



Analysis of junior tennis development at azwa tennis academy (ata): a cipp model evaluation

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ABSTRACT

Junior athlete development is a primary determinant of achievement in competitive tennis, yet the effectiveness of privately managed academies in Indonesia has rarely been examined using a comprehensive program-evaluation framework. This study analyzed the junior tennis development program at Azwa Tennis Academy (ATA), the first tennis academy in Gorontalo Province, using Stufflebeam's Context, Input, Process, and Product (CIPP) evaluation model. A mixed-methods design combined a Likert-scale questionnaire with observation, interviews, and documentation, involving the entire population of 34 stakeholders (15 athletes, 4 coaches, 10 parents, and 5 management staff) selected through total sampling. Quantitative data were analyzed descriptively using mean scores and percentage distribution, while qualitative data from interviews and observation were used to substantiate the numerical findings. The results show that 70.6% of respondents rated the context component as very good, reflecting a clear alignment between the academy's objectives and its developmental program; 70.6% rated the input component as very good, supported by adequate athletes, coaches, and facilities despite a shortage of training balls; 55.9% rated the process component as good, characterized by regular but short-term, weekly-structured training; and 61.8% rated the product component as very good, evidenced by athletes' achievements in regional and inter-regional tournaments, although national-level achievement has not yet been attained. The novelty of this study lies in applying the CIPP model to an independently managed, non-government-affiliated sports club, showing that community-based academies can achieve strong contextual and product outcomes despite limited institutional supervision. The findings imply that ATA's sustainability depends on developing a structured long-term training program, diversifying training methods, and strengthening facility support and government partnership.

Keywords: sports development; tennis; junior athletes; program evaluation; CIPP model.

ABSTRAK

Pembinaan atlet junior merupakan penentu utama prestasi dalam olahraga tenis lapangan, namun efektivitas akademi tenis yang dikelola secara swadaya di Indonesia masih jarang dikaji

menggunakan kerangka evaluasi program yang komprehensif. Penelitian ini menganalisis program pembinaan tenis lapangan junior di Azwa Tennis Akademi (ATA), akademi tenis pertama di Provinsi Gorontalo, menggunakan model evaluasi Context, Input, Process, dan Product (CIPP) dari Stufflebeam. Penelitian menggunakan pendekatan mixed methods yang memadukan kuesioner skala Likert dengan observasi, wawancara, dan dokumentasi terhadap seluruh populasi berjumlah 34 orang (15 atlet, 4 pelatih, 10 orang tua, dan 5 staf pengelola) yang dipilih melalui teknik total sampling. Data kuantitatif dianalisis secara deskriptif menggunakan skor rerata dan persentase, sedangkan data kualitatif dari wawancara dan observasi digunakan untuk memperkuat temuan kuantitatif. Hasil penelitian menunjukkan bahwa 70,6% responden menilai aspek context sangat baik, mencerminkan keselarasan antara tujuan akademi dan program pembinaannya; 70,6% menilai aspek input sangat baik, didukung oleh kecukupan atlet, pelatih, dan sarana meskipun terkendala keterbatasan jumlah bola latihan; 55,9% menilai aspek process baik, ditandai dengan latihan yang rutin namun bersifat jangka pendek dan disusun mingguan; serta 61,8% menilai aspek product sangat baik, dibuktikan dengan prestasi atlet di tingkat regional dan antardaerah, meskipun prestasi tingkat nasional belum tercapai. Kebaruan penelitian ini terletak pada penerapan model CIPP pada klub olahraga yang dikelola secara mandiri tanpa naungan pemerintah, yang menunjukkan bahwa akademi berbasis komunitas mampu mencapai capaian context dan product yang baik meskipun pengawasan kelembagaan terbatas. Temuan ini mengimplikasikan bahwa keberlanjutan ATA bergantung pada penyusunan program latihan jangka panjang yang terstruktur, variasi metode latihan, serta penguatan dukungan fasilitas dan kemitraan dengan pemerintah.

Kata Kunci: pembinaan olahraga; tenis lapangan; atlet junior; evaluasi program; model CIPP.

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INTRODUCTION

Development is a systematic, planned, and continuous process aimed at cultivating, enhancing, and directing the potential of individuals or groups within a particular field, encompassing training, education, mentoring, and ongoing evaluation (Rahayuningsih & Jariono, 2022). Within the sporting domain, development is directed at shaping athletes who are physically healthy, technically skilled, and mentally resilient. A well-implemented, structured, and planned development program constitutes a primary factor in preparing athletes to attain significant achievements across various competitions, and an athlete's success is ultimately the product of careful planning, hard work, commitment, discipline, and a sound training regimen. According to Putro and Winarno (2024), the attainment of development

objectives can be optimized through the systematic implementation of evaluation, which functions as a mechanism for identifying the strengths and weaknesses of a program and serves as a reference for informed decision-making in its planning, refinement, and advancement.

Tennis is a racket-based sport played between two players (singles) or two pairs of players (doubles) on a court divided by a net, with the objective of striking the ball over the net into the opponent's court to score points (Putri, Husin, & Hermawan, 2020). Coaching tennis athletes to a competitive standard requires attention not only to technical and tactical elements but also to the biomechanical and kinesiological principles underlying stroke production, footwork, and injury prevention (Nurkadri et al., 2022). This complexity makes tennis development a long-term process that spans from foundational experience to the professional level, requiring well-structured training programs, multi-stakeholder support, adequate facilities and infrastructure (Gunawan, Mahendra, & Hidayat, 2021), and a tiered competition system.

In Gorontalo Province, tennis has gained considerable traction across all age groups, as reflected in the growing number of tennis clubs established throughout the region. Responding to this interest, Azwa Tennis Academy (ATA) was founded in October 2022 under the leadership of Rahmathya Deu as the first dedicated tennis academy in Gorontalo, with the primary purpose of identifying and nurturing talented junior athletes capable of representing the region in national and international competitions. ATA conducts its training sessions at the Taruna Remaja court every Saturday and Sunday afternoon, involving 26 athletes across five age categories (8, 10, 12, 14, and 16 years old) who train together under a structured program. Since its establishment, ATA's athletes have recorded notable achievements at the local and regional levels; however, the academy has yet to produce athletes capable of competing at the national or international level, as outlined in its founding objectives.

Program-evaluation studies on tennis development in Indonesia remain limited. Perani, Maksum, and Daryanto (2023) evaluated a tennis development program administered under a regional sports authority in Sekadau Regency and found that formal government supervision contributed to program stability. Achievement-coaching studies in other sports similarly emphasize that input factors such as a systematic long-term training program, competent coaches, adequate facilities, and direct government supervision are key determinants of successful athlete development (Susilawati & Kusuma Atmaja, 2023; Wijaya, 2022). ATA, however, presents a markedly different case: it operates independently as a private, community-managed entity without government supervision, relying entirely on its own organizational resources. Because most existing CIPP-based evaluations of sports programs in Indonesia have examined either government-affiliated academies or educational institutions (Dicky Artanto, Ibadin, & Suwadi, 2023), the extent to which an independently managed academy can achieve

favorable developmental outcomes without institutional supervision remains empirically unexamined.

This gap constitutes the novelty of the present study: by applying Stufflebeam's Context, Input, Process, and Product (CIPP) evaluation model to a self-funded, community-based tennis academy, this study provides new empirical evidence on how community initiative can substitute for formal government supervision in junior athlete development, while also identifying the specific process-level constraints that limit such academies from advancing their athletes to the national level. Based on this rationale, the objective of this study is to evaluate the junior tennis development program at ATA and to identify the factors that influence its outcomes using the CIPP evaluation model, in order to provide a clearer understanding of the roles of key stakeholders and the developmental interventions required to produce high-caliber athletes capable of representing Gorontalo at broader competitive levels.

RESEARCH METHOD

This study employed a program-evaluation approach using Stufflebeam's (2003) CIPP Model, which examines four interrelated stages: context, input, process, and product. This model was selected because it enables both formative assessment of program planning and summative assessment of program outcomes, allowing comparison between the achievements of the junior tennis development program at Azwa Tennis Academy and the standards established by the academy itself. The study adopted a mixed-methods design, combining quantitative data from a structured questionnaire with qualitative data from observation, interviews, and documentation, in line with Rachman et al.'s (2021) recommendation that qualitative data can substantiate and enrich the interpretation of quantitative findings in program-evaluation research.

The population of this study comprised all individuals directly involved in ATA's development program: 15 junior athletes, 4 coaches, 10 parents of athletes, and 5 management staff (Purwanza, 2022). Given the relatively small and clearly bounded population, the study employed a total sampling technique in which the entire population of 34 individuals served as respondents. The study was conducted in February 2026 at the Taruna Remaja court in Gorontalo, in collaboration with Azwa Tennis Academy.

Data were collected through four complementary techniques: observation of training sessions, a structured questionnaire, semi-structured interviews with coaches and management, and documentation of training schedules and competition records. The questionnaire was developed based on the four CIPP dimensions and used a four-point Likert scale (strongly agree, agree, disagree, strongly disagree) to avoid a neutral midpoint and encourage respondents to take a clear position (Rachman et al., 2021). Prior to distribution, the instrument's content validity was reviewed by sports-science experts, and its internal

consistency was examined following the validity- and reliability-testing procedure recommended by Hakim, Mustika, and Yuliani (2021) for achievement-related questionnaires, so that each item accurately represented its corresponding CIPP indicator.

Data analysis followed three stages: data reduction, data presentation, and conclusion drawing. Questionnaire data were analyzed quantitatively by calculating the mean, median, mode, standard deviation, standard error, and the maximum and minimum values, while observation and interview data were used qualitatively to support and elaborate the quantitative results, consistent with the corroborative logic of mixed-methods program evaluation. The percentage of respondents in each rating category was calculated using the following formula:

$$P = F/N \times 100\%$$

Where P is the percentage, F is the frequency of respondents in a given category, and N is the total number of respondents. Respondents' aggregated scores were then classified into four categories based on a normal-curve interval distribution, as presented in Table 1.

Table 1. Classification of CIPP Evaluation Categories

No.	Interval	Category
1.	3.25 - 4.00	Very Good
2.	2.50 - 3.24	Good
3.	1.75 - 2.49	Poor
4.	1.00 - 1.74	Very Poor

RESULTS

This study combined quantitative and qualitative approaches, with data collected through observation, questionnaires, and interviews, then processed using Microsoft Excel. The following results describe the development program of junior tennis athletes at Azwa Tennis Academy across the four dimensions of the CIPP evaluation model.

Context Evaluation

Of the 34 respondents, 24 (70.6%) rated the context dimension as very good and 10 (29.4%) rated it as good; no respondent rated this dimension as poor or very poor. This finding indicates that the context evaluation of ATA's development program is very good, as the program's background is well aligned with its developmental objectives.

Input Evaluation

Of the 34 respondents, 24 (70.6%) rated the input dimension as very good, 9 (26.5%) rated it as good, and 1 (2.9%) rated it as poor. This finding indicates that the input evaluation of

ATA's development program is very good, supported by the adequate standard of athletes and coaches, facilities and infrastructure that meet established standards, and strong financial support and parental involvement. However, some limitations remain, particularly the insufficient number of tennis balls available for training.

Process Evaluation

Of the 34 respondents, 19 (55.9%) rated the process dimension as good and 15 (44.1%) rated it as very good; no respondent rated this dimension as poor or very poor. This finding indicates that the process evaluation of ATA's development program is good, as the development process has generally met the established development standards, although, as elaborated in the Discussion section, the absence of a structured long-term training program remains a limiting factor.

Product Evaluation

Of the 34 respondents, 21 (61.8%) rated the product dimension as very good and 13 (38.2%) rated it as good; no respondent rated this dimension as poor or very poor. This finding indicates that the product evaluation of ATA's development program is very good, as the development program has succeeded in improving athletes' tennis-playing skills and competitive achievements, although national-level achievement has not yet been attained.

A summary of the four CIPP dimensions is presented in Table 2.

Table 2. Summary of Respondents' Ratings across the Four CIPP Dimensions

CIPP Dimension	Very Good	Good	Poor	Very Poor	n
Context	24 (70.6%)	10 (29.4%)	0 (0%)	0 (0%)	34
Input	24 (70.6%)	9 (26.5%)	1 (2.9%)	0 (0%)	34
Process	15 (44.1%)	19 (55.9%)	0 (0%)	0 (0%)	34
Product	21 (61.8%)	13 (38.2%)	0 (0%)	0 (0%)	34

DISCUSSION

The results of this study demonstrate that the junior tennis development program at Azwa Tennis Academy, examined through all four components of the CIPP evaluation model, has been implemented well, although several aspects still require improvement to ensure the program can be carried out more optimally and sustainably.

Context

The very good context evaluation (70.6%) confirms that ATA has established a clear objective in developing junior athletes' technical, physical, and mental abilities, consistent with the general principle that sports development is a systematic, planned, and continuous process

aimed at improving athletes' physical, technical, tactical, and mental capacities (Rahayuningsih & Jariono, 2022). This clarity of purpose provides a strong foundation for the subsequent input, process, and product components.

Input

The very good input evaluation (70.6%) indicates that ATA's athletes, coaches, facilities, and organizational support are adequate to sustain the development process, in line with Gunawan, Mahendra, and Hidayat's (2021) emphasis on the importance of well-managed sports facilities and infrastructure for athlete development. Nevertheless, the finding that one respondent rated this dimension as poor, together with interview data indicating an insufficient supply of tennis balls, suggests that resource adequacy at ATA remains uneven across training sessions and should be prioritized for improvement.

Process

The process evaluation, categorized as good (55.9%), reveals the most significant limitation identified in this study: the absence of a systematically structured long-term training program. Interviews and observations indicated that the training program implemented by the coaches tends to be short-term and structured around weekly training needs, largely because training is conducted only twice a week and must be adjusted to athletes' school schedules, since most athletes are still students. Athlete development aimed at producing a new generation capable of achieving peak performance is influenced by several factors, including the concept of achievement-oriented sports development, systematic long-term training planning, competent coaching, adequate facilities, and direct supervision from government or relevant sports institutions (Susilawati & Kusuma Atmaja, 2023). Because ATA operates independently as a private entity without government supervision, its management and athlete development rely entirely on the club's own resources. This distinctive characteristic explains why the process dimension, which most directly reflects the systematic execution of long-term coaching plans, received a comparatively lower rating than the context, input, and product dimensions. At the same time, this finding illustrates that the existence of an independently managed sports club represents a genuine form of community participation in achievement-oriented sports development, positioning such clubs as an important initial platform for talent identification within the national sports development system (Wijaya, 2022).

Product

The very good product evaluation (61.8%) shows that ATA's development program has succeeded in improving athletes' tennis-playing skills and competitive achievements at the regional and inter-regional level, echoing Perani, Maksum, and Daryanto's (2023) finding that structured tennis development programs in Indonesia are generally capable of producing

measurable competitive outcomes at the regional level. However, in contrast to the government-supervised program examined by Perani et al. (2023), ATA has not yet produced athletes capable of competing at the national or international level, which is consistent with the process-level constraint identified above: without a structured long-term training program and greater variation in training methods, the technical ceiling attainable through short-term, weekly training planning is likely to plateau below what is required for national-level competitiveness. This finding is also consistent with coaching literature emphasizing that reaching elite performance in a technically demanding sport such as tennis requires long-term, biomechanically informed training progression rather than short-term instruction alone (Nurkadri et al., 2022).

Taken together, these findings indicate that ATA's development program is strongest in terms of contextual clarity and product outcomes at the regional level, but that its process dimension, specifically the absence of a structured long-term training program, constitutes the primary barrier to advancing athletes to the national level. This pattern also carries a broader theoretical implication: strong context and input conditions can compensate, to some extent, for the absence of formal government supervision, but cannot fully substitute for a systematically planned long-term process, which appears to be the more decisive factor for product-level advancement in a community-managed sports club.

CONCLUSION AND IMPLICATIONS

This CIPP evaluation indicates that the junior tennis development program at Azwa Tennis Academy (ATA) is generally effective, with **very good** ratings for context (70.6%), input (70.6%), and product (61.8%), while the process component was rated **good** (55.9%). The findings show that strong community commitment, parental support, and clear developmental objectives have enabled ATA to produce promising regional achievements despite limited resources and the absence of formal government supervision. However, the program would benefit from a more systematic long-term training plan, greater variation in training activities, and additional equipment, particularly tennis balls, to enhance athlete development toward national and international competitiveness. Theoretically, this study demonstrates that community-based sports academies can achieve positive outcomes when supported by strong stakeholder involvement, emphasizing that structured training processes are more critical than institutional supervision alone. Practically, the findings provide guidance for academy management to strengthen long-term athlete development and encourage local sports authorities to provide greater technical and financial support. Future research should employ longitudinal or comparative CIPP studies across multiple community-based sports clubs to examine the broader applicability of these findings.

RESEARCH LIMITATIONS

This study has several limitations that should be considered when interpreting its findings. First, constraints were encountered during the field data collection process: because the training

venue is located outdoors, a number of training sessions could not be observed under normal conditions due to weather disruptions. Second, because most athletes are enrolled as students, the time available for interviews and the completion of research instruments was limited, which may have restricted the depth of information obtained from this group of respondents. Third, as this study focused on a single academy in one region, its findings should be generalized to other independently managed tennis academies with caution; future research involving multiple sites is needed to establish broader generalizability. Nonetheless, the researchers made every effort to obtain accurate data through observation, interviews, and documentation, ensuring that the findings of this study still provide a meaningful account of the athlete development process at the institution under examination.

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ETHICAL STATEMENT

The article was prepared in full compliance with the applicable ethical standards governing research involving human participants. All research procedures were reviewed and approved by the Research Ethics Committee of Universitas Negeri Gorontalo under Letter No. 0110/UN47.B7/PT.01.04/2026. The researchers ensured the strict confidentiality of all participants' identities and obtained written informed consent from each subject prior to data collection, in adherence to the moral and professional principles of scientific inquiry, encompassing the protection of participants' rights, data security, and academic integrity.

CONFLICT OF INTEREST

The authors declare no conflict of interest in relation to this study. The entire research process, spanning planning, data collection, analysis, and manuscript preparation, was conducted independently, free from any pressure or undue influence by any party, including institutional bodies, sponsors, or external individuals. This ensures that the findings of this study remain objective and credible.

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