

Management Evaluation in the Achievement Development Program of Football Sport Branch at FC UNY Academy



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ABSTRACT: This research aims to assess the management's evaluation of the FC UNY Academy football achievement development program using the Context, Input, Process, and Product (CIPP) framework. Additionally, it seeks to determine if the ongoing achievement development program at the FC UNY Academy is being effectively managed. This qualitative research employs the CIPP evaluation model, with a purposive sampling technique to select three program administrators for study. Data collection involves interviews and documentation. The research findings indicate that the management evaluation of the FC UNY Academy achievement development program met adequate criteria across all aspects, signifying a moderate level of performance. However, the management's effectiveness in optimizing the program remains suboptimal. Specifically, the context aspect meets sufficient criteria, the input meets adequate criteria, the process meets good criteria, and the product meets adequate criteria. Key considerations are identified in the context, input, and product aspects. Recommendations for administrators include: Context aspect: Increase the number of administrators to enhance management performance. Input aspect: Enhance promotional activities and counselling during player recruitment to showcase player potential effectively. Process aspect: Optimize processes for better outcomes. Product aspect: Despite having tier 2 players, coaches should maximize player potential to achieve championship results in tournaments.

KEYWORDS: Management evaluation, achievement development program, FC UNY Academy

INTRODUCTION

The management of sports achievement development in Indonesia aims to progress all sports in the country. Each sport has its own achievement development program at both regional and national levels. According to Occhino et al., (2014: 410) sports coaching involves the coach's perception of motivating athletes and the coaching behavior implemented, which remains unknown. The priority objectives of the achievement development program include developing children from a young age, identifying children's talents in various sports, and achieving optimal results. Successful implementation of national sports development requires essential components beyond identified development pathways. The key components of the national sports coaching system include: management, goals, athletes, supportive factors, program structure and content, facilities and infrastructure, methodology, learning resources, funds, evaluation and research. A well-planned, regular, continuous, and systematic coaching process should include evaluation to determine the effectiveness of the program. Evaluation is crucial to assessing the outcomes of all activities aimed at achieving specific goals.

Football is a highly popular sport among Indonesian people and worldwide. Its widespread appeal is evident as it is played by individuals of all ages, ranging from children to the elderly. The management of football development now emphasizes early excellence among athletes. The presence of club administrators and football academies plays a crucial role in nurturing promising players who can contribute to the Indonesian National Team. Administrators at clubs and academies are pivotal in overseeing and enhancing the core of talent development and fostering advanced achievements in football coaching. The primary goal of a football academy is to establish a more sustainable and integrated coaching approach, addressing the shortcomings of the current youth

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player coaching system in Indonesia. These academies serve as platforms for guiding, developing, and harnessing the football potential of students effectively.

The FC UNY Academy, a prominent football academy management in the Special Region of Yogyakarta, holds significant potential. As highlighted by Prawira & Tribinuka, (2016: 13), the early development of players is crucial for achieving optimal results, from regional to international levels. The establishment of a modern Football Academy is seen as a vital step towards enhancing football in Indonesia. The FC UNY Academy caters to players aged 15 and 17, with a focus on nurturing talent within these age groups. In an interview with Mr. A, an active administrator at the FC UNY Academy, it was noted that the academy's achievements have not reached their full potential, largely due to the disruptions caused by the Covid-19 pandemic in the past two years. This unforeseen circumstance led to a halt in football coaching activities, resulting in the absence of training sessions, discontinued competitions, and a loss of students who were unable to continue their training. Despite facing challenges and lagging behind other football academies, the FC UNY Academy remains committed to cultivating, educating, and developing the potential of its football athletes.

The FC UNY Academy serves as a platform for coaching and nurturing football athletes with exceptional potential, as noted by Musrifin & Bausad, (2020: 113). They emphasize that besides mastering tactics, mental and technical skills, physical condition plays a vital role in achieving success in sports. Despite boasting high-quality facilities, infrastructure, and a skilled coaching team, the FC UNY Academy has yet to achieve optimal results. Effective coaching and athlete development entail structured and ongoing training to enhance performance in competitions. This progression is key to realizing athletes' potential, potentially leading to opportunities such as national team selection or joining professional league teams in Indonesian football. Nevertheless, the exact impact of the coaching program on the FC UNY Academy's achievements remains uncertain.

To address the aforementioned challenges, certain components assume a crucial role in establishing effective management for achieving success in football. Immediate attention is required as past research highlights the indispensability of components such as evaluation, coaching and training programs, as well as facilities and infrastructure in the coaching process for football. These elements are integral and must not be overlooked in fostering success within the realm of football coaching.

Management evaluation plays a pivotal role in mapping out future improvement strategies, particularly within the realm of football. As highlighted by Rohman, (2017: 94), evaluation holds significant importance due to the prevailing status quo where training methodologies for young athletes mirror those designed for adults. Evaluation serves as a mechanism that synthesizes various premises, culminating in evaluative conclusions. These premises stem from beliefs, interpretations, and contextual evidence imbued with explicit value. While evaluative arguments aim to generate new knowledge from theoretical research, the primary focus of evaluation lies in assessing existing frameworks rather than solely generating novel insights.

The following are the achievement results of the football branch management from 2018-2020 at the FC UNY Academy.

Table 1. Achievements of FC UNY Academy

No	Achievements	Year
1	Soeratin Cup Group Phase	2017
2	3rd place in the Mayor's Cup	2018
3	Menpora Cup runner-up	2019
4	Runner-up Mini Tournament Solo	2019
5	ISC MUTU Cup Quarter Finals	2020
6	Soeratin Cup Group Phase	2021

Based on the current achievements, it is evident that the management of the FC UNY Football Academy has yet to achieve significant success in various tournaments. As noted by Arlando & Sari, (2021: 3), success is a product of the relentless efforts and activities undertaken by teams or individuals. Despite the academy's limited success in tournaments, it boasts high-quality facilities, infrastructure, and a skilled coaching team. The UNY stadium field, complemented by supporting amenities like fitness centers and swimming pools, alongside top-notch training equipment and a licensed coaching team, underlines the academy's commitment to excellence.

In this study, we will delve into the management of the FC UNY Academy's football achievement development program. The enhancement and refinement of the system for nurturing exceptional athletes aim to achieve strategic goals outlined in long-term, medium-term, and short-term visions and missions. This process involves utilizing evaluation procedures that are consistently and progressively assessed across all sports coaching programs. Key stakeholders contributing significantly to this initiative are coaches, administrators, and players of the FC UNY Academy.

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Management evaluation in this study will employ the CIPP method, a meticulously structured evaluation approach comprising Context, Input, Process, and Product. As highlighted by Diatmika & Tisna, (2020: 24), the CIPP model serves as a tool for mapping and analyzing sports development programs. Widely regarded as a comprehensive evaluation framework, the CIPP method, as noted by Firdaus (2011: 128), follows a structured approach in evaluating programs under the Context, Input, Process, and Product categories. This evaluation seeks to offer insights into the outcomes of the achievement development program, aiming to assist athletes, coaches, and administrators in enhancing and sustaining athletes' performance to elevate their success levels. It serves as a valuable resource for the FC UNY Academy to prioritize coaching efforts, improve football achievements, and address all facets supporting athletes' success, thereby guiding the academy towards further sporting accomplishments.

From the observations, it is evident that the management overseeing football achievements at the FC UNY Academy requires improvement. While the facilities, infrastructure, and coaching team are of decent quality, the outcomes achieved are not yet optimal. This study aims to enhance the football sports development program management at the FC UNY Academy to propel athletes to higher levels of success. Through field data analysis, the researchers seek to delve deeper into evaluating the football performance development program's implementation at the FC UNY Academy. Hence, the study is titled "Evaluation of Management in the Football Achievement Development Program at the FC UNY Academy."

METHOD

This type of research is evaluation research that utilizes qualitative methods. It aims to understand a phenomenon experienced by the research subject, such as behavior, perception, motivation, and action, holistically. This understanding is achieved through descriptions in the form of words and discussions within a specific natural context that utilizes various methods.

Qualitative research is valuable when aiming to observe and explain a situation or object within its context, uncover meaning, or gain a profound understanding of a given problem. This understanding is often derived from qualitative data, which can take the form of images, words, events, or observations within a "natural setting."

The research approach employed is descriptive qualitative, focusing on generating descriptive data to observe and comprehend the actual situation. It utilizes the CIPP (context, input, process, product) model for evaluation in managing the FC UNY Academy. Administrators actively participated in this research and were also invited for interviews to enhance the research data collection process.

The study took place at the FC UNY Academy in Sleman Regency, Yogyakarta Special Region Province from 28th October to 7th November 2022, involving 11 administrators. The researcher employed purposive sampling, a method where specific criteria are established to guide sample selection. Purposive sampling is intentionally conducted to ensure the sample's relevance to the research (Etikan, 2016: 2). Given the substantial population size, the researcher opted for purposive sampling. The criteria set by the researcher exemplify the application of purposive sampling.:

- a) Managers or administrators who have the authority to organize coaching programs at the FC UNY Academy.

Based on the specified criteria, the research sample consists of three administrators, including the supervisor/director, the chairman of the FC UNY Academy, and the technical director of the FC UNY Academy. The research utilized observation guidelines, interview guidelines, and documentation as its primary instruments.

Table 2. Interview Research Instrument Grid for Administrators

Components	Indicators	Sub-Indicators	Number of Questions
<i>Context</i>	Management Background	Management	1 item
		Coaching strategy	1 item
	Coaching Program	Third parties	1 item
		Objectives	1 item
<i>Input</i>	Human Resources	Strategy	1 item
		Coaches	1 item
	Funding	Players	1 item
	Facilities and Infrastructure	Administration	1 item
<i>Process</i>	Program Implementation	Quality	2 items
		Coaching program	2 items

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	Coordination	Administrators	3 items
Product	Results	Technique	1 item
		Achievements	1 item
		Physical aspects	1 item
		Activeness	1 item
		Mental	1 item

ANALYSIS AND DISCUSSION

Data for the management evaluation research on the achievement development program at the FC UNY Academy was collected through documentation and interviews. The evaluations focused on context, input, process, and product evaluations. The findings were derived from each evaluation component of the FC UNY Academy's achievement development program. Here is a description of the research data:

1. Evaluation on Context

The management evaluation of the achievement development program at the FC UNY Academy is based on evaluation. In this research, the context was determined through the input of several administrators. Context evaluation is an integral part of organizational management and cannot be overlooked. According to Sukardi (2015: 63), the goal of context evaluation is to gather information on existing priorities and needs, facilitating the formulation of objectives.

Based on the interviews conducted by researchers with respondents, it is evident that there is a shortage of management personnel in the administrative section of social media applications for the FC UNY Academy. Although the current management has effectively implemented the coaching program strategy, they are facing challenges in engaging and collaborating with the targeted schools. The coaching program is jointly prepared by the management and trainers during an annual working meeting. Additionally, the Selabora central management is involved in providing support for coaching and achieving goals. However, the objectives of the coaching program have not been met as initially planned due to the impact of the Covid-19 pandemic and unfavorable weather conditions, which have hindered the training objectives from being realized optimally.

2. Evaluation on Input

The management interview findings reveal that the recruitment of coaches based on specific criteria, including holding a license and being an active UNY alumni/student, has been successful. However, there are still areas that require improvement in player recruitment. Despite high initial enthusiasm during recruitment, players from middle and high schools tend to become demotivated and inconsistent over time. The FC UNY Academy relies solely on parent/guardian contributions as its source of funding, following a football school system that operates on monthly fees/SPb. The quality of the FC UNY Academy field surpasses that of other SSB/Academies. Nonetheless, during tournaments, the field quality falls below the standards set by the academy. The FIK UNY integrated field serves as an alternative practice location, offering conditions similar to tournament fields, although the quality is marginally better but not significantly different.

3. Evaluation on Process

The administrator's interview results indicate that the physical and technical development process at the FC UNY Academy has been successful through consistent supervision at the football players' training location. The coach organizes mini-game practices or trial matches between players from the Academy once a week. Additionally, the FC UNY Academy conducts tryout matches against SSB or other football academies.

4. Evaluation on Product

The management's efforts have been effective but not yet optimal, as the achievements of the FC UNY Academy still fall short of expectations. Despite noticeable progress in technical skills, physical development, activity levels, and discipline among the players, their performance only secured them a 3rd place in the Mayor's Cup following the challenges posed by the Covid-19 pandemic. During this research, they were also competing in the Soeratin Cup. It is crucial for administrators, trainers, and the Selabora central management to maintain strong coordination to ensure the coaching process operates at its best. Regular evaluations should be conducted to optimize the coaching program's performance and align it with the desired goals.

CONCLUSION

After analyzing the research findings and discussions, it was determined that the management of the achievement development program at the FC UNY Academy falls within the adequate category. However, there are several areas that require significant attention if the FC UNY Academy's performance is to be enhanced.

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1. The evaluation of the FC UNY Academy's achievement development program by the management, based on context evaluation, falls within the sufficient category. The academy has clearly defined goals and program backgrounds outlined in its vision and mission. Despite having a structured organizational framework, there is a lack of personnel in the administrative section of social media applications due to limited funding resources within the academy. Overall, there are several areas within the context that require further attention and improvement.
2. The evaluation conducted by the management of the FC UNY Academy's achievement development program, based on the input evaluation, falls within the sufficient category. Input evaluation involves analyzing and gathering information about the resources within the program. There is a necessity to assess player indicators, particularly in recruitment and funding, which are currently very limited. It is essential to initiate collaborations with donor partners or sponsors to address these indicators effectively.
3. The management's evaluation of the FC UNY Academy's achievement development program, based on the evaluation process, falls within the good category. Regarding the process aspect, the coaching achievements have been successful, as indicated by interview results showing that the coach has implemented the program at the necessary intensity for the players. The FC UNY Academy has effectively conducted the coaching process despite existing limitations, with coaches and administrators fulfilling their duties to meet the coaching program's objectives.
4. The management's evaluation of the FC UNY Academy's achievement development program, based on product evaluation, is deemed satisfactory. The coaching process was significantly impacted by the Covid-19 pandemic. Despite this challenge, regular evaluations and the players' strong motivation to excel, supported by positive parental involvement, offer promising prospects for enhancing the FC UNY Academy's achievements towards optimal performance.

RECOMMENDATIONS

Based on the results of the management's evaluation and the conclusions of the research above, the researcher can provide the following recommendations:

1. Aspect of *Context*
 - To enhance the FC UNY Academy's management, additional personnel should be allocated to the admin section of social media applications. Their primary responsibility should focus on consistently updating the FC UNY Academy's activities without burdening the coaches with extra tasks.
 - The management needs to adopt a more proactive approach in engaging and partnering with targeted schools, a process that was hindered by the severe impact of the Covid-19 pandemic. As the Covid-19 situation is gradually improving, the Academy can initiate collaborations with nearby schools that are within reasonable proximity.
2. Aspect of *Input*
 - To facilitate player recruitment for the FC UNY Academy, management should enhance outreach efforts by engaging with schools across a broad spectrum from nearby to distant locations. Additionally, promoting recruitment through various online channels, including popular social media platforms such as Instagram, Facebook, YouTube, TikTok, and Twitter, can generate substantial interest from potential registrants. The influx of interest will not only increase significantly but also enable coaches to assess the qualities of prospective players effectively.
 - Given the Academy's limited financial resources, it is imperative for the management to establish partnerships with donors and sponsors. These collaborations are essential to secure funding for the continual development of the FC UNY Academy's achievements.
3. Aspect of *Process*
 - The management needs to conduct regular maintenance on the infrastructure to ensure that the supporting facilities for the training process are well-preserved.
 - By performing periodic evaluations, the management can optimize the achievement development process, continuously enhancing what is already successful and addressing areas that are deemed suboptimal.
4. Aspect of *Product*
 - The management should refrain from loaning out all talented players and avoid sending them on loans before important tournaments. Both the management and coaches need to focus on advancing the FC UNY Academy, fostering progress for individual players and the team collectively. While the Academy team predominantly consists of tier 2 players during tournaments, the coach must maximize the potential of the current players to strive for championship titles in the competitions they partake in.

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