



## Evaluation Of Football Refereeing System In The East Oku District Association

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### Abstract

This study aims to evaluate the soccer refereeing management system in the East OKU Regency Association using the CIPP (Context, Input, Process, Product) evaluation model. An effective refereeing system is essential in maintaining the quality and integrity of football matches at the local level. The method used is descriptive qualitative with data collection through observation, interviews, and documentation. The results showed that although the organizational structure and implementation of referee duties were in place, there were still significant obstacles such as limited continuous training, lack of systematic performance evaluation, and lack of technological support and awards for outstanding referees. The context evaluation revealed the social pressure that referees experience during matches, while the input and process evaluations indicated the need for improvements in human resource management and coordination between regions. Refereeing management products have made a positive contribution, but the consistency of referee quality still needs to be improved. This research recommends the development of continuous training programs, the implementation of a structured performance evaluation system, and the provision of incentives to strengthen football refereeing management in the regions. These findings can serve as a reference for other district soccer associations in improving the quality of refereeing.

**Keywords:** Referee Management, Referee System Evaluation, Local Football, CIPP Evaluation Model, Referee Development

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## **A. Introduction**

Football is the most popular game sport both in Indonesia and in the world (Malagon-Selma et al., 2023). The popularity of football is in all circles, including young and old and male or female. Football as the most popular sport has an institution that houses and is responsible for managing and fostering its players (Khaitovich, 2023). The institution is called the Indonesian Football Association (PSSI).

PSSI has an organizational structure in charge of managing football in Indonesia (Pratama and Laksana, 2020). One of these structures is in the regency which is then referred to as the regency football association (ASKAB). The structure at the district level has several commissions that are authorized to organize coaching and achievement improvement efforts. One of the commissions authorized to improve football achievements at the district level is the referee committee (PSSI, 2021).

The referee is a person who has the authority to regulate the course of a sports match, in this case football. The referee is expected not to make mistakes in regulating the course of the match on the soccer field (Nurcahya et al. 2021). Football, which is the most popular sports game, is known to have fanatical fans, where the performance

of the referee in the match will be in the spotlight of the fans. Errors made by referees in guiding the course of the match can trigger riots and violence (Downward et al., 2024). It is not uncommon for referees to experience anxiety disorders due to unpleasant treatment (Polat, Sonmezoglu, and Yalcin, 2017; Saifuddin, Amir, and Sumaryanto, 2022). Therefore, a referee is expected to carry out his duties with good management while in the field (Dell et al., 2014).

The quality of the implementation of the referee's duties to run well requires a series of activities in the form of supervision, regulation and good programming as well. These activities require a good management system to produce good quality referees (Nurcahya et al., 2021). Management is the process of planning, organizing, directing, and supervising members and the use of resources to achieve organizational goals (Purwodiharjo and Supritono, 2022).

Management needs to be evaluated to determine whether the management activities that have been carried out are running well. Evaluation aims to see the performance that has been running, then used as a reference in making decisions related to the placement of members, identification of training and development needs, and consideration in allocating

awards. The evaluation must be done well in order to get accurate and objective results. One comprehensive evaluation model is the CIPP (*context, input, process, product*) model. This model does not only assess the end result, but involves the objects of evaluation such as context, input and process.

Data from the South Sumatra provincial football association shows that East OKU district ranks second in the number of referees who take part in the national level after Palembang city. This achievement

makes the East OKU district association have the best product results when compared to other districts in South Sumatra province. However, research related to the evaluation of football refereeing management in the OKU Timur district association has never been conducted. The results of this management evaluation are expected to be in line with the products or achievements achieved and can serve as a guide for other districts to produce outstanding referees.

Table 1.1 Ranking List of the Number of ASPROV SUMSEL Football Referees

RATING	ASKAB/ASKOT	AMOUNT
1.	Palembang	45
2.	OKU East	13
3.	Musi Rawas	10
4.	Banyuasin	8
5.	Lubuk Linggau	7
6.	Musi Banyuasin	7
7.	OKI	4
8.	Ogan Ilir	3
9.	Prabumulih	3
10.	Muratara	2
11.	Pali	2
12.	OKU South	1
13.	Pagaralam	1

(Source: Secretariat of the South Sumatra Provincial Association 2024)

Previous research found that there was still a lack of clarity regarding planning in improving the quality of referee

performance, organizational structure and organizational functions that had not run properly, direction and supervision had not gone well (Sobirin and Rumini, 2020).

Based on the description above, researchers are interested in researching the evaluation of the soccer refereeing system in the East OKU Regency Association.

## **B. Methods**

The method in this research uses a qualitative approach. The research design used is descriptive. This refereeing management evaluation research uses a qualitative descriptive method with the selection of the CIPP (Context, Input, Process, Product) evaluation model. Research data were obtained by observation, interviews and documentation. The subject of this research is the management of the football referee commission of the East OKU Regency Association. This research includes: management, all referee members, facilities and infrastructure that support the management of East OKU Regency Association football referees.

The data sources used in this study were obtained from three objects, namely: *paper*, *place*, and *person*. First *paper*, which is in the form of documents, books, and other written materials. This data was obtained from referee management documents, referee documents, management documents, books and others. Second *place*, namely the place where the research is carried out and all the actions and behavior of people within that scope. Data related to the place was obtained from the training ground, management building, refereeing activities, facilities and infrastructure. Third *person*, which is in the form of research subjects. This data was obtained from the soccer referee management in the East OKU Regency Association and all its members.

Data analysis techniques are carried out by interactive analysis which connects four main activities, namely: data collection, data reduction, data presentation and conclusion drawing.

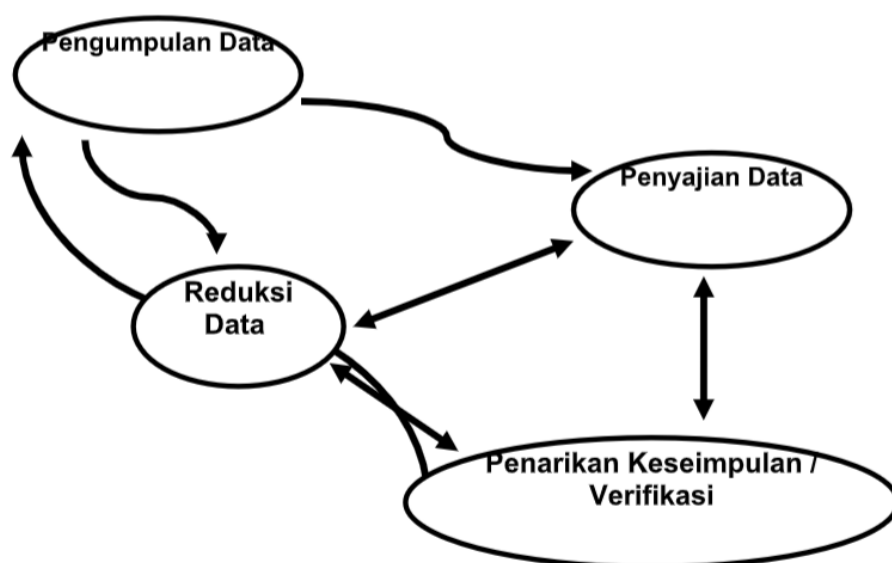


Figure 3.1. Components of Data Analysis

## C. Results and Discussion

### Results

This study aims to evaluate the management of soccer refereeing in the East OKU Regency Referee Commission using the CIPP (Context, Input, Process, Product) evaluation model. This model is used to comprehensively describe how the refereeing system runs, starting from the background and needs (context), resources and planning (input), implementation and dynamics of activities (process), to the results and impacts achieved (product).

#### 1. Context Evaluation

Based on interviews with the Chairman of the OKU Timur Askab PSSI, the Chairman of the Referee Commission, and the referees, it is known that the existence of the Referee Commission is very important in ensuring the quality of soccer matches at the district level. There is an

urgent need to improve the quality of referees, especially in terms of understanding the latest regulations and professionalism.

The Askab PSSI Chairman said that referees have a strategic role in maintaining the integrity of the match. However, challenges still exist, such as a lack of public understanding of the referee's duties and pressure from clubs or spectators. The OKU Timur Referee Commission realizes the importance of improving the quality of referee human resources through continuous training, despite being limited by budget and facilities.

#### 2. Input Evaluation

The East OKU Referee Commission has a fairly clear organizational structure, with a division of tasks between the Chairperson, Vice Chairperson, Secretary, and Coordinator for each regional zone. In terms of human resources, most of the

referees who are members have C3 and C2 licenses.

However, in practice, referee training is still incidental and dependent on central programs or assistance from provinces. The availability of funds is also limited, hampering referee development programs, including the provision of standard equipment and supporting technology such as communication devices (HT) and simple VAR (Video Assistant Referee).

### **3. Process Evaluation**

In carrying out its duties, the Referee Commission involves referees located in various sub-district zones. The selection of referees for each match is based on the proximity of the location and the availability of certified referees.

However, there are still obstacles in the assignment process, such as inaccuracy in arriving at the match location, lack of mental coaching on match pressure, and the absence of a structured and periodic referee performance evaluation system.

The Chairperson of the Referee Commission stated that coaching is more focused on technicalities in the field, but has not touched on the aspects of professionalism and time management that have become club complaints. The coordination process between zone administrators is also not optimal, so there

are still imbalances in quality and discipline between regions.

### **4. Product Evaluation**

In general, the OKU Timur Referee Commission has successfully organized refereeing in various local match events, both at the village, sub-district, and district tournament levels. The presence of certified referees has improved the quality of matches and reduced conflict in the field.

However, the results of this refereeing management have not been fully maximized. There are still incidents of protests against refereeing decisions, especially in matches that are considered "crucial". Referees who have just joined have also not shown consistency in leading matches. In addition, there is no reward or promotion system for outstanding referees.

### **Discussion**

The results showed that the management of soccer refereeing in the East OKU Regency Referee Commission has a basic structure and activities that lead to systematic management. However, various aspects of the CIPP evaluation model show that the optimization of the management system has not been achieved thoroughly.

#### **1. Context Evaluation**

The high demand for competent, fair and professional referees shows the

importance of establishing a sustainable human resource development program. In this context, the East OKU Referee Commission has recognized the social challenges faced by referees such as pressure from spectators and clubs, but has not followed a systematic policy to address them.

Research by Dell et al. (2014) states that psychological pressure on referees can reduce their objectivity and performance on the field. Therefore, mental training and strengthening the psychological capacity of referees are urgent aspects that need to be considered in this context. Polat et al. (2017) even mentioned that referees who received psychological training had higher stress tolerance and more stable decision-making.

## **2. Input Evaluation**

A clear organizational structure in the Referee Commission is an important asset. However, limited human resources and budget are still major obstacles. The fact that most referees only have basic licenses (C3 and C2), and training is done incidentally, shows the weakness of a continuous coaching system.

According to Boudreaux et al. (2021), improving the capacity of referees requires a systematic approach that includes regular training, match simulations, and the involvement of technology (such as VAR, HT, and other communication devices).

Without adequate inputs, the outputs and outcomes of this management system will also not be optimal.

In addition, according to Nurcahya et al. (2021), the availability of supporting facilities such as regional training centers, digital-based learning materials, and a national referee curriculum is very important to accelerate the improvement of the quality of refereeing in the regions.

## **3. Process Evaluation**

The stages of referee management implementation in OKU Timur reflect an active process, but there are still gaps between theory and practice. Problems such as delays, lack of performance evaluation, and suboptimal coordination between zones are the main obstacles.

Mallo et al. (2012) in their study stated that referee performance is strongly influenced by non-technical aspects such as communication, emotional management, and leadership in the field. The coaching process that only focuses on technical tends to ignore character building and professionalism.

There needs to be a *performance appraisal system* that is based on objective criteria and involves feedback from various parties (coach, team captain, audience). This is in accordance with the opinion of Van Meerbeek et al. (2020) who suggest a 360-degree evaluation model in referee development.

#### **4. Product Evaluation**

The achievements of the OKU Timur Referee Commission in managing refereeing for various local events is a positive indicator. However, the persistence of complaints and protests against referee decisions indicates a lack of consistency in quality. It also indicates a weak system of accountability and reward for superior performance.

Research by **Saifuddin et al. (2022)** concluded that incentive and promotion systems are very effective in improving referee motivation and performance, especially at the regional level. The commission needs to build a reward system, for example in the form of best referee awards each season, training scholarships, or promotion opportunities to the provincial/national level.

In addition, it is necessary to conduct routine performance reporting that is transparent and accessible to the public as a form of organizational accountability.

#### **D. Conclusion**

Based on the results of the research using the CIPP evaluation model, it can be concluded that the soccer refereeing management system in the East OKU Regency Referee Commission has a fairly good structural foundation, but has not run

optimally in all aspects. In the context aspect, there is a significant need to improve the quality and professionalism of referees, especially in dealing with match pressure and understanding the latest regulations. Unfortunately, long-term strategies to strengthen this capacity are limited. On the input aspect, although the organizational structure is clear, budget limitations, lack of regular training, and lack of technological support are still obstacles in developing referee competence. In terms of process, the implementation of referee assignments has been running, but it has not been followed by systematic performance evaluation, and there are still problems with discipline and coordination between zones. Meanwhile, in the product aspect, the East OKU Referee Commission has successfully organized various tournaments involving certified referees, but the quality of decisions on the field is still inconsistent and there is no adequate reward or promotion system for outstanding referees. Thus, strategic interventions are needed in the form of continuous coaching, structured performance evaluation, and support from stakeholders to strengthen the overall refereeing management system.

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#### **F. Conflict of Interest**

The authors declare no conflict of interest.

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