

# Implementation of Organizational Structure of the Indonesia Gold Program in Jakarta

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## Implementation of Organizational Structure of the Indonesia Gold Program in Jakarta

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### Abstract

Dissolution of Presidential Regulation Number. 22 of 2010 concerning the Indonesian Gold Program (PRIMA), which is an ineffective and efficient problem in implementing PRIMA's organizational structure. so that the problem can be formulated in this study is how the organizational structure of the implementation of the Indonesian gold program. focus on research on the form of organizational structure, division of tasks, coordination path of the PRIMA Implementing Unit at the Ministry of Youth and Sports of the Republic of Indonesia. This study aims to determine the form of organizational structure, division of tasks, and coordination in the PRIMA implementing unit. Types of qualitative research, informants stacholder sports at the central level, techniques for collecting data on observation, interviews, domination, triangulation. Data analysis techniques: Data reduction, data presentation, and conclusions. Research results: 1. The organizational structure of the PRIMA implementing unit uses the form of a division structure. 2. The division of tasks of the PRIMA implementing unit is in accordance with its duties and functions but is late in decision making. 3. Track path coordination PRIMA implementing units internal and external coordination. So the organizational structure of sports is very important for the development of sports in the country.

**Keywords:** Implementation, Organizational Structure, PRIMA.

### Introduction

The development of achievement sports in Indonesia has been recorded in history at the 2016 RIO Olympic in Brazil with the 46th place with the acquisition of one gold medal, two silver medal. The preparation of the Indonesian Team was handled by the Indonesia Gold Program Unit (PRIMA) at the Ministry of Youth and Sports of the Republic of Indonesia. The organization of the PRIMA implementing unit must be responsible for the failure not to reach the target of 3 Gold Medals. then the implementation of an organization that manages a sports achievement program is very important Because it is important we discuss about the organization according to Weber, quoted by Thoha in his book "Organizational Behavior of Basic Concepts and Their Applications" (2014: 113) that: "Organizations are certain boundaries, thus someone who has an interaction relationship with others is not at will own. They are limited by certain rules. The formation of sports organizations is a group of people who work together by forming organizations to organize sports in accordance with the provisions of the legislation.

In line with what was stated by Hasibuan, Malayu S.P. (2012) that an organization is a formal, structured and coordinated union system of groups that work together in achieving certain organizational goals is only a tool and place. While according to Robbins, Stephen P. & Judge Timothy A. (2012) about organizations are coordinated social entities intentionally and have limitations that are able to be understood and move based on references that run all the time in order

to achieve common goals. While organizational structure is a process that involves decisions about formal work arrangements within an organization. This organization was formed in connection with activities engaged in sports achievements having a very important role as a gathering place to handle activities in order to achieve maximum achievement.

Law of the Republic of Indonesia No. 3 of 2005 that achievement sports are sports that foster and develop sports in a planned, tiered and sustainable manner through competition to achieve achievements with the support of sports science and technology. achievement sports programs have become the government's responsibility with the Presidential Regulation No. 22 of 2010 concerning the Indonesian Gold Program (PRIMA) but this program failed so it was dissolved and changed to the Presidential Regulation of the Republic of Indonesia Number 95 of 2017 concerning Increasing National Sports Achievement. one cause of dissolution is Indonesia's sports achievements at the international level implementation units PRIMA worse because no effective and efficient in implementing the organization's policies programs

The approach to study the implementation of public policies can be grouped into three generations. The first generation (1970) understands policy implementation as problems that occur between policies and their execution. The second generation (1980) developed a top-down perspective approach, perspective and approach, namely focusing on the task of the bureaucracy to implement policies that have been decided politically. At the same time a bottom-up approach emerged. The third generation (1990), that the behavior of implementing actors in implementing the policy more determines the success of policy implementation. (Peter de Leon and Linda de Leon 2011).

One of the successes of a program in organizational goals is influenced by factors in the organizational structure so it is very interesting to study how the implementation of the Golden Indonesia program is mainly a matter of organizational structure in the related PRIMA implementing units: 1). Form of organizational structure, 2). division of tasks, 3). coordination path at the PRIMA Implementing Unit at the Ministry of Youth and Sports of the Republic of Indonesia.

This study was the first time in the field of sports achievement with the science of public administration approach that aims to determine the organizational structure, division of tasks, and coordination pathways in achievement sports organizations so as to enrich the scientific repertoire of sports as an effort to improve Indonesian sports achievements.

## Method

The method used in this research is descriptive method with a qualitative approach as a research procedure that produces descriptive data in the form of written or oral words from people and observed behavior (Bogdan and Tylor in Moleong 2004). Qualitative researchers as human instruments, function to determine the focus of research, choose informants as data sources, collect data, assess data quality, analyze data, interpret data and make conclusions or findings. So that the data obtained is accurate and valid, the writer acts as the main instrument (key instrument) or jumps directly into the field and integrates with the data source in natural settings.

To determine the source of data from informants in this study used purposive and snowball techniques in the sampling process (Soegiyono, 2015). The informants in this study were the Deputy for Achievement Sports Improvement of the Ministry of Youth and Sports of the Republic of Indonesia and, the PRIMA Executive Board, PRIMA Implementing Unit, KOI, KONI Center, Sports Branch Management.

The data collection techniques in this study are 1). Observation is carried out using stages a. stages of description b. stages of reduction, 3. stages of selection (sprandley 1980) 2). Structured interviews (Esterberg 2002) Through interviews, respondents were given the opportunity to explain

their opinions, as well as share their own experiences and observations (Nurdiani, 2014). 3). Documentation (bogdan in sugiyono 2015: 396) 4). Trianggulasi (susan stainback in Sugiyono 2015: 397).

The focus in this study is the organizational structure of the PRIMA Implementing Unit, namely: 1). formation of organizational structure 2). division of tasks and 3). Pathway of coordination While the locus in the study was in the Indonesian Gold Program Implementation Unit of the Ministry of Youth and Sports of the Republic of Indonesia in Jakarta.

Data analysis technique used in this study according to Miles and Huberman in (Sugiyono, 2015: 404) 1). Data reduction, 2). Data presentation, 3). Conclusion / Verification..

## Results and Discussion

The organization of the implementing unit of the Indonesia Emas program (PRIMA) in the Ministry of Youth and Sports of the Republic of Indonesia has an organizational structure that is expected to be able to implement programs that have been formulated to achieve organizational goals. The findings of the organizational structure of the PRIMA implementation unit, namely:

1). the form of the organizational structure of the PRIMA implementing unit is a form of devisional structure. The structure is filled by personnel with various professions such as Members of the Indonesian National Army, Bureaucrats, Academics, Student holder sports and others. Based on the decision of the Decree of the Minister of Youth and Sports of the Republic of Indonesia No. 1166 of 2015 concerning the appointment of the Chairperson, Deputy Chairperson I, II, III and IV of the PRIMA Implementation Unit in accordance with the provisions of the Minister of Youth and Republic of Indonesia's Decree Number. 0004 of 2013 concerning filling in the organizational structure which is an integral part of delegating authority to fill the membership structure of the PRIMA implementing unit.

The organizational structure that has been formed is in accordance with the organizational needs of the PRIMA Implementing Unit but in the formulation of membership management to complete the organizational structure of too many management members in each field. so that it has an impact on the effectiveness of the organization's performance in achieving the organizational objectives that have been formulated so that it needs to be revised to existing management personnel and place personnel who really focus on their duties, functions, and authority. According to Hasibuan (2010: 128) organizational structure is an image that describes the type of organization, departmental organization of positions, and types of authority of officials, fields and relations of work, command lines and responsibilities, range of controls and organizational leadership systems. This is in accordance with what Edward III, (1980) stated that even though the sources for implementing a policy are sufficient and the implementers know what and how to do it, and have the desire to do so, implementation may still be ineffective, due to the inefficiency of the bureaucratic structure which exists.

So it can be concluded that in the formation of the organizational structure required the design of workflow strategies, the mindset of members in carrying out their duties and authority, the size of the organization requires a more complex structure, with a more structured division of divisions and structures that must suit the needs of the organization.

2) Division of tasks in the PRIMA implementing unit in each department or division is good which refers to the division of labor and personnel placed in a full membership diversity of skills. However, in carrying out their duties and authorities it does not go well, the task of the implementing unit sometimes piles up especially the problem of disposition of sports activity proposals so that it has a considerable impact on the sporting Process of National Training (PELATNAS) so the results are not optimal.

For this reason, it is necessary to place personnel who are focused, committed, and consistent in carrying out their duties and responsibilities according to the organization's goals. In line with what Yermias T. Keban (2008) said, assignments must always be redefined through interaction with organizational members, dependence on authority and control over relatively small activities, so that the only thing that counts is the individual's commitment to organizational goals

Then it can be concluded that the division of tasks in the implementation of the program is good, but the application in the field is not in accordance with the program objectives that have been formulated because it is slow in taking decisions.

3). The coordination path of the PRIMA implementing unit is divided into two, namely: a. Internal coordination path refers to the line line of organizational structure in carrying out the process of activities and functions of the department or part of the organization to create harmony in the movement of units for achieving organizational goals. b. External coordination line for the PRIMA Implementing Unit directly at the Ministry of Youth and Sports of the Republic of Indonesia to report on the implementation of activities that have been programmed as a form of accountable and transparent accountability.

The program implementing unit partnered with the Central Indonesian National Sports Committee in order to jointly develop coaching, training, procurement of sports facilities and infrastructure, the International Olympic Committee in order to dispatch athletes in the international championship, and sports at the central level in order to develop athletes' needs entered PELATNAS.

Then it can be concluded that the coordination path has been well implemented. so that it can be explained that the organizational structure is one of the driving and inhibiting factors in the PRIMA implementing unit because the organizational structure is very important as a tool to guide towards efficiency in the division of labor or activities of all resources within the organization to achieve the success of sports programs to improve achievement.

## **Conclusions**

The organizational structure of the Indonesia gold program implementing unit shows that the form of the organizational structure has been strategically designed in order to harmonize the pattern of relations in the scope of internal and external institutions.

The division of tasks implementing the program based on functions and authority in each position shows differences in responsibilities. So to occupy positions in sports organizations, implementers must focus, commit, be consistent and be able to collaborate so as to create a conducive and harmonious atmosphere in the organization.

Sports organizations do not need to involve many administrator, but the important thing is that the management must focus on taking care of the organization's needs. the implementing organizational structure must prioritize effective and efficient aspects for the success of the program.

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