

Management Evaluation of the Sepak Takraw Association of Indonesia (PSTI) Administrators in Fostering Sepak Takraw Sport Achievement in Brebes Regency, Central Java, Indonesia

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Abstract

The research aims to analyse management evaluation of the Sepak Takraw Association of Indonesia (PSTI) in fostering sepak takraw sport achievement in Brebes Regency, Central Java, Indonesia. This research was conducted using qualitative approach with ethnography design and critical ethnography type research to evaluate and criticize. Sources of data were collected from research informants by using Purposive Sampling and Snowball technique. Data collection technique was conducted by using observation, interview, and documentation study, data analysis was conducted inductively by using interactive cycle by Miles and Huberman. The results of study are: 1) The fostering of sepak takraw carried out by The Regency Administrators (Pengkab) PSTI Brebes Regency was in accordance with the vision, mission, goals and government's policies, 2) Human resources in PSTI Brebes Regency were good and qualified, and supported by sufficient facilities, infrastructures and fund, 3) The implementation of programs was well-implemented, stages of program implementation were carried out by the coaches, and coordination with various parties was well-coordinated. 4) The results of achievements obtained by the athletes, coaches and administrators was very well but the welfare was relatively adequate.

Keywords: Evaluation, Management, Administration, Sepak Takraw

Introduction

Sport achievement is a factor which can increase nation's dignity in international world. Sport achievement can be achieved if existed fostering system is well-planned and implemented. Sport fostering can be implemented from region or province as the front guard in developing National sport achievements. Main sports of each province are expected to notice and regulate each organizing sport form in a planned, systematic, and professional manner (Laksana, 2017).

According to Rumini (2015), fostering achievement is a systematic effort to get better achievements. Systematic sport fostering achievement, with qualified human resources can be led to the increasing of self, responsibility, discipline, sportsmanship and eventually can get sport achievements to encourage national pride. Peak achievements in sport can only be achieved through systematic, planned, regular and continuous fostering process, in which national fostering sport process covers introduction, fostering achievement and getting peak achievements, success in fostering athletes concept to get achievement depends on coaching system (Widowati, 2015). Therefore, sport development needs to be paid attention proportionally through systematic fostering, management, planning and implementing to support the progress of the sport.

Romadoni (2017) explains that management is a science which regulates all activities of an organization by utilizing capabilities and skills of its human resources through cooperation done by two or more people to achieve the goals. Further, Razaghi *et al.*, (2013) state that measurement of performance is the most important managerial activity. A good management is programmed and implemented by professionals (Retnowati, 2009). According to Thomas (2011), management is a coordination process of various human resources of organization (man, materials, machine) to achieve organization's goals. Achievement of goals is done by the use of man, materials, and machines. Management is a cooperation process that uses human and non-human resources by applying management function consisted of planning, organizing, implementing, and supervising to achieve the goals effectively and efficiently (Darmasutri, 2014).

Management is generally how a leader is able to utilize his own resources as optimal as possible, so he can achieve the goals of organization. An organization will be efficient if the investment cultivated inside the organization is in accordance or giving profit as expected. Further, an institution will be effective if in its management, it uses proper and right principles so that various activities of the institution will achieve the expected goals. The factor in decreasing sport achievements in Indonesia such as limited facilities and infrastructures, management, athlete recruitment, and so on. The success of fostering achievement is determined by various elements. One of the elements is good management application (Nurchahyo, 2014).

The goal is beneficial to identify the targets so that it will facilitate the use of resources for long-term fostering. Based on the instruction above, there is a proper fostering model which can be applied to achieve optimal fostering sport system. Nowadays, the effort of Indonesian government has been done by establishing fostering model in student environment which is also known as student training (*diklat pelajar*) in some provinces in Indonesia with the object is student, the training is known as Student Education and Training Center (PLPP). Students as proper human resources are able to find accomplished athletes in the future. It is based on the quantity of students in Indonesia which is quite big so that it has great opportunity of potential athletes if they are fostered in stages and continuously.

Today sepak takraw is still one of unpopular sports and not favourable by the society of all categories. Sepak takraw is still a sport for middle and low class society. It is because this sport is quite difficult to be played, has a high or fatal risk of injury, and many communities consider it as a sport that requires difficult movements. However, sepak takraw is developing rapidly. It can be seen in 1983 that all regions in Indonesia had a Region Administrator (Pengda) which today it is known as Province Administrators (Pengprov) of Sepak Takraw Association of Indonesia (PSTI).

But until 2018, not all of the regions in Brebes Regency have fostered sepak takraw. The difficulty in popularizing sepak takraw is because it has high level of difficulty. Besides the factor of difficulty, in sepak takraw, it is painful if the ball hit children's head or legs, so it becomes one of the obstacles to develop sepak takraw in elementary or high schools. The lack of championship events and the low public interest towards sepak takraw makes it hard to be fostered. According to Sulaiman (2008: 1), sepak takraw is still a sport for middle and low class society, because it is difficult to be played, had high and bigger risk of injury.

The strategic issues encourage the administrators of PSTI Brebes Regency to immediately respond the issues by establishing fostering programs including 1) Improving the quality of human resources, 2) Fostering and Assisting clubs and schools, 3) Socializing sepak takraw to all sub-districts in Brebes Regency, 4) Coordinating with related parties and persuading companies to make a promotion, 5) completing the development of Sepak Takraw Sports Arena in Brebes Regency.

The success of a fostering sport should be supported by some interrelated factors. Supporting factors in fostering athletes are professional coaches, sufficient facilities and infrastructures, systems and methods, proper training program, professional administrators and supporting environment (National Sports Committee of Indonesia (KONI), 2000; Proios and Athanailidis, 2013). The success or failure of a program will be known after conducting evaluation on the implemented program, so that it will be decided whether the program needs to be continued, revised or stopped. According to Arikunto (2009: 1), evaluation is a process of determining the results which have been achieved by some planned activities to support goal achievement.

CIPP model in this research will be used to evaluate objects and one of them is evaluating Fostering Sepak Takraw program in Brebes Regency. By evaluating Fostering Sepak Takraw program in Brebes Regency seen from Context, Input, Process, Product aspect, what is actually happened and should be done will be found out and whether the program will be continued because what has been implemented based on the expected goals or it will be stopped.

Based on the explanation above, the problems are how is the management evaluation of Sepak Takraw Association of Indonesia (PSTI) administrators in fostering sepak takraw sport achievement in Brebes Regency, Central Java, Indonesia. This research aims to study management evaluation of Sepak Takraw Association of Indonesia (PSTI) administrators in fostering sepak takraw sport achievement in Brebes Regency, Central Java, Indonesia.

Material and Method

This research was conducted by qualitative approach with ethnography and critical ethnography type research (Creswell, 2012: 476). Research approach used in this research

was program evaluation by using CIPP mode (context-input-process-product). This research was conducted in Pegkab PSTI Brebes.

Resources of data in this research consisted of primary and secondary data. Primary data was collected from interview with the administrators of Pengkab PSTI Brebes, Sepak Takraw coaches, and Sepak Takraw athletes, while secondary data was collected from data collection in the form of documentation analysis study. Resources of data were collected from research informants by using Purposive Sampling and Snowball technique.

The instruments used in this research were: 1) Interview guidelines on interview data collection technique, 2) Observation guidelines on observation data collection technique, and 3) Check list blank on documentation study data collection, supporting media used tape recorder, camel, and note book. To collect primary data in this research, there were three data collection techniques: 1) Direct observation, 2) Semi-structured interview, and 3) Documentation study or searching from existing archives as supporting data or secondary data. Data validation in this research was used by using triangulation technique, by reviewing various data as a whole. Triangulation techniques used in this research were technical and source triangulation.

Data analysis used interactive analysis model developed by Miles and Huberman (1984) in Sugiyono (2015: 334). Processing and analyzing consisted of 4 interacted components: 1) Data Collection, 2) Data Reduction, 3) Data Display, and 4) Conclusion/Verifying. Data analysis was carried out during data collection. Data reduction was carried out by summarizing data into some parts with the determined categories. This division used coding. Data display was used by making short description, table, or diagram. Table and diagram were based on the determined categories.

Result

The Results of Management Evaluation Observation of Sepak Takraw Fostering

The results of Context analysis including vision, mission, and goals were the power and direction of organization which were well-implemented. Support/policies of regional government on sepak takraw fostering in Brebes Regency was fair, and it even became one of sports that got more attention. Table 1 shows that Pengkab PSTI Brebes Regency formulated vision, mission clearly and the vision and mission of fostering program were implemented.

The support of Brebes Regency government through National Sports Committee of Indonesia (KONI) Brebes Regency on Pengkab PSTI Brebes Regency was very good, it is proved by giving quite big funds than other sports as well as the facilities and infrastructures. It was formulated clearly, implemented and oriented to the future.

The results of Input evaluation related to coaches and athletes show good results, owned human resources consisted of 24 active athletes with 12 males and 12 females. The achievements of Brebes regency were being the third and fourth winner on province level during the last five years, the athletes represented PON, Sea Games, and World Championship, and being region chosen athletes (Pelatda) in Province. The coaches were 4 people and they were licensed from regional to national level. The comparison between coaches and athletes was 1:6.

Table 1. The Results of Context Analysis on Pengkap PSTI Brebes

No.	Aspect	Achievement			Note
		Good	Fair	Poor	
1.	Vision	√			Clearly formulated, well-implemented and oriented to the future.
2.	Mission	√			
3.	Goals	√			
4.	Government's Policy	√			

(Sources of Data: The Results of Observation)

Table 2. The Results of Input Evaluation on Pengkap PSTI Brebes

No.	Aspect	Achievement			Note
		Good	Fair	Poor	
1.	Human Resource		√		There were 24 male and female athletes, 4 coaches, 5 Fields of Sepak Takraw Sports Arena, 24 Balls, 5 Nets. The sources of KONI fund were from APBD, donors and sponsors.
2.	Facility and Infrastructure		√		
3.	Funding		√		

(Sources of Data: The Results of Observation)

These successes cannot be separated from the support of facilities, infrastructures, and funds. The complete training facilities owned by Pengkab PSTI Brebes Regency is based on National Standard including sepak takraw sports arena with 5 fields, and the floor is woodentype, spectator seats with 1.000 capacities, six toilets, a changing room, a warm-up room, an honorary stage, and a prayer room. Other facilities are international standardized sepak takraw balls and nets. Funds for supporting the organization were from KONI of Brebes Regency, and also incidental funds from donors and sponsors including membership dues, BUMD and other private companies.

The results of Process analysis including the implementation and coordination of program were good, the program implementation stages were implemented by coaches and administrators. Main tasks and function of administrator were well-done so that the coordination with various parties was good internally and externally.

Table 3. The Results of Process Evaluation on Pengkap PSTI Brebes

No.	Aspect	Achievement			Note
		Good	Fair	Poor	
1.	Implementation of the program		√		The coaches made and implemented the training program, training program was planned in accordance with the need for achievement improvement, and made systematically.
2.	Koordinasi	√			Coordination with some parties related to good implementation.

(Sources of Data: The Results of Observation)

Table 4. The Results of Product Evaluation on Pengkap PSTI Brebes

No.	Aspect	Achievement			Note
		Good	Fair	Poor	
1.	The obtained results		√		Regional champion, province champion, regional champion and international champion.
2.	Welfare		√		The welfare was fair.

(Sources of Data: The Results of Observation)

The Results of Interview on Management Evaluation of Fostering Sepak Takraw

On the interview which was conducted, the distribution of answers of each respondent was resulting in the following summary:

Management Structure

In PSTI Brebes Regency management structure, it used service period until the implementation was over. The structure of PSTI Brebes Regency consisted of Person in Charge, Coaches, Coach Assistants, Dormitory Manager. Management structure of PSTI Brebes Regency team is shown on Table 5.

Table 5. The Management Structure of PSTI Brebes Regency

No.	Structural Position	Position in Office
1.	Coach/Protector	1. Regent of Brebes Regency 2. Province Administrators (Pengprov) KONI of Central Java
2.	Advisor	The Head of KONI Brebes Regency (Retired School Principle/Sport Education Teacher)
3.	Chairman	The Members of DPRD Brebes Regency in the field of Educational and Sports
5.	Daily Executor Daily Chairman Secretary Treasurer Facilities and Infrastructures Fostering Achievement Referee and Match Organization and Public Relations Coach	Determined by PSTI in Province, human resources came from educational background majoring sports education and sports coaching, and on the average they became sports education teacher and entrepreneurs who loved sepak takraw.
6.	Student Athlete	Determined by PSTI in Province and Brebes Regency, through recruitment and invited based on periodically monitoring.

Athletes

Recruitment of athletes of PSTI Brebes Regency was implemented by:

1. Recommendation, skill test and observation,
2. The role of main regional sport administrators,
3. Supervising from the community, environment and mass media.
4. Openly announced,
5. Based on sports science and technology with test parameter.

Monitoring was done in student sports week championship (POPDA) in Central Java and regional championship, called talented athletes in sepak takraw from all over regions in Brebes Regency. The quality of athletes could be seen from the match, then selection was carried out. Parameter Standard of athlete test was carried out by: 1) Measuring height, 2) Measuring fat thickness, 3) Measuring lung volume, 4) Measuring Lung Maximal Capacity (Vo₂Max), 5) Measuring Versatility, 6) Measuring balance, 7) Measuring durability, 8) Measuring upper body durability, 9) Measuring leg muscle explosive power, 10) Measuring arm muscle power.

Coaches

Recruitment of coaches was done by doing assembly between administrators. Besides being coaches, they were also expected to be good example, leader, and father for the athletes. From the results of the research, it was found that there were some aspects related to the coaches of PSTI Brebes Regency, including:

1. The Quality and the Amount of Coach
2. The Quality and Quantity of Coach
3. Academic and skill requirements of coach
4. Certification of sports coach
5. Welfare

Based on the results of the research, the quality of PSTI Brebes Regency coaches could be said as fair, because they knew the coaching system and implemented the planned program and they had high discipline and firmness to the athletes. PSTI Brebes Regency had 4 coaches. All of the coaches were former sepak takraw athletes and sports education teachers so that they were able to give materials in each training session.

PSTI Brebes Regency recruited coaches had followed coaching education so they had coaching certification. Coach assistants also followed coaching education and had coaching certification.

Based on the data, it can be concluded that the quality of coaches was good, it can be seen from the coaching system and program which were well-designed and implemented, coaches and coach assistants had followed coach education.

The Implementation of Training Fostering

The training program was 4 times training in a week, done in the morning and afternoon from Monday to Wednesday in the afternoon, while on Sunday it was usually done in the morning, for physical and match training. The trainings included physical, technical, and mental training. The training program was used as a reference for long-term training stages which included formation training, and stabilization training stage.

Discussion

Based on the results, in general it shows that management evaluation of Sepak Takraw Association of Indonesia (PSTI) administration in fostering sepak takraw achievement in Brebes Regency was categorized as fair. It can be proved from the results of the research with observation, interview, and documentation method.

Based on the results obtained from PSTI Brebes Regency administration, the main goal of establishment of sepak takraw fostering was regeneration of sepak takraw athletes and development of talented students on sepak takraw, in order to get planned and programmed direction to increase male sepak takraw team achievements in province or national level.

There were coach, person in charge, secretary, treasurer, coaches, and each section of PSTI Brebes Regency administrators when it was established and formed. In the process of selecting PSTI Brebes Regency administration, it was based on the meeting of administrators and coaches. Work programs of administrators consisted of weekly, monthly and annual program. The division of work was clear and adjusted with each field.

Based on the field and analysis data on organization of PSTI Brebes Regency administration described through administrator management, the recruitment of coaches and athletes, implementation of training program, supporting facilities and infrastructures, and funding system, there were a lot of problems which had supporting and obstacle factors in the fostering process, so that the process was still be able to develop sepak takraw.

Supporting and Obstacle Factors

Achievements of the athletes of PSTI Brebes Regency administration which was increasing from year to year so that athlete's regeneration would not stop. Commitment and consistency of administrators and coaches would develop as well. The fostering of PSTI Brebes Regency administrator was done by implementing organization management with all of its limitations. And also the support of athletes' parents to support their talents. For example, parents always supervised or saw their children training or matching so that it became one of the motivations for athletes.

Reviewed from administration management, the management was not maximal due to the administration was mostly implemented by one or more people. The minimum fund for fostering PSTI Brebes Regency team because the funding was only from APBD and few donors. So, if the team wanted to join in a competition, the fund was limited. It was difficult to find male players for long-term fostering.

Pahl, *et al.*, (2008) argue that management is a process to get results efficiently and through other people. Further, Pitts (2001) states that management is an art to finish through from other people. According to Mutholib *et al.*, (2013), management is a way to implement a program in order to make decisions in the form of directions and targets appropriate with what is previously planned

According to Comoglio and Botta (2012), the functions of management are: (a) planning, (b) organizing, (c) coordinating, (f) reporting, and (g) budgeting. Further, Bengtsson *et al.*, (2000), classified management functions as: (a) planning, (b) organizing, (c) staffing, (d) directing, and (e) controlling. While according to Huselid *et al.*, (1997), management functions include: 1) planning, 2) organizing, 3) actuating, and 4) controlling.

Recruitment is a set of activities to find and attract job applicants by using needed motivation, skills, capabilities, and knowledge to cover deficiencies which were identified in staffing planning (Sendow and Mekel, 2015). High achievements can only be achieved by athletes who are incredibly talented and have good fostering tiered and continuous. Tiered fostering achievement has implications towards the importance of evaluation which should be implemented periodically since athlete screening stage until final implementation program and the achievement which is achieved. On the principles known as recruitment are seeking, finding, and attracting job applicants to be the employees on a certain organization. So that the recruitment can also be defined as a set of activities to find and attract job applicants by

using needed motivation, skills, capabilities, and knowledge to cover deficiencies which were identified in staffing planning (Luila *et al.*, 2013).

Financial is basic need for everyone in order to avoid financial problems. The difficulties in financial are not only the function of income (low income), financial problems can also emerge if there is miss management such as missing in the use of credit, and no financial planning (Yushita, 2017).

On organization life, financial is one of the vital resources. With money resources, all aspects can be implemented as it should be as a basic compensation for all existed human resources, and a good financial report is also needed. It is in accordance with Indrayani's (2013) opinion that financial report of a company is very important because it is a structured presentation from financial position and performance. Financial report also shows the results of management responsibility over the use of resources.

Financial related to financing is one of the resources which can improve employee's performance, but if it is badly managed it will be an obstacle. In other words, each activity carried out by school needs funding (Mulyasa, 2004: 48).

Budget is an important element in management control system because budget is not only a financial planning, but also as a controller, coordinator, communicator, and evaluator of performance and motivation (Anton *et al.*, 2016).

The Lack of Sparring Partner

Training program is a supporting component of training program to achieve peak achievement which is directly made by coaches and coach assistants. The making of training program is one of the strategies to achieve future goals of athlete's achievement as optimal as possible. Coaches make training plan by choosing alternatives as demands needed to be implemented to increase achievements in the present and future as the targets of the athletes.

After having potential athletes, coaches should make training plan to achieve the determined goals properly. The goals of long-, middle- and short-term training are target chain or final target; intermediate target and objective and measured target.

Training program is said to be good and proper if the plan is made by considering defining factors to achieve the goals, the factors are: athlete's talent or material, skill, the age of training, facilities and infrastructures, fund/funding, environment, trainer, and time. Besides implementing routine training program, match training is also implemented with other teams to test and train the application of technique and tactic in playing and cultivate match mental to athletes.

Training program for most sports is generally divided into three stages: (a) general and special preparation, (b) pre-match stage (Harsono, 2004: 24; Bompa, 2009: 78).

Conclusion

The result of Product Evaluation Analysis including the result of achievements and welfare. The achievements of sepak takraw athletes in Brebes Regency in the last five years was fair and they got the third and fourth position, so that some athletes from Brebes Regency were trusted to represent Indonesia in Sea Games and World Championship event.

However, the welfare of the athletes and coaches was relatively enough. The welfare was received when the athletes got achievement and they were appreciated by bonus or coaching

money. Sepak takraw fostering carried out by Pengkab PSTI Brebes Regency was in accordance with the vision, mission, and goals of the organization, government's support, and policies on sepak takraw fostering was very good. Sepak takraw fostering in Brebes Regency had good and qualified human resources and it was supported by adequate facilities and infrastructures and sufficient funds to finance planned fostering programs.

Sepak takraw fostering of Pengkab PSTI Brebes Regency consisted of aspects of program implementation was well-implemented, stages of program implementation was implemented by the coaches, main tasks and functions of administrators were well-implemented so that the coordination was easy to be done with various parties. Fostering of Pengkab PSTI Brebes Regency was quite good achievement achieved by the athletes, coaches, and administrators.

Conflict of Interest

The authors have not declared any conflicts of interest.

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