Management of Regulation and Managerial on Sports Organizations in Indonesia: Relationship Between Institution, Communication, Resources, Disposition, Bureaucracy

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ABSTRACT

This study uses quantitative methods with data analysis using structural equation modeling (SEM) with the WarpPLS approach, which is a powerful and simple analytical method. Training has a significant effect on achievement so that if the training is better, the achievement is also better. Facing practical interests, institutional arrangements are needed regarding simplification, provision of budgets that ensure ongoing training so that it has a positive impact on communication. The originality of this paper is the research method, and the variables used in this study are structural equation modeling (SEM) with training, institutional, communication, resources, disposition, structure, and bureaucratic achievements on the implementation of the 2015 PRIMA National Training.

KEYWORDS
Achievement, Bureaucratic Structure, Communication, Disposition, Institution, Managerial, Regulation, Resources, Training

1. INTRODUCTION

In global association governance, the excellence of a nation compared to other nations in the world is generally measured through the economic advantages or superiority of the armed forces. But there are interesting developments paradigm, in addition to the above two elements of excellence, sporting achievements are also considered as a benchmark of excellence of a country in the forum interaction between nations. Excellence in sporting achievements will serve as a universal value in the governance of the international association. This is in line with the opinion of Kristiyananto (2012) which says that the universal value of sports excellence in the governance of relationships between nations in the world is undeniable. Even sporting achievement engraved by athletes of a nation, does not necessarily invite a sense of pride for other nations.
World recognition of sporting achievement is very prestigious. Therefore, every country has a policy and strategy of each doing sport development towards international achievements. The sport development policy of each country is strongly influenced by the situation and condition of each. The policy, as a guide in determining the attitude and thinking of sports stakeholders to achieve the goals set. Sports development of a country, generally guided by some interests like to raise the dignity, the dignity and honor of the nation, gaining diplomatic recognition, competition ideology, or for the benefit of domestic politics. Policies in China, according to Houlihan and Green (2008), explain that careful examination of sporting achievement in the development of China indicates that sporting achievement is done to help take advantage of the political implementation. In Thailand, according to Wagner in National Development Planning Agency (2013) explains that the sport is regarded as an important part of the development of socio-civic. Especially for Singapore, according to Houlihan and Green (2008) explains that Singapore encourages the search for foreign athletes to increase opportunities for Singapore to win a medal and most of the French elite athletes and their performance is generated from the path of government-backed elite sports.

The study on implementation of the sports policy until now has been mostly done by researchers in both foreign and domestic. Results of the research show the importance of infrastructure in sports activities, in particular to increase public participation and sports clubs, and that the countries in the world who get success in the field of sports it turns out the government give good attention to the development of sport in their respective countries (Wicker, Hallman and Breuer, 2013; Phillips and Newland, 2013; Cuskelly and Hoye, 2013). Also, Aji (2013), describes the Sepak Takraw coaching athletes in Central Java PPLP 2013. Hidayatullah, Sunarya and Subarjah (2013), describes that the support of parents is very meaningful associated with the motivation of athletes to excel. Paradise (2011) in a study is aimed at evaluating the Tennis Development Program athlete in Padang, taking into account how much support the government and society, human resources available. Of the theories presented by some experts, researchers chose the theory of Edward III (1980) on Implementing Public Policy as the theoretical basis. This is due to the empirical data factors that affect the delivery of training, relatively close to the influential variables in the theory of Edward III (1980), namely communication, resources, disposition and bureaucratic structure.

For Indonesia, according to the National Development Planning Agency (2013) in the Background Study RPJMN field from 2015 to 2019 of Youth and Sports explained that: After the reform era, the sport remains set in the Guidelines. But in its development, sports development policy in Indonesia is increasingly unclear, because there is no pattern definite in the form of National Sports Policy, so that development depends on who is in power ″. Sports policies adopted in Indonesia, it is very dependent on the head of government. Thus, any change of regime will greatly influence the sports policy and also influence the sports coaching achievements. This can be seen in sport development policies according to periodization presidential term.

In the period 1977-1997, Indonesia has always been a champion of the public, except in 1985 and 1995. Indonesia was the 2nd after Thailand, when that Thailand acted as host of SEA Games. Since 1998, Indonesia has entered a new era, known as the Reform Era. Over the era, Indonesia has experienced several times national leadership succession. Along with the presence of the new era, sporting achievements in Indonesia has decreased sharply, especially in the SEA Games. Along with the dynamics of sports policy since independence, tidal sporting achievement can be viewed either through the SEA Games, Asian Games and Olympic Games. Therefore, in 2005, established the Law of Sport (UU SKN) as outlined in the Presidential Decree 22 of 2010 on PRIMA which aims to maintain and improve health and fitness, achievement, human qualities, inculcate moral values and noble character, discipline, strengthen and foster national unity, strengthen national defense, as well as raise the dignity, the dignity and honor of the nation.

Implementation of Presidential Decree 22 of 2010 policy in the form of national training organized by the Satlak PRIMA is still not effective. The empirical data shows that the presence of Satlak
PRIMA in organizing national training centers is inseparable from sport-related institutions such as Youth and Sports Ministry, KONI, KOI and Sports Branch Parent. Various institutional and roles of each function as stated in the Act SKN, but the role and function is very vulnerable to the interests of the leadership element of the relevant institutions and therefore contributes to the implementation of national training PRIMA.

Based on the above conditions, this study aims the Management of Regulation and Managerial on Sports Organization In Indonesia, especially to determine the effect of training on institution, communication, resources, disposition, and bureaucratic structure to achievement. The Originality of this paper is the research methods and variables used in this research is Structural Equation Modeling (SEM) and the variables used are training, institutional, communication, resources, disposition, bureaucratic structures and achievements; as well as the location was done in Indonesia by taking the data from the implementation PRIMA National Training 2015 so that the location of research on policy implementation Presidential Decree 22 of 2010 according to the location used for the implementation of National Training PRIMA are in Jakarta and surrounding areas. Thus, originality is shown there are no previous studies that discuss the effect of training on achievement by the method and the same location. Research on infrastructure, policy and success especially in the field of sports has been done by some researchers namely Wicker, Hallman and Breuer (2013); Phillips and Newland (2013); Lin, Lee and Nai (2008); Donaldson, Legget and Finch (2012); Wicker, Hallman and Breuer (2013); Rivoal, et al (2009); Aibueku and Ogbouma (2013); and Nicholson, Brown and Hoye (2013). The originality of this research with prior research is to add some important variables that need to be used as inputs, such as government presence or good government commitment, institutional condition of sports that must be synergistic, communication among positive sports stakeholders, adequate resources support (athletes, trainers, infrastructure, budget, science and technology), professional managing organizations and adequate quality of coaching.

2. LITERATURE REVIEW

2.1. Work Performance

Ishola and Olusoji (2020) state differences regarding productive and unproductive labor. Smith’s idea of “unproductive labour” included the servants of wealthy individuals and government employees, as well as the military, the clergy, lawyers, doctors, writers and musicians, all of whom are now included in the service sector. Modern economics, based on utility and demand theory, has jettisoned this view, and services, however defined, are counted as productive activities. A productive workforce can produce good work performance. The work performance is already known environment of the community, but then came some new terms such as performance, performance or achievement that needs to find their relevance to job performance. To understand more understanding some of the words that can be seen from the opinion of experts as follows: According to Bernardin and Russel (1993), work performance equated with Performance. According to Mangkunegara (2005), the notion of performance is the result of an employee carrying out duties by its responsibilities both in quality and quantity. If all required soft skills are given to an employee, work performance within an organization will still depend on the ability of the employee to utilize the given information to improve his job performance (Ibrahim et al, 2017). Work performance was measured by task performance and contextual performance (Al Zefeiti and Mohamad, 2017). Medium, according to Handoko (1997), is performed as an expression capability based on the knowledge, attitudes, skills and motivation to produce something. According to As’ad (2004), work performance is a person’s success in executing a job. From the description above, performance can be equated with performance, performance or achievement.
2.2. Training

Training is one of those mutation activity which helps in reconstructing human behavior. Training and development is a continuous process and one of the elementary perpendiculars of Human Resource (Sisodia and Agrawal, 2019). PRIMA Training is one form of implementation of sports policies specifically intended to prepare elite athletes heading international sports competitions. National Training PRIMA is organized by the Executing Unit, that is, Satlak PRIMA as an organization responsible for implementing policies that run a program or training activities to achieve the goals set. Training in the form of PRIMA National Training is an attempt is made to sharpen the quality of elite athletes. The notion of the training in the opinion of the experts is as follows: according to Noe, et al (2003), describes the training is a planned effort to provide learning on the job-related knowledge, expertise / skills and behaviors that are given to employees. If the institution wants to seek excellence it’s important to have the best of the talent available otherwise to cater the present needs and to stand firmly and kinetically the training and development is infused as one of the major activities in the organization (Agarwal and Ahuja, 2014).

2.3. Institution

The term of organization and institution is still not easy to distinguish. According to Martindale (1989), the institution is a pattern of relationships that is reflected by the group, which looked at the relationship of human behavior which has been organized in a group. According to Ruttan and Hayami (1984), the institution is the rules within a community or organization that facilitates coordination among its members to assist them so everyone or relative can work together with one to achieve a common goal that is desired. Every institution must have the right policies and careful monitoring of other aspects needed for success at both the institutional and program levels. The effectiveness and success rate of implementation depends on commitment, continuous improvement and service quality (Sindwani et al., 2011).

2.4. Communication

Communication was actually from the Latin called “communicatio” that is formed by communis or common which its meaning is same. According to Effendy (2006) explains that the purpose is the same similarity of meaning. This means that communication between the parties concerned will have a common understanding. The significance of communication here is not restricted merely providing information, but more than that for others to consciously willing to accept the belief that the person doing the activity or action is a result of the communication. Communication is an important part of human behavior in the social sciences: sociology, psychology, sociolinguistics, political science, etc. Communication is pragmatic; that is, we communicate to get what we need to achieve our goals (Kanki, 2019). According to Herlambang (2014), he explains that communication is a process of delivery and reception of news or information from one person to another. Appropriate communication will occur if the messenger accurately conveys information to the recipient and disruption or distortion. Organizational communication refers to communication that occurs within an organization, and its core objectives are information sharing, the establishment of constant coordination among members of the organization, the delivery of organizational policies, and the resolution of problems that occur within the organization (Baporikar, 2017). Communication is important in organizational behavior because it is not only the process of delivering information and news that can be seen, heard, understood, but also includes feelings and attitudes of the person giving the information.

2.5. Resources

According to Big Indonesian Dictionary (2005), the resource is defined as a production factor. Production factors may include land, labor and capital used to produce something. Resources can also be interpreted as an ingredient or circumstances to achieve results, such as supplies and equipment,
availability of time and manpower, facilities etc. Resources can be physical, financial, intellectual (patent, copyright, brand) or human. It can come from its own company, leased, or from partners (Marques and Cunha, 2014). Thus various factors such as time, human, material, capital and other factors of production that can be used to improve human welfare can be referred to as a resource.

According to Smith (1776), he describes resource is defined as all factors of production required to produce output. Thus, the resource is a means to an end. Furthermore, the resource also has a broader scope and is not restricted as a factor of production to produce something, but resources also include something that can produce something without having to go through the production process, for example, the place has a great view or a beautiful panorama.

2.6. Disposition

Disposition term is often found in an office environment that is interpreted as a concise statement of the affairs officials contained in a certain letter. The disposition can be directly on the letter in question or on a special sheet. So disposition is a brief statement that contains opinions / instruction / guidance of a supervisor / officer / leader to his subordinates / members and usually written on a related letter or a separate sheet. It was submitted by Edward III (1980) that: disposition is said to be the will, the desire and the inclination of stakeholders to implement this policy in earnest so what is the policy objective can be realized. If you want to be successful in policy implementation effectively and efficiently, implementers not only know what to do with the ability to carry out that policy, but they also have to have the will to implement such policies.

2.7. Bureaucratic Structure

The structure within an organization is an arrangement that has the relationship between the components / parts / positions within the organization, each of which has a mutual dependence. According to Thoha (2014), the structure is a simple model and a benchmark to measure reality. As for the bureaucratic term for some people is often interpreted as the procedures applicable government environments are known convoluted, difficult and annoying that people are reluctant to deal with the bureaucracy. But some people are more bureaucratic understood as a rule to control people’s behavior to make it more orderly. According to Blau and Meyer (1987), “bureaucracy is a control system in an organization that was designed based on the rules of rational and systematically to coordinate and direct the work activities of individuals to complete the administrative task”. Understand bureaucracy above, the government bureaucracy can be regarded as a system of government that is carried out by government officials by the hierarchy and the hierarchy. The system depends on the officer whom some people still felt very slow and tortuous. Bureaucracy is also associated with the structure of positions that distinguish between the duties and authority of the organization’s members.

3. RESEARCH METHOD

This study uses the quantitative method to be more objective, because it has legitimate scientific standards making it easier to interpret the data. The sampling technique was done by random and collecting data using a questionnaire instrument to obtain information from the respondent that come from related stakeholders. Data analysis was done using Structural Equation Modeling (SEM) with WarpPLS approach which is a powerful analytical method, but simpler, because it is not based on many assumptions and the amount of data is not necessarily large (recommended minimum range from 30 to 100 cases). Solimun (2016) explained that the use of WarpPLS is to obtain a powerful structural model for predictive purposes. If structural models are designed without grounding strong theoretical foundations and research results, the WarpPLS application is within the framework of the building model, the model of the analysis results is preferred for predictive purposes. Understanding the various descriptions above, the conceptual framework in this study can be described as shown in Figure 1.
4. RESULT AND DISCUSSION

4.1 Goodness of Fit Model

The results of the analysis of goodness of fit model can be seen in Table 1.

From the results of the Table 1 analysis, from the 10 test criteria, the results show 7 of them have good category and the other 3 have nearly good category / ideal. Therefore it can be concluded that the model used for this study is good and feasible for hypothesis testing.

Table 1. Hasil Analisis Goodness of Fit Model WarpPLS

<table>
<thead>
<tr>
<th>No.</th>
<th>Model fit and quality indices</th>
<th>Criteria of Fit</th>
<th>Results of Analysis</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Average path coefficient (APC)</td>
<td>P &lt; 0.05</td>
<td>0.179 P=0.013</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Average R-squared (ARS)</td>
<td>P &lt; 0.05</td>
<td>0.104 P=0.067</td>
<td>Good</td>
</tr>
<tr>
<td>3</td>
<td>Average adjusted R-squared (AARS)</td>
<td>P &lt; 0.05</td>
<td>0.055 P=0.140</td>
<td>Nearly Good</td>
</tr>
<tr>
<td>4</td>
<td>Average block VIF (AVIF)</td>
<td>Acceptable if &lt;= 5, ideally &lt;= 3.3</td>
<td>3.685</td>
<td>Good</td>
</tr>
<tr>
<td>5</td>
<td>Average full collinearity VIF (AFVIF)</td>
<td>Acceptable if &lt;= 5, ideally &lt;= 3.3</td>
<td>3.182</td>
<td>Ideal</td>
</tr>
<tr>
<td>6</td>
<td>Tenenhaus GoF (GoF)</td>
<td>Small &gt;= 0.1, medium &gt;= 0.25, large &gt;= 0.36</td>
<td>0.248</td>
<td>Medium</td>
</tr>
<tr>
<td>7</td>
<td>Sympon’s paradox ratio (SPR)</td>
<td>Acceptable if &gt;= 0.7, ideally = 1</td>
<td>0.736</td>
<td>Ideal</td>
</tr>
<tr>
<td>8</td>
<td>R-squared contribution ratio (RSCR)</td>
<td>Acceptable if &gt;= 0.9, ideally = 1</td>
<td>0.874</td>
<td>Nearly Ideal</td>
</tr>
<tr>
<td>9</td>
<td>Statistical suppression ratio (SSR)</td>
<td>Acceptable if &gt;= 0.7</td>
<td>0.696</td>
<td>Nearly Good</td>
</tr>
<tr>
<td>10</td>
<td>Nonlinear bivariate causality direction ratio (NLBCD)</td>
<td>Acceptable if &gt;= 0.7</td>
<td>0.864</td>
<td>Good</td>
</tr>
</tbody>
</table>
4.2 Results of Hypothesis Testing

The result of hypothesis testing on WarpPLS analysis in table form is shown in Table 2. From table 2, it explains that the results of hypothesis testing are as follows:

1. The influence of institutional factors on training. Based on the analysis of WarpPLS obtained path coefficient of -0.227 and p-value = 0.007 it means that institutional factor significantly influence training.
2. The influence of communication factor on training. Based on the analysis of WarpPLS obtained path coefficient of 0.311 and p-value = 0.001 it means communication factor significantly influence training.
3. The influence of resource factor on training. Based on the analysis of WarpPLS obtained path coefficient of -0.082 and p-value = 0.193 it means resource factor is not significant.
4. The influence of disposition factor on training. Based on the analysis of WarpPLS obtained path coefficient of 0.254 and p-value = 0.003 it means disposition factor has a significant influence on training.
5. The influence of bureaucratic structure factor is increasing towards training. Based on the analysis of WarpPLS obtained path coefficient of -0.084 and p-value = 0.187 it means bureaucratic structure factor has no significant influence on training.
6. The influence of institutional factor on achievement. Based on the analysis of WarpPLS obtained path coefficient of -0.213 and p-value = 0.014 it means institutional factor has a significant effect on achievement.
7. The influence of communication factor on achievement. Based on the analysis of WarpPLS obtained path coefficient of -0.139 and p-value = 0.069 it means communication factor has no significant influence on achievement.
8. The influence of resource factor on achievement. Based on the analysis of WarpPLS obtained path coefficient of 0.266 and p-value = 0.002 it means resource factor has a significant influence on achievement.
9. The influence of disposition factor on achievement. Based on the analysis of WarpPLS obtained path coefficient of 0.2181 and p-value = 0.026 it means significant.

Table 2. Hypothesis Testing Results

<table>
<thead>
<tr>
<th>No.</th>
<th>Relationship between variables (Predictor → Response)</th>
<th>Path Coefficient</th>
<th>p-value</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Institutional → Training</td>
<td>-0.227</td>
<td>0.007</td>
<td>Significant</td>
</tr>
<tr>
<td>2</td>
<td>Communication → Training</td>
<td>0.311</td>
<td>&lt;0.001</td>
<td>Significant</td>
</tr>
<tr>
<td>3</td>
<td>Resources → Training</td>
<td>-0.082</td>
<td>0.193</td>
<td>Not significant</td>
</tr>
<tr>
<td>4</td>
<td>Disposition → Training</td>
<td>0.254</td>
<td>0.003</td>
<td>Significant</td>
</tr>
<tr>
<td>5</td>
<td>Bureaucracy Structure → Training</td>
<td>0.084</td>
<td>0.187</td>
<td>Not significant</td>
</tr>
<tr>
<td>6</td>
<td>Institutional → Achievement</td>
<td>-0.203</td>
<td>0.014</td>
<td>Significant</td>
</tr>
<tr>
<td>7</td>
<td>Communication → Achievement</td>
<td>-0.139</td>
<td>0.069</td>
<td>Not significant</td>
</tr>
<tr>
<td>8</td>
<td>Resources → Achievement</td>
<td>0.266</td>
<td>0.002</td>
<td>Significant</td>
</tr>
<tr>
<td>9</td>
<td>Disposition → Achievement</td>
<td>0.181</td>
<td>0.026</td>
<td>Significant</td>
</tr>
<tr>
<td>10</td>
<td>Bureaucracy Structure → Achievement</td>
<td>-0.063</td>
<td>0.254</td>
<td>Not significant</td>
</tr>
<tr>
<td>11</td>
<td>Training → Achievement</td>
<td>0.160</td>
<td>0.043</td>
<td>Significant</td>
</tr>
</tbody>
</table>
10. The influence of bureaucratic structure factor on achievement. Based on the analysis of WarpPLS obtained path coefficient of -0.063 and p-value = 0.254 it means bureaucratic structure factor has no significant influence on achievement.

11. The influence of training on achievement. Based on the analysis of WarpPLS obtained path coefficient of 0.160 and p-value = 0.043 it means training factor has a significant influence on achievement.

5. DISCUSSION

5.1 The Influence of Institution Factor on Training

Testing the hypothesis on the influence of institutional factors of Satlak PRIMA showed that the estimated value = - 0.227, \( p = 0.007 \) so it proved significant. This means that institutional factors significantly influence the training. While the path coefficient which shows a negative number means that more institutions are interested in the training, it will have a negative impact on PRIMA National Training. Conversely the less interested institutions in National Training then the impact will be positive.

Referring to the explanation above, then what has been described by Metter and Horn (1975), which included influential factor on the variable relationship between the organization, Grindle (1980) lists factors affect the environment variable points (a) power, Mazmanian and Sabatier (1983) that lists the variable characteristics of the problem at the point (b) the level of diversity group and variable characteristics of the policy points (c) integration between the executing agency, be strengthened. As of the earlier studies conducted by Phillips and Newland (2013) about the importance of sports authorities be strengthened.

Referring to some of the above descriptions, then what has been explained by Metter and Horn (1975) which include factors influencing the variable of relationships between organizations, Grindle (1980) which includes factors influencing the environmental variables points (a) power, Mazmanian and Sabatier (1983) which include the problem characteristic variables on points (b) the level of group diversity and policy characteristic variables points (d) integration between implementing agents become reinforced. As of the earlier studies conducted by Phillips and Newland (2013) on the importance of sports institutions being strengthened.

Where according to Edward III (1980) what serve as the theoretical basis in this study, does not include the institution as one of the influential variables in the implementation of the policy. Therefore, through this research, Edward III theory, is not fully able to answer the factors that influence the implementation of the policy becomes effective when faced with the condition of sport in Indonesia.

5.2 The Influence of Communication Factor on Training

Hypothesis testing shows the estimate value = 0.311, \( p < 0.001 \) and proved to be very significant. Here means that the better the communication between the relevant institutions will provide a positive impact on the training organized by Satlak PRIMA. The influence of the communication factor is determined by harmonizing the relationship between institutions led by the leadership of each element. In this research, the core communication factor reveals the communication problem between institutions related to the implementation of Pelatnas by Satlak PRIMA, both Kemenpora, KONI, KOI, and Parent Branch of Sports.

The above findings reflect the theory of Metter and Horn (1975), Grindle (1980) and Mazmanian and Sabatier (1983), each of which puts the communication factor as one of the influential variables in the implementation of development policy be strengthened. As previous studies submitted by (1) Lin, Lee and Nai (2008), (2) Donaldson, Legget and Finch (2012), (3) Nicholson, Brown and Hoye (2013), (4) Mutter and Pawlowski (2014), (5) Hidayatullah (2013) (6), Paradise (2011) and (7) Sinulingga (2011) to be strengthened. the same is conveyed by Schoonover (2009) in the Zero Tolerance Discipline
Policies that include the variable *definition and Un-clear statement* and Lin (2002) in the *Reform in the making: the implementation of Social Policy in Prison* which incorporates variable *Lack of attention and Policy mandate is Un-clear*. Therefore, the two researchers also boosted. For the theory of Edward III (1980) which serves as the theoretical basis in this study, has included communication in influencing factors in the implementation of the policy, by itself will be strengthened. Thus through this research, strengthen the theory of Edward III (1980) which places the communication factor as one of the variables influencing the implementation of the policy.

5.3 The Influence of Resources Factor on Training

Hypothesis testing shows the *estimate* value = -0.082, P = 0.193 and proved to be insignificant. This means that the merit of the effect is not significant resources to PRIMA National Training. To further explore these test results, it should be seen in the test results between resource factors and the achievement. It turned out to demonstrate the value of the *estimate*. 0002 which means the two tests show the influence is not significant, but significant to achievement. This means that the training factors play a role a mediator between the factors of resources with achievement so that there is an indirect effect of the resource with significant achievements. The test results indicate that the path coefficient is negative, meaning if the resource factors more and more of a deal, it will negatively affect the training organized by Satlak PRIMA.

Referring to the description above, although the resources are not significant to the training but training mediate between resources and achievement to be significant, so that the findings still reflect the theory of Metter and Horn (1975), Grindle (1980) and Mazmanian and Sabatier (1983), each -masing put resource factors as one of the variables influential in policy implementation be strengthened. As previous studies submitted by (1). Wicker *et al* (2013), (2) Cuskelley, Hoye (2013), (3) Aji (2013) and Paradise (2011) remain to be strengthened. The same is conveyed by Schoonover (2009) in the *Zero Tolerance Discipline Policies that funds incorporate variable and Lin (2002)* in the *Reform in the making: The implementation of Social Policy in Prison* which incorporates variable *Lack of resources*. Therefore, the two researchers also strengthened. Therefore, although the influence of resource factors on training is insignificant, it is no different from the theory of Edward III (1980) which includes the resource factor as one of the influential variables in the implementation of the policy. Thus, this research still gives reinforcement to the theory of Edward III (1980) which includes the resource factor as one influential factor so that the implementation of the policy can be effective.

5.4 The Influence of Disposition Factor on Training

Hypothesis testing shows the *estimate* value = 0.254, p = 0.003 proved significant. Here means that the more element of institutional leadership that is committed, it will be a positive influence on National Training organized by Satlak PRIMA. Conversely, if there is the element of institutional leadership in-consistent with its commitments, it will negatively affect Satlak PRIMA. Such support includes the provision of an allowance, catering and accommodation support, operational support, medical support, support equipment and tools, support *tryout* and *training camp, re-imbrues* and consistency with the policy of selection and determination of the athletes / coaches and managers.

Referring to the description above, this result reflects the theory of Meter and Horn (1974), Grindle (1980) and Mazmanian and Sabatier (1983) who each put part of the variables mentioned factors disposition as one of the influential factors in the implementation of the policy will be strengthened. As previous studies submitted by (1) Lin, Lee and Nai (2008) and (2) Phillips and Newland (2013) be strengthened. The same is conveyed Lin (2002) in the *Reform in the making: The implementation of Social Policy in Prison* which incorporates variable *Lack of attention and Policy mandate is clear*. Therefore, researchers also strengthened. Especially for Edward III (1980) it has also included the disposition factor as one of the influential factors in the implementation of the policy, to be strengthened. Therefore, this research strengthens the disposition factor as one of the factors that influence the implementation of the policy.
5.5 The Influence of Bureaucratic Structure Factor on Training

Hypothesis testing shows the estimate value = 0.084, p = 0.187 and proved insignificant. In the test the relationship between bureaucratic structure factors of the achievements demonstrate the value of 0.254 which means an indirect relationship of the bureaucratic structure factor is too insignificant achievement. Here means a bureaucratic structure factor does not affect the PRIMA National Training. Results of tests on themselves influenced by the situation that any delays caused by the bureaucratic mechanisms are long and complex. It was anticipated by the Parent Branch Sports because from time-to-time in carrying out National Training, delays always happen. The delay caused National Training still runs although it should use minimal support so that the competitiveness of athletes produced is also not optimal.

Referring to the description above, this result reflects the theory Grindle (1980) is one of the points in the variables reflecting the influence of the bureaucratic structures be strengthened. While Metter and Horn (1975) as well as Mazmanian and Sabatier (1983), each of which does not put bureaucratic structure factor as one of the influential factors in the implementation of the policy will be strengthened. Special previous studies conducted by (1) Philips and Newland (2013), (2) Wicker and Breuer (2013) and (3) Aji (2013) be strengthened. For the theory of Edward III (1980) which is used as a reference in this study, has included the bureaucratic structure factor in influencing factors, so that the implementation of the policy will not be strengthened. This is probably caused by differences in the situation and conditions in Indonesia that are familiar with the term “presence or absence of support” Pelatnas must remain running even if the results are not maximal.

5.6 The Influence of Institution Factor on Achievement

The hypothesis testing shows the estimate value = -0.203, p = 0.014 and proved significant. With a negative coefficient, it means that more institutions involved will negatively affect the athlete's performance. In this study, the influence of institutional factors essentially reveals the involvement of the institutions concerned with the achievement in accordance with the duties and functions of each, both Youth and Sport Ministry, KONI, KOI and Parent sports. Thus, if the institution the less it will have a significant effect on the performance of athletes. By the time athletes actually competed strongly influenced by the ability of the athletes who produced during the PRIMA National Training. Thus the discussion of the influence of institutional factors on achievement can refer to the discussion of the influence of institutional factors on the above training.

Referring to the explanation above, then what has been described by Meter and Horn (1974), which included influential factor on the variable relationship between the organization, Grindle (1980) that lists factors that affect the environment variable pin (a) of power, interests and strategies and Mazmanian and Sabatier (1983) which included the variable characteristics of the problem points (b) the level of diversity group and variable characteristics of the policy points (d) integration among the implementing agencies be strengthened. the previous study conducted by Phillips and Newland (2013) about the importance of sports authorities be strengthened the results.

Especially for Edward III (1980) which serves as the theoretical basis in this study, does not mention the institution as one of the influential factors in the implementation of the policy, hence in this research there are new findings that reconstruct the theory of Edward III. Thus, this research provides new findings on policy implementation by adding institutional factors (in the form of representation from the institutional element) remains one of the factors influencing the implementation of the policy to be effective. This provides clear and concrete guidance to the stakeholders so that each of them adheres to the role and function corridors for PRIMA National Training can be done effectively.

5.7 The Influence of Communication Factor on Performance

Hypothesis testing showed an estimate value -0.203, p = 0.014 and proved significant. But the test of the influence of communication on the training has a value estimate 0.311, p = <0.001, which means
significant. Further testing training factors on achievement demonstrates the value *estimate* 0:16, \(p = 0.043\), which means significant. This means, training factors mediate between communication factors with achievement. Thus, if the communication support has positive influence on training, the effect on the achievement will be the same. The test results showed that negative path coefficient means that more communication would likely negatively affect achievement.

Referring to the description above, the theory Meter and Horn (1974), Grindle (1980) and Mazmanian and Sabatier (1983), each of which puts the communication factor as one of the influential variables in the implementation of development policy are strengthened. As previous studies submitted by (1) Lin and Nai (2008), (2) Donaldson, Legget and Finch (2012), (3) Nicholson, Brown and Hoye (2013), (4) Mutter and Pawlowski (2014), (5) Hidayatullah (2013) (6), Paradise (2011) and (7) Sinulingga (2011) was not confirmed. But factors such as communication can still be used as a variable effect on policy implementation for communication factors significantly influence the training, while training is a mediation between communication factor with achievement. Thus, the communication factor indirect effect on achievement but through training.

Especially for Edward III (1980) which has included communication in influential factors is not proven significant. But the communication factor through training mediation still has an indirect influence on achievement. Thus this research still strengthen Edward III (1980) theory which includes communication factor as one of the factors influencing the implementation of the policy.

### 5.8 The Influence of Resources Factor on Achievement

Hypothesis testing shows the *estimated* value 0.266, \(p = 0.002\) and proved significant. Here means that the more support of resource factor given will be a positive influence on the athlete’s performance. The influence of resource factors determined by the quality and quantity of resource support provided to athletes both during the national training and on the pitch.

Referring to the description above, this result reflects the theory of Meter and Horn (1974), Grindle (1980) and Mazmanian and Sabatier (1983), each of which locates the resources factor as one of the variables influential in policy implementation be strengthened. As previous studies submitted by (1). Wicker *et al* (2013), (2) Cuskelly, Hoye (2013), (3) Albueu, Ogbouma (2009), (4) Aji (2013) and (5) Paradise (2011) are to remain strengthened.

For Edward III (1980) used as a reference in this study, has included resources as one of the influencing factors in policy implementation being strengthened. Therefore, this study corroborates the theory of Edward III (1980) which includes the factor of resources as one of the factors influencing the implementation of the policy to be effective and achieve the goals set.

### 5.9 The Influence of Disposition Factor on Achievement

Hypothesis testing shows the *estimate* value =0.181, \(p = 0.026\) and proved significant. This means that the stronger disposition will be a significant effect on the athlete’s performance. At the time of the disposition of athletes competing influences represented by agency personnel who are members of the contingent. The influence of disposition towards achievement is based on the commitment of the personnel who are members of the contingent representing their respective institutions for assisting athletes in event the SEA Games event.

Referring to the description above, this result reflects the theory of Meter and Horn (1974), Grindle (1980) and Mazmanian and Sabatier (1983) who each put part of the variables mentioned factors disposition as one of the factors that affect the implementation of the policy will be strengthened. The previous study submitted by 91) Lin Nai (2008), which explains that the state intervention in the sport has been proven in many countries because sport and politics are intertwined, and (2) Philips and Newland (2013) explains that the development of sports has become government attention be strengthened.
5.10 The Influence of Bureaucratic Structure on Achievement

The hypothesis testing shows the estimate value = 0.254, p = 0.254 and proved insignificant. In the test the influence of the bureaucratic structure of the training demonstrates the value estimate = 0.084, p = 0.187, which means it is also not significant. This means that the influence of bureaucratic structure both to training and to the achievement is not significant. The results of the above test influenced by the conditions in each National Training are always faced with the problems of delay support or even uncertainty bureaucratic mechanism of support for their long and complicated.

Referring to the description above, this result reflects the theory Grindle (1980) is one of the points in the variables reflecting the influence of the bureaucratic structures is strengthened. While Metter and Horn (1975) as well as Mazmanian and Sabatier (1983), each of which does not put bureaucratic structure factor as one of the influential factors in the implementation of the policy will be strengthened. Special previous studies conducted by (1) Philips and Newland (2013), (2) Aji (2013) and (3) Wicker and Breuer (2013) be strengthened.

For Edward III (1980) which is used as a reference in this study, has included the bureaucratic structure factor in influencing factors, thus the implementation of the policy will not be strengthened. This is probably caused by differences in the situation and conditions in Indonesia that are familiar with the term “presence or absence of support” Pelatnas must remain running even if the results are not maximal. Pelatnas condition in Indonesia has been accustomed to the delay of support or even accustomed to the uncertainty of whether or not there is a support. Therefore, the presence or absence of support, the Pelatnas program must remain established. Each element of the leadership of the Parent Branch Sport has been accustomed to overcome various support delays, even the limited support received from Kemenpora. Therefore, although the influence of the bureaucratic structure factor is insignificant, the reality is required to anticipate the Parent sport to overcome all the support required by Pelatnas.

5.11 The Influence of Training Factor on Performance

The hypothesis testing shows the estimate value = 0.16. p = 0.043 and proved significant. Here means that the better the training organized by Satlak PRIMA, then the resulting achievements would be better anyway. The effect of training is determined by the ability of Satlak PRIMA in organizing a national training center to equip the athletes on technical skills, physical and mental readiness to play the maximum. In this study, its core training factors reveal a problem with the role of the elements that exist in the organization in support of the Satlak PRIMA carrying out PRIMA National Training. The national training success is largely determined by the role of the elements of leadership, staff element, construction area of achievement, health, the field equipment, field of sports science, the role of trainer and manager as well as supporting elements. Other existing in the ranks Satlak PRIMA.

Referring to previous research, then what has been said by (1). Bafirman (2013) that sports performance is only achieved through training of qualified (2) Aibueku and Ogbouma (2013) that the effective implementation of the policy guidelines designed is a key factor in the success of any program (3) Aji (2013) that coaching achievements include determined by the implementation of the program be strengthened.

Implication: In the perspective of the theory of “Implementation of Public Policy” by Edward III (1980), it can be argued that the theoretical basis remains valid to be used as the foundation of the theory of effective policy implementation. From the results of analysis in this study gives that the institutional factors have a significant influence both on training and achievement, but have a negative influence. This means that the more institutions involved in Pelatnas activities will have a negative impact. Thus, this institutional factor can be used as one of the factors influencing the implementation of the policy to be effective. Faced with the theory above, this institutional factor has not been listed, because the theory only mentions four influential factors.
of communication, resources, disposition and bureaucracy structure. Therefore, this institutional factor is a finding and as a novelty of Edward III (1980) theory of Implementing Public Policy. Many institutions will have a negative impact, so it is necessary to institutional simplification by reuniting KONI and KOI thus it is necessary to revise the SKN Law, especially Article 36 (paragraph-4) and article 44 (paragraph-2) that separates the duties and functions of coaching athletes by KONI and delivery to an international championship by KOI.

**Limitations:** Implementation of policy in this research only focuses on one Pelatnas especially Pelatnas PRIMA to SEA Games 2015 in Singapore thus there is still the possible difference in every pelatnas to other multicultural championships. This research is limited to the preparation of flagship athletes in Pelatnas thus still leaves the process of athlete development to national flagship athletes determined by the pillars of sports achievement.

6. CONCLUSION AND RECOMMENDATIONS

The survey results revealed that there is significant influence on institutional variables (X1), communications (X2), and disposition (X4) on the success of the training (Y1). The resource (X3) and bureaucratic structure (X5) have no significant effect on the success of the training (Y1). At the institution variables (X1), resources (X3), and disposition (X4) has significant effect on achievement (Y2), whereas the communication variables (X2) and bureaucratic structure (X5) to achievement. In addition, the training has a significant effect on the achievements so if the better the training, the achievement is also getting better. Results of hypothesis testing showed policy implementation is not easy, but is influenced by many factors that policy implementation can be done effectively. The variable theory of Edward III (1980) that includes communication, resources, disposition and bureaucratic structure needs to be added as novelty institutional variables. Faced with the practical interests required the arrangement of institutional policies related to simplification, the budget provision which ensure continuous training so that a positive impact on communication, consistency of the commitment, availability of resources and the simplification of the bureaucratic structures in support of training.

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