONS is conducted properly.

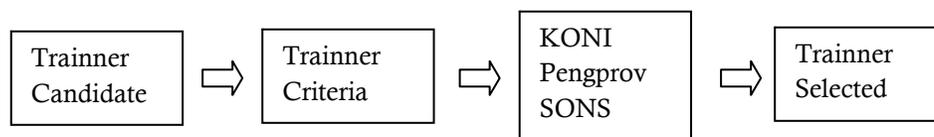
Good process in the recruitment does not ensure to obtain good quality athletes for future regional and national sport competitions. The re-



**Figure 1.** Recruitment of subject matter teachers in SONS



**Figure 2.** The recommended flow of student recruitment process in SONS



**Figure 3.** Recruitment of Branch Manager in SONS

researcher found that there are some irregularities in the SONS admission against the established criteria. One of the criteria for admission of students in SONS that “students with achievement at least at the district level” sometimes can not be fully implemented. This is likely not an aberration but because of lack of applicants and the quota is still not met. Talent scouting actually does not mean that the students must be candidates for high-achieving athletes, but they must meet the criteria for suitable candidates for future athletes of each sport branch.

Therefore, the talent scouting team must have good quality in understanding the process of the selection of sport talent scouting based on science and technology. The researcher recommends the flow of admissions in SONS. The selection should be equipped with a qualified talent scouting team. The recruitment process as a student athlete in SONS can be seen in the figure below. Sports Coach Recruitment Branch is an important component of which can not be eliminated in a coaching system. Feasibility and success of a program depends on the quality and the ability to coaches themselves.

Coaches must have the ability to plan short-term and long-term programs on a champi-

onship and set up their team to try to achieve the goal. Coaches must also have the ability to communicate with a vast network of top level managers to the sport athletes. Coaches must also be able to take into account the income and human resources available to the program. Besides a coach must have the appropriate criteria to carry out his duties as a printer of elite badminton players.

#### *Availability of Infrastructure in SONS*

The success of a sports coaching program can not be separated from the support of available facilities and infrastructure. Harsuki, (2003:101) mentions that there are two types of facilities and infrastructure resources in sport, namely resource materials, and resource facilities. Resource materials consists of administration office equipments and facility resources consist of sports facilities (building/gym facilities), and medical equipments.

The direct observation on the facilities and infrastructure in SONS shows that the available facilities and infrastructures are limited, not maintained, and obsolete. The procurement of exercise equipment budgeted in the school year but then adjusted to the needs of a other urgent

needs has hindered the training process. To anticipate the same problem, it is recommended that the provision of facilities and infrastructure should involve outsiders through networking. Sponsored donation is necessary in order to solve limited facilities and infrastructure in SONS,

### **Process Evaluation**

#### ***Process feasibility of Academic Activities***

SONS teaching and learning process is no different from other schools. However, because the school is a special sport school, SONS provides special treatment for the students. Teachers remain in the schools until late to provide extra hours at night, but this could cause the students to be sleepy in class because they run out of energy to exercise.

There is no Natural Sciences streaming in SONS because the students chose Social Sciences. This does not diminish the quality of education in SONS, indicated by good performance of the students academically, but it would be better if the academic curriculum in SONS is designed specifically with the quality and condition of the students in the sport school.

#### ***Implementation Development of Achievement***

The implementation of development-related feasibility exercise program is performed on each sport branch in SONS. The activities are carried in the morning and afternoon. The activities are conducted by referring to the principles of training for the early childhood in children aged under 10 years. They are as follows: (1) The intensity of exercise should be at a low intensity, without any pressure and heavy loads. (2) The exercise last for 1 hour exercise for children aged 10 years and under, and 1.5 hours for children aged 11 years and above. (3) The practice is conducted no more than three sessions per week (Ambarukmi, et al., 2008:138). SONS exercise program is managed in accordance with the existing principles in which the trainers provide appropriate exercises according to the age development, ranging from junior high to high school level.

### **Product Evaluation**

#### ***Academic achievement***

The academic achievement of students in SONS can be said to be excellent given that this school has many students and much time

is consumed for training and match games. The academic success can be determined when 100% graduation rate is achieved and all students are promoted to the higher grade.

#### ***Performance achievement of sports branches***

Good academic achievement in SONS seems to be imbalanced compared with the achievement in the sport competitions. The student's achievement indicates less successful achievements.

#### ***Alternative Management Model in SONS***

The findings related to relevant factual conditions and weaknesses, as well as advantages become an interesting issue and focus of this study. The evaluation by using CIPP illustrates thoroughly the issues under investigation. An improvement in the management of SONS in fact emphasizes the improvement of the quality of coaching in order to achieve clear goals: to reach brilliant achievement. Based on the Regulation of the Minister of Youth and Sports of the Republic of Indonesia Number 6, Chapter III of 2009 on "Governance Institute of Sport" mentions:

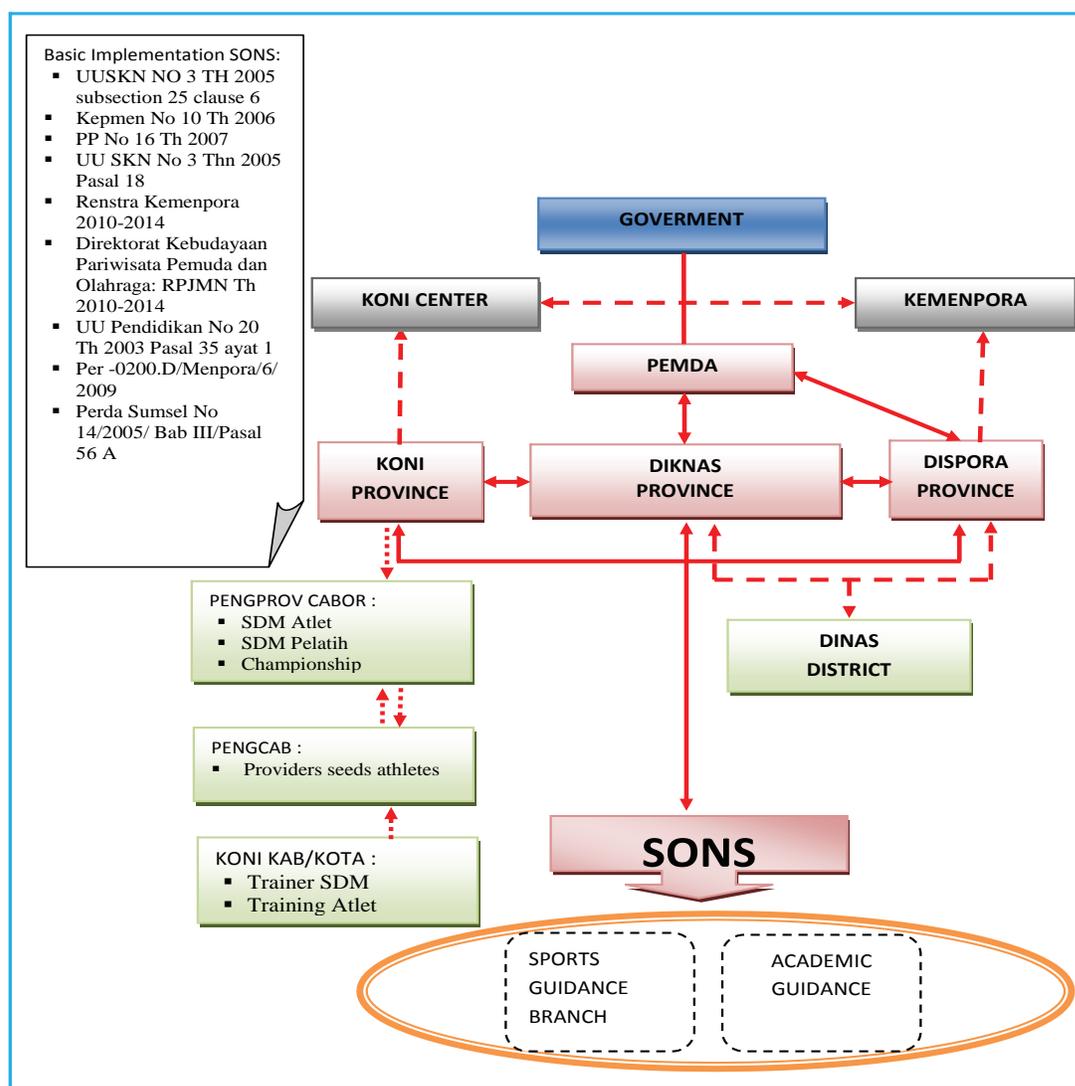
##### Article 7:

- (1) provincial governments are responsible for integrating the implementation, development, and national sports development in the region.
- (2) Local government district / municipality is responsible for the development and implementation of national sports development in the region.

##### Article 8:

- (1) In integrating policy, guidance, and development of sports at the provincial, regency / municipality, as contemplated in Article 7 paragraph (1) and (2), poured into the document management of each sport institutions on education, which is coordinated by the Regional Secretary.
- (2) In implementing the policy, guidance, and sports development as referred to paragraph (1) is facilitated and coordinated by the Regional Secretary who has duties and functions in the field of sports.

The discussion of the results of research that describes the findings in the field regarding SONS and is based in Palembang in South Sumatra is meant to improve the better coaching system theories and backed by the applicable legislation of sports coaching. The management model that can improve the system of sports coaching in order to achieve the desired performance is presented as follows:



The ideal management model for Sriwijaya Sports School (SONS) is recommended as a solution in improving sports coaching systems as recommended by the results of the research using a CIPP evaluation method. The data and research results are taken into consideration in formulating the ideal model of management in SONS.

## CONCLUSION

Some conclusions can be drawn about the management model of SONS of Palembang. Based on the background, program compliance, and clear development goals, the context evaluation shows that the establishment of SONS is relevant with the needs of sports coaching for students in South Sumatra. The input evaluation

shows that SONS coaching sports in general do not fit the criteria, such as poorly maintained and lack of sports facilities and infrastructure. With the process evaluation, SONS sports coaching in the implementation aspects of the program consisting of exercise, nutrition, welfare, and coordination between relevant stakeholders did not go well. Only for elements in the implementation of academic SONS is successfully run in accordance with the applicable rules. With the product evaluation, SONS sports coaching in terms of performance is still far from expectations, while the product is good academically as measured by graduation rates and class promotion, but the budget from the government is merely given as routine budgeting and is still far from adequate.

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