

ORIGINAL ARTICLE

SWOT Analysis of the Petanque Student Activity Unit Program at Universitas Katolik Santo Agustinus Hippo

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Abstract:

This study aims to evaluate the implementation of the Petanque Student Activity Unit program at the Universitas Katolik Santo Agustinus Hippo using a SWOT analysis approach to identify internal strengths and weaknesses as well as external opportunities and threats that affect program performance. This study used a descriptive quantitative design involving all 16 active members of the Petanque Student Activity Unit, selected through total sampling. Data were collected using a Likert-scale questionnaire covering organizational governance, work programs, human resources, facilities and infrastructure, funding, training implementation, achievements, and evaluation mechanisms. Data analysis was conducted using descriptive statistics and a SWOT analysis to map strategic conditions. The results indicate that the Petanque Student Activity Unit demonstrates dominant internal strengths, particularly in organizational governance, human resource quality, funding and administration, training and coaching implementation, and evaluation mechanisms, all of which are categorized as very good. However, weaknesses were identified in the aspects of work program planning and facilities and infrastructure, which are categorized as good but still need improvement. From an external perspective, significant opportunities are reflected in the organization's high level of achievement and the increasing popularity of petanque in Indonesia, while potential threats include increased competition with other student organizations and limited external funding support. The SWOT matrix reveals that the organization is well-positioned to implement a sustainable development strategy by optimizing internal strengths to capitalize on external opportunities while addressing weaknesses and mitigating threats. In conclusion, the SWOT analysis proved effective in providing a comprehensive strategic evaluation of the Petanque Student Activity Unit program and can serve as the basis for an adaptive, realistic, and sustainable program development strategy within a university sports organization.

Keywords: SWOT Analysis; Student Activity Units; Petanque; Program Evaluations;

1. Introduction

Evaluation is a systematic process for determining the value of a program, activity, or policy based on specific criteria through objective assessment (Magdalena et al., 2020). Evaluation plays a crucial role in examining, describing, and assessing the success of a program by considering both supporting and inhibiting factors, thereby generating valid and accurate information as a basis for decision-making (Warman et al., 2023). In the context of sports organizations, program evaluation is crucial to ensure that program implementation is effective and responsive to the dynamics of the organization's internal and external environments (Gheorghe & Ionela, 2014). In addition to evaluation, monitoring activities are also necessary to ensure program implementation aligns with planning and to identify obstacles that arise during the implementation process (Nasihi et al., 2022).



One evaluative approach widely used in assessing organizational programs is the SWOT analysis. SWOT analysis is a strategic analysis technique used to assess internal factors, including strengths and weaknesses, and external factors, including opportunities and threats, that influence the achievement of a program's objectives (Kharisma et al., 2025). This approach provides a comprehensive overview of the organization's condition and serves as a basis for developing adaptive and realistic strategies (Pozzessere, 2025). Various international analytical studies have shown that SWOT is effective in evaluating sports programs because it can systematically map the internal and external conditions of a sports organization (Jones et al., 2025; Mart et al., 2021).

Petanque is a sport originating from France and played using steel balls, wooden balls, and a throwing circle (Pamungkas & Siantoro, 2024). This sport requires mastery of technique, accuracy, tactics, and a high level of concentration in passing and shooting (Ihsan & Hartika, 2022). In Indonesia, petanque is classified as a developing sport and is gaining popularity among various groups, including university students. This development is marked by the participation of petanque in various official competitions, both nationally and internationally.

The development of petanque has led to the establishment of Petanque Student Activity Units in universities as a platform for training, developing interests and talents, and enhancing student achievement. Student Activity Units play a strategic role in developing students' potential outside of formal academic activities and contribute to the development of soft skills, such as self-confidence and social skills (Ratnasari et al., 2023; Widjaja & Prasajo, 2022). Therefore, the management and evaluation of sports Student Activity Units needs to be carried out in a planned and sustainable manner (Rahman et al., 2023; Zainal Abidin et al., 2022).

Universitas Katolik Santo Agustinus Hippo is a university with a Pétanque Student Activity Unit established in 2020 under the name "Sanagustin Petanque Club." This Pétanque Student Activity Unit serves as a platform for developing student interest and talent in the sport of pétanque through training programs covering technical, tactical, physical, mental, and competitive aspects. This training program is expected to support student achievement while enhancing the institution's image.

Several previous studies have examined aspects of petanque development, such as the influence of facilities and infrastructure on student interest (Sahrani et al., 2024). They also analyzed the application of SWOT analysis to petanque training programs at the regional level (Pamungkas & Siantoro, 2024). Other studies in different sports have also shown that funding, facilities, infrastructure, and organizational structure significantly influence sports achievement (Ferdiansyah & Purnomo, 2023; Sayoga & Faruk, 2022). However, research specifically examining the Petanque Student Activity Unit program in higher education using a SWOT analysis approach is still very limited.

Based on this background, an evaluation of the Petanque Student Activity Unit program at Universitas Katolik Santo Agustinus Hippo was conducted to obtain a strategic overview of the program's results and implementation. The approach used in this study was a program evaluation using the SWOT analysis model, which identifies strengths, weaknesses, opportunities, and threats affecting program implementation.

The SWOT analysis was deemed effective in revitalizing the Petanque Student Activity Unit program because it provided a comprehensive overview of the organization's internal and external conditions and assessed supporting and inhibiting factors for program implementation. Internal conditions included strengths that support the development of student interest, talent, and achievement in petanque, as well as weaknesses that could potentially hinder training effectiveness. Meanwhile, external conditions included opportunities that could be exploited for organizational development and improved performance, as well as threats that could disrupt the program's continuity and quality.

Thus, the SWOT analysis is expected to provide a strategic overview of the effectiveness of the Petanque Student Activity Unit program at the Universitas Katolik Santo Agustinus Hippo and become the basis for preparing adaptive, realistic, and sustainable development strategies.

2. Materials and Methods

Study Design

This research uses a descriptive quantitative approach. Quantitative descriptive research is a statistical analysis technique used to describe, summarize, and analyze quantitative data (Sudirman et al., 2023). Quantitative descriptive research aims to systematically, factually, and accurately describe the characteristics of a phenomenon based on numerical data in accordance with the research problem (Putra et al., 2025). Quantitative descriptive research aims to systematically, factually, and accurately describe the objective conditions of the coaching program at the Petanque Student Activity Unit of Universitas Katolik Santo Agustinus Hippo.

Subjects

The subjects in this study were all 16 active members of the Petanque Student Activity Unit at St. Augustine Hippo Catholic University. Total sampling was used as the sample size, as the population was relatively small and all members were considered to have relevant information regarding the implementation of the Petanque Student Activity Unit program.

Research Instrument

Data collection was conducted using a Likert-based questionnaire with four answer options to measure respondents' level of agreement with each statement, which was structured based on evaluation indicators including organizational governance, work programs, human resources, facilities and infrastructure, funding, training implementation, achievements, and evaluation and monitoring activities. A questionnaire is a series of structured questions used to collect self-reported data from respondents (Koo & Yang, 2025).

Procedure

The research procedure was carried out in several stages, namely: (1) developing research instruments based on theoretical studies and research objectives; (2) collecting data by distributing questionnaires to all research subjects; (3) processing data by converting

questionnaire scores into percentages; and (4) grouping the results into internal and external factors for analysis using the SWOT model.

Statistical Analysis

Data analysis was conducted descriptively and quantitatively by calculating scores, percentages, and categories for each aspect studied. The data were then analyzed using a SWOT analysis to map internal conditions (strengths and weaknesses) and external conditions (opportunities and threats). SWOT analysis is carried out systematically to identify internal conditions and external situations in order to formulate strategies to improve the quality of programs or the performance of the institution (Dewi & Aini, 2025). The results of the analysis are presented in narrative form to provide a strategic overview of the Petanque Student Activity Unit (UKM) program implementation.

Ethics

This research was conducted in accordance with ethical research principles. All respondents were given an explanation of the research objectives and participated voluntarily. Respondents' identities were kept confidential, and the data obtained were used solely for academic purposes and the development program of the Petanque Student Activity Unit at Universitas Katolik Santo Agustinus Hippo.

3. Results

Based on the analysis of questionnaire data from the Petanque Student Activity Unit at the Universitas Katolik Santo Agustinus Hippo, an overview of the internal and external conditions of the student activity unit was obtained, which was then analyzed using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) model. Strengths and weaknesses were determined based on the percentage achievement of each internal indicator. Strengths and weaknesses are identifiable internal factors, while opportunities and threats are identifiable external factors (Lopo & Winarno, 2021). Opportunities and threats were formulated descriptively based on the external conditions of the student activity unit and contextual studies. The results of the analysis are as follows:

Strengths

Based on the results of the internal factor analysis, the Petanque Student Activity Unit of Universitas Katolik Santo Agustinus Hippo has a number of dominant strengths. The governance and management aspects show very good performance with a percentage of 89.58% (very good), which reflects that the organizational and leadership system of the Student Activity Unit has been running effectively and in a structured manner. In addition, the Human Resources aspect obtained a percentage of 83.59% (very good), which indicates that the quality of the administrators and members of the Student Activity Unit is quite competent and has a high commitment to organizational development. Other strengths are seen in the funding and administration aspects with a percentage of 83.01% (very good), which indicates that the financial and administrative management of the Student Activity

Unit has been well organized. The training, coaching, and competition aspects are the main strengths with the highest percentage of 94.92% (very good), indicating that the athlete training and coaching program is running optimally and is able to encourage the achievements of the Student Activity Unit. In addition, the evaluation and monitoring aspects are also in the very good category with a percentage of 85.94% (very good), which indicates the existence of a continuous activity evaluation mechanism.

Weaknesses

The Petanque Student Activity Unit of Universitas Katolik Santo Agustinus Hippo also has several weaknesses in internal factors. Based on the percentage data, the work program aspect obtained a percentage of 72.19% (good), which indicates that the planning and implementation of the program have been running but still need to be improved in terms of innovation, sustainability, and adjustment to the long-term needs of the student activity unit. In addition, the data on the facilities and infrastructure aspect with a percentage of 78.52% (good) indicates that the availability and quality of training support facilities are still not fully optimal so that they have the potential to limit the development of athlete achievements if not immediately improved.

Opportunities

Based on external factors, the Petanque student activity unit of Universitas Katolik Santo Agustinus Hippo has a very large opportunity to continue to develop. This is reflected in the data on the student activity unit's achievement aspect which obtained a percentage of 94.92% (very good). This achievement shows that the Student Activity Unit has the potential to increase its existence and reputation through participation in various championships at the regional and national levels. In addition, the development of petanque sports in Indonesia and the opening of opportunities for collaboration with sports parent organizations, other universities, and local governments are strategic opportunities that can be utilized to strengthen the development and achievements of student activity units.

Threats

External factors that could potentially threaten the Petanque student activity unit at Universitas Katolik Santo Agustinus Hippo include increased competition with student activity units or petanque clubs from other universities with better facilities and support. Furthermore, limited external funding and fluctuating student interest in student activity unit activities could also pose a threat if not addressed with adaptive and sustainable management strategies.

Matriks SWOT

Based on the results of the identification of internal factors including strengths and weaknesses as well as external factors including opportunities and threats, mapping was then carried out into a SWOT Matrix to formulate a strategic direction for the development of the Petanque student activity unit at the Universitas Katolik Santo Agustinus Hippo in a

sustainable manner. This SWOT Matrix consists of four strategy quadrants, namely SO, ST, WO, and WT strategies, which are arranged based on the relationship between internal and external factors. The strategies are as follows:

SO (Strength-Opportunity) Strategy

The SO strategy is formulated by leveraging the internal strengths of the student activity unit to seize available external opportunities. The Petanque student activity unit's primary strengths lie in its governance and management (excellent), human resource quality (excellent), funding and administration (excellent), and optimal implementation of training, coaching, and competitions (excellent). These strengths are supported by external opportunities in the form of the Student Activity Unit's excellent achievements. Therefore, the Petanque student activity unit at Universitas Katolik Santo Agustinus Hippo can optimize its athlete development system and organizational management to increase participation in regional and national championships, expand its network of collaborations with external parties, and strengthen the unit's image as a high-achieving and professional student activity unit.

WO (Weakness-Opportunity) Strategy

The WO strategy focuses on minimizing internal weaknesses by capitalizing on existing external opportunities. Weaknesses in the Petanque student activity unit were identified in the work program (good) and facilities and infrastructure (good), indicating the need to improve the quality of planning and supporting facilities. Opportunities in the form of excellent student activity unit achievements can be used as a basis for evaluating and developing more innovative work programs and as justification for applying for support for facilities and infrastructure, both from the university and external partners. Thus, existing weaknesses can be gradually minimized by optimizing available opportunities.

Strength-Threat (ST) Strategy

The ST strategy is developed by leveraging internal strengths to address various external threats. Although the Petanque student activity unit has excellent strengths in management, coaching, and evaluation, it still faces threats in the form of competition from other university student activity units or petanque clubs, as well as limited external support. In this regard, strengths in the management, evaluation, and monitoring systems (excellent), and funding and administration (excellent) can be leveraged to maintain consistent training quality, increase athlete competitiveness, and develop strategic planning that adapts to changes in the external environment.

WT (Weakness-Threat) Strategy

The WT strategy is a defensive strategy aimed at minimizing internal weaknesses while avoiding external threats. Weaknesses in work programs and infrastructure, if not promptly addressed, have the potential to magnify the impact of threats such as competition between student activity units and limited external support. Therefore, the Petanque student activity

unit at Universitas Katolik Santo Agustinus Hippo needs to strengthen program planning more systematically, increase the efficiency of available resources, and conduct ongoing internal evaluations to maintain organizational stability and sustainability amidst the dynamics of the external environment.

4. Discussion

The results of the study indicate that the Petanque Student Activity Unit program at St. Augustine and Hippo Catholic University is generally in good to excellent condition, both in terms of internal and external factors. Strengths and weaknesses originate from the internal environment, while opportunities and obstacles originate from the external environment (Zuhud Suriono, 2021). These findings indicate that the organizational management and athlete development system implemented by the Petanque Student Activity Unit has been running effectively and in a structured manner. This is in line with the view of (Warman et al., 2023) who stated that program evaluation aims to provide an objective overview of the level of success of activity implementation based on measured indicators.

Regarding internal factors, the governance and management aspects, which are in the very good category, indicate that the Petanque Student Activity Unit's organizational system has a clear structure, division of tasks, and effective work mechanisms. This condition supports the optimal sustainability of the athlete training program. This finding is relevant to research by (Dewiyani et al., 2024), which emphasized that good governance is the main foundation for ensuring effective organizational management, including in the context of sports and student organizations. An organization is a formal, structured, and coordinated system of associations of a group of people working together to achieve specific goals (Muhammad & Purnomo, 2021).

The human resources aspect is also in the very good category, indicating that the administrators and members of the Petanque Student Activity Unit possess the competence and commitment to implementing the development program. The quality of human resources is a crucial factor in the success of a sports organization, as stated by (Muhammad & Purnomo, 2021), who stated that organizational dynamics are greatly influenced by the capacity and dedication of the individuals involved. With competent human resources, the athlete development process can be more systematic and achievement-oriented. Human resources are a crucial factor in the development of an organization, as good and competent human resources will contribute to the development and progress of an organization (Dewiyani et al., 2024).

Another strength lies in the funding and administration aspects, as well as the implementation of training and exercises, which achieved a very high percentage. Good funding and administration management enables the Petanque Student Activity Unit to run the program sustainably and orderly. Financial administration is carried out through the processes of planning, organizing, directing, coordinating, supervising, or controlling (Fatimah et al., 2024). Furthermore, optimal implementation of training and exercises indicates that the Petanque Student Activity Unit has been able to implement a planned and sustainable training program. Successful training management requires a holistic approach,

integrating physical training, tactical skills, and psychological preparation (Panjiantariksa et al., 2025). This finding is in line with research by (Pamungkas & Siantoro, 2024) which states that the success of petanque training is greatly influenced by the consistency of the training program, managerial support, and a structured evaluation system.

However, this study also found weaknesses in the work program and infrastructure aspects, which were still in the good category. This indicates that work program planning still needs improvement in terms of innovation and long-term sustainability, and that training facilities and infrastructure do not fully meet the needs of optimal athlete training. These findings align with (Robby & Rosmi, 2024), who emphasized that limited facilities and infrastructure can be a hindering factor in improving the quality of training and sports performance if not addressed strategically. Facilities and infrastructure are defined as anything used to achieve goals, media, and tools (Robby & Rosmi, 2024).

From an external perspective, the Petanque Student Activity Unit's excellent performance demonstrates significant opportunities for organizational development and increased presence at the regional and national levels. These achievements can serve as strategic capital for expanding collaborative networks and gaining support from various parties. This aligns with the findings of (Lopo & Winarno, 2021), who stated that sports achievements can serve as an indicator of opportunity in a SWOT analysis and also attract external support. Sports achievements reflect the actualization of the results of the training process displayed by athletes in accordance with their abilities, thus reflecting the systematic training and practice processes that athletes have undergone (Arifuddin et al., 2025).

However, the Petanque Student Activity Unit is also threatened by increasing competition between Student Activity Units or petanque clubs from other universities and restrictions on external funding. These threats require the Petanque Student Activity Unit to continuously adapt and strengthen its organizational management strategy to remain competitive. Extracurricular organizations that fail to respond to external environmental dynamics risk stagnation or even declining performance (Uysal, 2025).

Based on the mapping results in the SWOT matrix. The SWOT matrix is a tool for compiling strategic organizational factors that can clearly illustrate how external opportunities and threats faced by the organization can be adjusted to its strengths and weaknesses (Siregar & Rahmayati, 2023). The Petanque Student Activity Unit of the Catholic University of St. Augustine Hippo is in a strategic position that allows for the implementation of sustainable development strategies. Optimizing internal strengths to exploit external opportunities (SO strategy) is the main approach that can be taken, especially in improving the quality of training and championship participation. On the other hand, WO, ST, and WT strategies are also needed to improve weaknesses and anticipate threats to maintain program sustainability. These findings reinforce Fatimah's (2016) view that SWOT analysis functions not only as a condition mapping tool but also as a basis for developing adaptive and realistic organizational strategies.

The results of this study indicate that the Petanque Student Activity Unit of St. Augustine Hippo Catholic University has dominant strengths in the aspects of organizational governance, human resources, and implementation of training and coaching which are in the

very good category, while relative weaknesses are in the aspects of work programs and infrastructure. In line with research conducted (Hamdani et al., 2024) shows the results that SWOT analysis is effective for implementing extracurricular programs in various educational units. For example, a study at SD Negeri 068 Sindanglaya found that the extracurricular program has strengths in the involvement of competent instructors and increasing student interest, but still faces weaknesses such as limited time, budget, and facilities; opportunities arise in character building, while threats are related to the availability of sustainable resources.

Furthermore, a study by (Pujasmara et al., 2023) on the implementation of Scouting at SDN Haurpugur 02 also emphasized the role of SWOT analysis in identifying the program's strengths, weaknesses, opportunities, and challenges as a basis for strategies to improve the quality of extracurricular activities. Research on sports clubs in Hubei Province demonstrated that internal strengths and external opportunities play a significant role in attracting sports clubs (Jones et al., 2025).

This study has several limitations that should be considered when interpreting the results. First, the limited number of respondents, which only involved 16 active members of the Petanque Student Activity Unit at St. Augustine and Hippo Catholic University, means the results cannot be broadly generalized to petanque student activity units at other universities. Second, this study used a quantitative descriptive approach using a questionnaire instrument, so the data obtained are highly dependent on respondents' perceptions and do not fully describe the organization's dynamics in depth. Third, the SWOT analysis used focused more on mapping strategic conditions, thus not measuring the effectiveness of the resulting strategy implementation.

Based on these limitations, further research is recommended to involve a larger number of respondents and include several petanque student activity units at various universities to obtain a more comprehensive and comparative picture. Future research could also combine quantitative and qualitative approaches, such as in-depth interviews and observations, to deepen understanding of the training process and organizational management. Furthermore, further research could focus on testing the implementation of strategies derived from the SWOT analysis and their impact on improving performance, training quality, and the program's appeal to petanque student activity units.

5. Conclusions

Based on the research results and discussion of the SWOT analysis of the Petanque Student Activity Unit program at St. Augustine Hippo Catholic University, it can be concluded that the implementation of the Petanque Student Activity Unit program is generally in the good to excellent category. The program evaluation, conducted using a quantitative descriptive approach and SWOT analysis, provides a comprehensive overview of the internal and external conditions of the Petanque Student Activity Unit as a training and development platform for student achievement.

Internally, the Petanque Student Activity Unit at St. Augustine Hippo Catholic University has dominant strengths in governance and management, human resources, funding

and administration, training and practice implementation, and evaluation and monitoring, all of which are in the very good category. This condition indicates that the organizational management and athlete development system has been running effectively, structured, and sustainably. These strengths are the main capital in supporting the achievement and sustainability of the Petanque Student Activity Unit program.

This study also identified weaknesses in the work program and infrastructure, which remained in the good category. This indicates that work program planning and development still need to be improved to be more innovative and long-term oriented. Furthermore, it is necessary to optimize and improve the quality of facilities and infrastructure as the primary support for athlete training and development.

Based on external factors, the Petanque Student Activity Unit at St. Augustine and Hippo Catholic University has significant potential for continued growth, as reflected in its achievements, which are in the very good category. The development of petanque in Indonesia and the opportunity to participate in various championships present strategic opportunities that can be utilized to enhance the existence and reputation of the Petanque Student Activity Unit. On the other hand, the Petanque Student Activity Unit is also threatened by increased competition from Student Activity Units or petanque clubs from other universities and restrictions on external funding support, which require an adaptive and sustainable management strategy.

Hasil pemetaan matriks SWOT menunjukkan bahwa Unit Kegiatan Mahasiswa Petanque Universitas Katolik Santo Agustinus Hippo berada pada posisi strategis yang memungkinkan penerapan strategi pengembangan berkelanjutan. Optimalisasi kekuatan internal untuk memanfaatkan peluang eksternal (strategi SO) menjadi pendekatan utama yang dapat dilakukan, disertai dengan strategi WO, ST, dan WT sebagai upaya memperbaiki kelemahan dan mengantisipasi ancaman. Dengan demikian, analisis SWOT terbukti efektif digunakan sebagai model evaluasi program Unit Kegiatan Mahasiswa Petanque dalam merumuskan arah kebijakan dan strategi pengembangan organisasi yang lebih adaptif, realistis, dan berorientasi pada peningkatan kualitas pelatihan serta prestasi mahasiswa.

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