



The Implementation of Indonesia Gold Program For Youth and Sports Ministry of the Republic Of Indonesia

Herman H¹, Deddy T. Tikson², Haselman², Muhammad Yunus²

¹Graduate School, Science Of Public Administration. Hasanuddin University, Makassar, Indonesia

²Faculty Of Social Sciences and Political Sciences. Hasanuddin University, Makassar, Indonesia

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ABSTRACT: *In general, sports achievements of Indonesia have not revealed encouraging results, and tend to lag behind from their Asia regional peers. The goal of this study is to describe the implementation of Indonesia Gold Program for sports achievements at the international level, by analyzing the supporting and resisting variables in implementing the program and modify it. The research data collected from the informants in Jakarta at Youth and Sports Ministry (KEMENPORA), KOI, KONI, Executive Board of PRIMA, PRIMA Acting Force, Board sports and sports stakeholders. This study was a qualitative research using the case study method and explanatory descriptive analysis focusing on Indonesian Gold Program. This study succeed to find about the implementation of Indonesia Gold Program at the Ministry of Youth and Sports of the Republic of Indonesia categorized less successful, because the variables studied were communication, resources, attitudes, bureaucratic structure, environment, size and destination, politics, funding, and recruitment does not synergize well with each other, where the resistor variables more dominant than the support variables for the success of the program, so that the program implementation is not effective.*

Keywords: Program Implementation, Indonesia Gold Program

I. INTRODUCTION

Deterioration of sport achievements at the international level thought to be affected by the implementation of the program variables that occur in the field. In the **Implementation of Indonesia Gold Program** which is a system of coaching and sport development towards international achievements, there are several variables that according to the researchers did not run as it should, so the development of the sport in our country's achievements at the international level does not show a proud achievement, so that the researchers tried to assess more in depth about some of the variables that affect the implementation of the program.

The variables that affect the implementation of policies / programs according to the experts of policies / programs implementation are as follows: (1) the **communication** is related to how the program is communicated to the organization or the public, (2) **availability of resources** to implement the program, (3) **attitude** of the actors involved, (4) **bureaucratic structure** or organizational structure implementing policies / programs, (5) **organization environment**, (6) **basic measures and goals**, (7) **politics** (8) **financing**, and (9) **recruitment**. Each of these variables is combined and carried out by researchers and the expert of policies / programs implementation, will be described in detail, among others, the implementation model.

According to Hogwood et al (1984) [1], to be able to implement the necessary policies completely we need the certain conditions, among others: 1) the external conditions faced by the Agency / Implementing; 2) the time and resources available; 3) integration of resources required; 4) Implementation based on a reliable causal relationship; 5) causality is direct and only slightly the connecting link; 6) dependency relationships must be minimized; 7) similarity of perception and agreement on goals; 8) duty-task systematically itemized and sorted; 9) communication and coordination; 10) persons authorized to sue the other party compliance.

According to Grindle, Merilee S. (1980) [2], define two factors that affect the policies implementation, namely; (1) the content of policies (content of policy) and (2) the context and implementation (context of implementation). According to Edward III and George C. (1980)[3], there are four critical variables or factors

that determine the success of policy implementation, namely communication, resources, disposition or attitude, and bureaucratic structure.

Meter et al (2002)[4] suggested a model that consist of 6 (six) variables connected dynamically to produce output "performance", these variables consist of (1) *Policy standards and objectives* (2) *The resources and incentives* (3) *The quality of inter - organizational relationship* (4) *The characteristics of the implementation agencies* (5) *The economic, social and political environment* (6) *The ' disposition ' or response of the Implementers , involving three elements: ' their cognition of the policy , the direction of their response to it and the intensity of that response.* According to Rondinelli and Cheema , there are two approaches in the implementation process are often confused. First, the compliance approach, second, the political approach (1983).

According to Sabatier, Paul (1986) [5] modify their model year (1973), identified three independent variables (independent variables) that affect the successful implementation, namely: variable (1) easy or difficult it is to control the problems encountered, including indicators of technical difficulty, the diversity of the target group behavior, the percentage of the target group as compared with the total population, and the scope of the desired behavior change. (2) Variable ability to systematize the process of policy implementation. (3) Variable variables directly influence politics / interests of the goals contained in the policy.

The purpose of this study is to describe: (1) Describe the Indonesia Golden Program at the Ministry of Youth and Sports, (2) analyzing communication, resources, attitudes, organizational structure, environment, measures and goals, politics, funding and recruitment in Indonesia Gold Program Implementation at the ministry of youth and sports, and (3) the model building of implementation is made for Indonesia Gold Program at the Ministry of Youth and Sports.

II . RESEARCH METHODS

Type of Research

The research approach used is qualitative research. According to Bogdan and Tylor in Moleong and Lexy J.(2002)[6], qualitative research is a research procedure that produces descriptive data in the form of words written or spoken from the people and observed behavior . Data obtained from this study is not a number but the data collected in the form of words spoken which includes records and reports .

Research Site

The research site was at the Ministry of Youth and Sports of the Republic of Indonesia in Jakarta . With consideration of location determination is due to the implementation of the research program in Jakarta Indonesian Gold.

III. RESULTS

Indonesian Gold Program Implementation in the Ministry of Youth and Sports in the 9 (nine) implementation variables mentioned above, found that the nine (9) implementation variables are the variables that strongly supports the success of the program, but at the same time can be a failure in the implementation of the program variables during contribution of these variables is less or minimal. The results of this study also found that the importance of 9 (nine) variables that affect the success of the implementation of the program, only 1 (one) variable supporting the success of the program, namely communication , and there are 8 (eight) variables become an obstacle to the successful of program implementation, namely organizational structure, resources, implementing gesture capabilities, environment, size and destination, politics, funding and recruitment. However, if more are specified in detail the effect of even slightly, it can be explained that the most prominent inhibitory constraint is the availability of resource managers are not experts in managing programs, sports infrastructure is still minimal, too fat organizational structure, lack of funds and late of actual funds, recruitment subjective impressed, still often politicized sport towards practical politics. While the most prominent supporters of the variables of the implementation of this program is already well under way communication, in doing their job the manager has made various efforts to repair the failure, only the badminton infrastructure is complete, almost all parties have a good response to support this program . So from the results of the research showed that Indonesia Gold Program Implementation is less successful or ineffective when viewed from 9 (nine) variables studied, the researchers tried to offer a model of the variables for Indonesia Gold Program implementation as future improvements are : 1) Nine (9) variables affect the success of the program implementation should compiled tiered in implementation steps of each variable. 2) Eight (8) variables that minimum support the successful of Indonesian Gold Program implementation, with 1 (one) variable so the success of this Indonesian gold program is, the communication variables. This kind of communication is already expected to be a bridge for 8 (eight) variables that influenced the program failure. 3) Nine (9) of the variables

synthesis approach (Hybrid Theories - Sabatier) that the implementation process was considered to be the same entity, while one (1) communication is a reference variable because it is a relatively stable parameter. The results of research on the variables that drive the success of Indonesia Gold program , researchers found the model building program implementation in the fields of sports achievements by modifying the model according to Hylton pyramid as shown below :

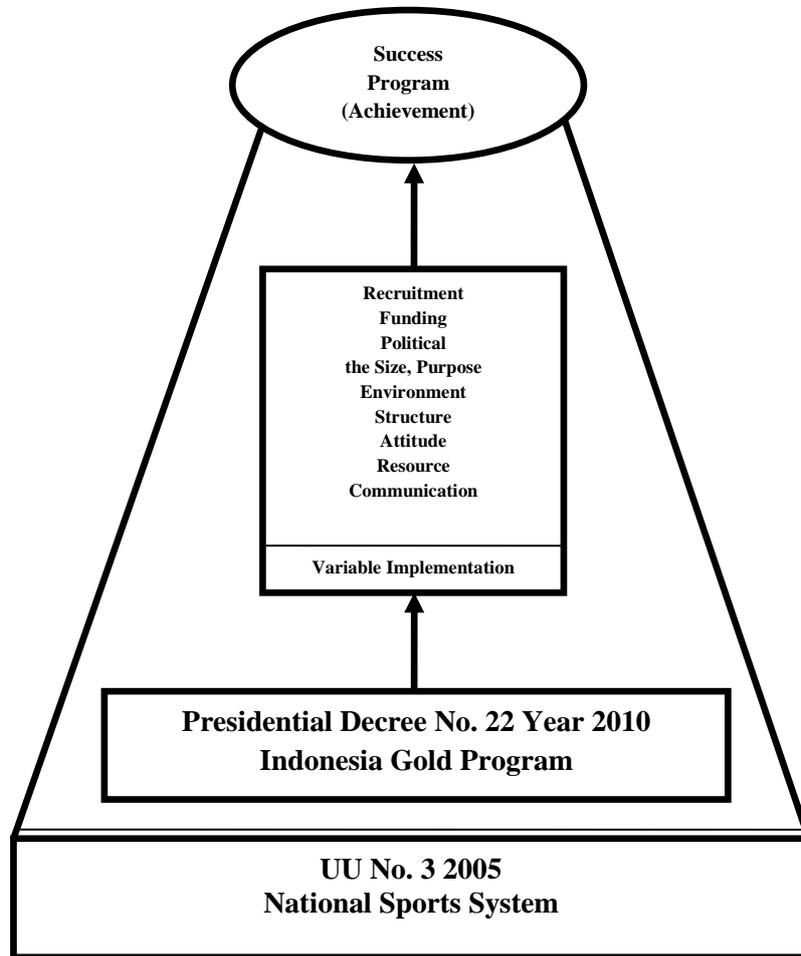


Figure 1. Implementation Model of Sports Program

From the results of the study found nine variables of program implementation. Each variable can be found described as follows:

Foundation in the field of sports is policies sports related to: 1) Sports education, 2) sports recreation, 3) Sports education that all three contained in UU no.3 of 2005 about the national sports system and the presidential decree no. 22 of 2010 on the Indonesian gold program. Sports policy is the achievement of the government's decision in addressing public problems in the fields of sports achievements, actions of government intervention to improve the international competitiveness of the sport. **Prima** is the concept of coaching, developing a potential national sport is conducted in a systematic, sustainable, modern and professionally managed, transparent, and accountable.

In the implementation of policies are needed performance or ability, integrity and commitment in the policy implementation process/program. **Implementation** is the process of implementing a program that involves a variety of elements to empower the available potencies to achieve the program objectives that have been formulated within the organization.

Implementation of the model building exercise programs above can be explained that each of the following variables : 1) **Communication Variable**: the relationship between the implementation of the program beneficiaries are closely related to the dissemination or distribution of information of programs implemented consistently and continuously by the government or the executive. 2) **Resources Variable**: That the professional program managers, facilities infrastructure quality and quantity with the international standards. 3) **Attitude Variable**: the manager that responds quickly and appropriately in the decision making process of the implementation of the program, along with commitment. 4) **Structure Variable**: the establishment of an

institutional structure that is tailored to the needs of the organization to consider these aspects or elements based on the duties and functions of the pathways of effective coordination. 5) **Environment Variables** : That the internal and external environments in the program requires commitment, synchronization, coordination, synergy and harmonization between the program managers with relevant institutions. 6) **Size and purpose Variable**: the achievement of the target of the pattern is the result of the formulation of the strategic programs targeted , effective and measurable. 7) **Political Variables**: the policy support, strategic steps and realistic in the implementation of the program of the executive and legislative mainly related to political interests. 8) **Funding Variable**: the provision of budgetary support and funding to meet all the needs in the implementation of the program. 9) **Recruitment**: the pattern of acceptance and the formation of a competency-based program management system through a fit and proper test with an objective assessment.

While in any policies that have been formulated are all expecting its intended purpose within the organization. Medal in the Prima is the greatest hope for any multi activity event is gold. The success of the program (achievement) is the result of achieving the targets have been formulated on the organization within a specified period , based on the purpose of the program has been well planned program of short-term, medium and long term that has been formulated within the organization.

IV. DISCUSSION

Communication in Indonesia gold program there is a match with implementation theory defined by Edward III and George C.1980 [3], communication determine the success of achieving the goals of the implementation. Effective implementation occurs when the decision makers already know what to do. Knowledge of what to do to run if the communication goes well, so that every decision and implementing regulations must be transmitted (communicated) to the appropriate personnel office. According to Hogwood et al (1984)[1], that policy implementation has the same resources, have an understanding of the policy in a way / same path, and communicate with each other. Variable communication is one of the driving variables and obstacles in PRIMA, the **major proposition** can be structured as follows : that socialization, clarity and consistent program of government/executive in the implementation process has been performing well Prima.

Resource managers still minimal in PRIMA and yet have the good competence and ability, the lack of quality infrastructure with international standards , and have not fully applied the science and technology. PRIMA SATLAK had to be backed up by sport stakeholders achievement if we want to be successful in PRIMA implementation to achieve international level. There suitability According to the theory of Edward III and George C.1980 [3], the resources have an important role in the implementation of the policy, however, because a clear and inconsistent provisions or rules of a policy, if the personnel who are responsible for implementing the policies lacked the resources to do the job effectively, the implementation of the policy will not be effective. Hogwood et al (1984)[1] , that the mix of resources that are actually available. In fact, often occurring serious obstacles, such as labor and facilities necessary to run the programs that should be prepared simultaneously, so that the sources of delay often occurs and the impact on the completion of the program/project. Grindle, Merilee S. (1980) [2], that the resources deployed/ engaged, every decision taken will result in the fulfillment of the resources needed to implement the program that has been set. Variable resources above can then be compiled following **major propositions**: that the manager is still in minimal competence, provision of quality infrastructure and inadequate international standards, as well as the application of science and technology is not maximized.

Response and good action with high responsibility and commitment as a mandate that must be perform by implementing PRIMA , that will bear the potentials of sports that have character and a high national spirit to excel at the international level. The PRIMA board has done post- program evaluations save 2012 so they do a reshuffle of various aspects of both the system administrator, in cooperation with the government and others. It shows a good attitude towards the development of the PRIMA itself. It needs a national spirit, the spirit of nationalism, sacrifice, love of country and self confidence which inculcated early on athletes, PRIMA early coaches and administrators. According to Edward III and George C.1980 [3], that within the organization there are tendencies or attitudes or dispositions can be said executing officers. Meter and Van Horn was in Hill et al (2002)[7], can be interpreted as a tendency responsibility of implementing policies that include awareness, direction and intensity of the responsibility of public policy implementation. Variabel attitude is one of the driving variables and constraints can be drafted within the PRIMA major proposition is that managers Prima less responsive and slower in decision-making, so that between Satlak Prima with the Executive Board of the Parent Branch Sports takes commitment and integrity in the implementation of the program.

In forming the structure of the bureaucracy we have to see the name of stability and change so as not to interfere with the organization of the work. The organizational structure is formed according to the needs of the organization by putting the people who focus on performing tasks and responsibilities within the organization and have a strong commitment to PRIMA. Edward III , that although the resources to implement a policy to be

sufficient and the implementor to know what and how to do it, and have the desire to do so, the implementation may still not effective, because of bureaucratic inefficiency Grindle, Merilee S. (1980) [2] structure that possibility of differences in implementation success is attributable to differences in the capacity of bureaucracies to manage the success of the program. Variable bureaucratic structure which is one of the driving variables and constraints can be drafted within the PRIMA major proposition is that the personnel in the Prima still need to be in accordance with the needs of the organization revise based on the tasks , functions , and pathways coordination .

With the support of the relevant institutions in PRIMA there needs to be a good commitment to apply the vision and mission in PRIMA, so many elements involved in the implementation of PRIMA occurred solid synchronization and coordination in order to avoid intervention and interference from parties with vested interests can be avoided , along kepengcitraan intervention leads positively to performance in sports. Mazmanian et al (1983)[8], revealed that the successful implementation of public policy at least influenced by the policy environment

Environment factor is driving and inhibiting variable in PRIMA, so that the major proposition can be arranged as follows: that in the process of implementing Prima still need commitment, synchronization, coordination, synergy and harmonization between Satlak Prima with relevant agencies need to be realized.

Coaching program implementation task force implementing programs targeted Indonesia gold yet. Program suitability and accuracy targets for achievement at the international level should design pattern formation PRIMA 8 years to 12 years in athletes who have national achievements in sports potential to win medals in the event the SEA Games, Asian Games and Olympic Games. There is a theory suitability Mazmanian et al (1983)[8], that the ability to systematize the process of policy implementation by various indicators of clarity and consistency purposes. Rondinelli et al (1983)[9] that the implementation process to a large extent influenced by the kinds of goals to be achieved and by the way in which the goals were formulated . Variable size and goals that are driving and inhibiting PRIMA variable, it can be arranged **major proposition** is that the pattern of development in accordance with the target Prima has not been targeted in the implementation of the program

The importance of establishing cooperation with SATLAK PRIMA stakeholders sports achievement and related institutions. Political support at PRIMA is needed both from the executive, legislative especially budget problems, PRIMA should build partnerships with stakeholders sporting achievements and relevant institutions in order to be implemented as soon as PRIMA effectively. There is a theory suitability Hogwood et al (1984) [1] that the premises of policy and theory must be compatible. On one occasion seen as an alternative to public ownership of the right policy. Currently the right choice according to the theory in many circumstances, but not politically acceptable. Rondinelli et al (1983) [9] that the political/interest in the objectives contained in the policy of political support, attitudes and resources of the group ,support from official superiors, and the commitment and ability of executive officers.

Political variables driving and inhibiting the program can be compiled **major proposition** is that to solve problems related to the budget, the executive and the legislature needs to fully support and avoid politicization interest in Prima .

Sponsors involved in PRIMA as follows: budgetary assistance in the implementation of multi- event PRIMA sourced from the state budget , state and society . PRIMA budgetary resources from the state budget, the government should take steps PRIMA realistic budget so that it can be 3 % to 7 % of APBN. PRIMA fund managed in a transparent and accountable funding PRIMA and there are three main pillars of the first comes from the state budge, state and society, to achieve the expectations of achievement at international level so that no obstacles related funding issues.

There is a suitability theory with Rondinelli et al (1983)[9] organizational resources; consists of the control of the source of funds, the balance between the division of budget and program activities, budget accuracy, sufficient revenues to expenditures, support centers and local political leaders, bureaucracy commitment, next Hogwood et al (1984)[1] provide a settlement regarding In implementing the policy there must be an adequate time frame and resources. Policy may be appropriate , may also fail because the implementation implemented in a long time or more expensive than the budget provided. Funding which is a variable supporting and can be assembled in the PRIMA major proposition is that the budget Prima obvious source, but still need to be prepared strategic steps and realistic to obtain funds from the state budget as much as 3 % to 7 % , as well as how to overcome delays in disbursement of funds to the program while sporting achievements still need management transparently and accountability.

While the recruitment process administrators, coaches, and athletes should be done in a professional manner which uses test items. Whether it's a test of academic ability as well as capability in the field of organization and knowledge of the sport, then the true test is closely monitored without any element of corruption in the recruitment process so that later we actually get people who are competent in their field match what is needed by PRIMA. The recruitment of coaches and athletes generally have a standard. Coach average

experienced former athlete, then that basic was not complete, while the average athlete has a national achievement and international achievement. There is a theory suitability Mazmanian et al (1983) [8] the ability to systematize the process of policy implementation is one indicator of recruitment of competent enforcement officials. Recruitment of variables that are driving and inhibiting variables, it can be arranged in PRIMA major proposition is that Prima executive recruitment system is not done with the fit and proper test, while hiring coaches and athletes already have an accurate standardization .

V. CONCLUSIONS AND RECOMENDATIONS

These variables can support the successful implementation of the program in the Prima, but it can also be variables ketidakeberhasilan if the contribution of these variables is less or minimal. 1) Communication - related socialization Prima has been performing well, clarity and consistency of the government's program also had a good program, 2) Human resources have not been fulfilled properly, still less program managers, competence and capability is not maximized, and still less a quality infrastructure with international standards, as well as not applying science and technology to the fullest. 3) Perception, response, and action (attitude) is not maximized because it is still slow in implementing the program. 4) The form of organizational structure is not maximized; Satlak Prima still too many people that do not wholeheartedly involved in implementing the tasks and responsibilities. 5) Support of environment-related institutions have not been implemented to the fullest; fulfillment of the vision and mission execution Prima is not maximized, synchronization, synergy, and coordination has not materialized. 6) Compliance program, targeting accuracy for variable size and purpose designed multievent preparations have not been up for like olympic games. 7) Support from government and legislature to the political variables have not been up against Prima related to budget issues; sports budget is still not entirely devoted to the interests of the sport; 8) Source of the budget (funding) has not fulfilled its full potential. Prima budget is still below 3 % - 7 % of the state budget. In addition, other sources of funding such as from state-owned enterprises and the public to multievent activity is needed. 9) Recruitment has not done well; recruitment pattern made direct appointments, for example Satlak Prima chair position proposed by the Executive Board and designated by the Minister of Sports and Youth, while the other Prima Satlak members mounted pickup. Recruitment of coaches and athletes generally have a good standard. Coach average experienced former athlete. The obstacles are coaching background that is not yet complete, while the average athlete has a national achievement and international achievement.

Suggestions are theoretically give by researchers' contribute ideas that may be performed in response to the failure of implementation of Indonesia Gold Program, which is an approach model 9 (nine) variables in order to support the success of Indonesia Gold Program, by maximizing the variable as a variable that facilitates communication , strengthening and support all of the variables used. Required pattern of promotion and relegation athletes, coaches and managers are professionals. Related institutions must commit to the athletes, coaches and managers that have been established in Indonesia gold program .

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