

# Effect of Resources, Communication, and Bureaucratic Structure with Training and Achievements Mediated Variabel on Sports Organization in Indonesia

Suwarno<sup>1</sup>

<sup>1</sup>Faculty of Administrative Science, University of Brawijaya, Indonesia

## Article Info

Volume 83

Page Number: 4723 - 4735

Publication Issue:

July - August 2020

## Abstract

This study aims to examine the on Sports Organization In Indonesia, the influence of communication, resources, and disposition on the effect of scenario moderation. 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 getting 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. This study refers to several previous studies, among others: Policy Theory (Edwards III, 1980), and is strengthened by the findings of Ratminto and Winarsih (2008), and Bloom & Menefee (2009), that communication, resources, and disposition influence the success of the energy subsidy policy. This study examines the moderating effects of renewable energy policy scenarios in the relationship between communication, resources, and disposition on the success of energy subsidy policies.

**Keywords:** Resource, Communication, Training, Achievement, SporyManagerial, Bureaucratic Structure.

## Article History

Article Received: 06 June 2020

Revised: 29 June 2020

Accepted: 14 July 2020

Publication: 25 July 2020

## I. Introduction

In global association governance, 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 sporting achievements will serve as a universal value in the governance of the international association. This is in line with the opinion of Kristiyanto (2012) which says that the universal value of sport excellence in

the governance of relationships between nations in the world is something that is undeniable. Even sporting achievement engraved by athletes of a nation, is not necessarily invite a sense of pride for other nations.

World recognition of the sporting achievement is very prestigious. Therefore, every country has a policy and strategy of each doing sport development towards international achievements. 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 sports stakeholders in order to achieve the goals set. Sports development of a country, generally guided by some interests like in

order 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 Houtlihan and Green (2008), explain that careful examination of sporting achievement in the development of China indicates that sporting achievement done to help take advantage of the political implementation. In Thailand, according to Wagner in Bappenas (2013) explains that the sport is regarded as an important part in the development of socio-civic. Especially for Singapore, according to Houtlihan 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 an implementation of the sports policy until now has been mostly done by researchers in both foreign and domestic. Results of research show the importance of infrastructure in sports activities, in particular in order 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). In addition, Tri 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 theoretical basis. This is due to the empirical data factors 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.

Implementation of Presidential Decree 22 of 2010 policy in the form of national training organized by the Satlak PRIMA is still not effective. From the empirical data shows that the presence of Satlak PRIMA in organizing national

training center is inseparable from sport-related institutions such as Youth and Sport 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.

Previous researches explicitly and implicitly examined the energy subsidy policy around the world. Onyeizugbe and Onwuka, (2012) studied the influence of subsidy removal and job creation in Nigeria. The findings show that there is no relationship between subsidy removal and job creation. Ogarenko and Hubacek (2013) examined the effects of energy subsidy that cause a detrimental effect on the economy and environment which also stimulate the ineffective resources allocation and excessive energy consumption. The result of the total energy subsidy removal will increase the energy efficiency of around 2.5% and 3.6%. Gurung, *et al.* (2013) argued that the energy subsidy policy influences the massive fiscal savings, even though from the micro aspects, it will decrease the domestic real income of all income groups. The better oil fuel subsidy will totally protect the low-income household and create clean, substantial fiscal savings.

From those researchers, it is shown that the previous studies still examined the level of success of the energy subsidy policy, as well as its relationship to the energy subsidy scenario. The scenario is a tool to navigate someone's perception of the future environment that probably will happen. The policy scenario is a process of learning against organizations to give more attention of the future situation that might be different from the present day. There have not been many studies on the way the energy subsidy pattern is affected by some determinants, such as communication, resources, disposition, as well as the bureaucracy structure toward the implementation of oil fuel subsidy policy (Edwards III, 1980). On the other side, the relationship of the new energy scenario as a mediation between communication, resources, disposition, as well as the bureaucracy structure in strengthening or weakening the implementation of oil fuel subsidy policy has not been much studied.

From the empirical phenomenon above, it can be linked to the theoretical phenomenon in the field of public policy implementation. From the perspective

of public policy implementation theory, what has been done by the government tends to follow the “top-down” model in public policy implementation. In this perspective, the success of the policy implementation will be determined by a number of variables or factors and those variables are connected to each other. according to Mazmanian and Sabatier (1983), there are three kinds of variables affecting the success of a policy implementation, which are: (1) the characteristics of the issues; (2) the characteristics of the policy; and (3) the contextual variables. Firstly, the characteristics of the issues which are currently being handled. Each issue faced by a policy has a different degree of freedom. There is an issue with an easy, medium, and difficult degree. The easier the issue is, the higher the possibility of the policy implementation success is. Secondly, the characteristics of the policy. To be successfully implemented, a policy is affected by its characteristics, including the clarity of the policy, theoretical support, resources allocation, institutional support, rules consistency, and commitment. Thirdly, the policy’s contextual variables, which are factors outside the policy.

Those factors are similar to society’s socioeconomic condition and public support. According to Grindle (1980), the success of a policy implementation is influenced by two major variables, such as: the content of the policy and context of implementation. Firstly, the content of the policy covers: (1) how far the interests of the target groups are contained in the policy content; (2) the type of benefit received by the target groups; (3) how far the changes aimed by the policy; (4) the accurate position of the program; (5) whether a policy clearly mention who implements it; (6) whether a program is supported by the adequate resources. Secondly, the policy context includes: (1) how far the power, interests, and strategies possessed by the actors involved in the policy implementation; (2) the characteristics of the current institution and regime; (3) the level of obedience and responsibility of the target groups.

The critical condition and situation of the global energy give a depiction that energy has a big influence toward all aspect of human lives, especially in this modern era. When the world experiences an energy scarcity, whether due to the commodity limitation or the increase of energy price, the other sectors, such as the economy,

social, and politics will also be affected. The sustainability of modern civilization is really dependent on many energy resources. This is stated by Demirbas, “Energy affects all aspects of modern life. The demand for energy is increasing at an exponential rate due to the significant growth of the world population” (Demirbas, 2004). In other words, energy has a close relationship with the other aspects of life. Therefore, this research examines deeper the global energy subsidy policy under the influence of two determinants, either internal or external, which affects the people’s prosperity as one of the national development’s goals.

The Theory of Policy proposed by Edwards III (1980), strengthened by the findings of Ratminto & Winarsih (2010) and Bloom & Menefee (2009), stated that the communication, resources, disposition, and bureaucracy structure affect the success of the energy subsidy policy. This becomes the formulation of the problem, which is hypothesized as whether the communication, resources, disposition, and bureaucracy structure affect the success of the energy subsidy policy

In fact, Indonesia’s condition is quite different from the West and it adopts a deeply rooted subsidy, then this research studies the mediation effect of the renewable energy policy scenario in its relations to the communication, resources, disposition, and bureaucracy structure affect the success of the energy subsidy policy. Considering there has not been a strong theory to study the mediation effect of those four factors toward the success of the energy subsidy policy. Therefore, as the carrier of Edwards III’s Theory, this research examines the proposition whether the energy policy scenario mediates the effect of communication, resources, disposition, and bureaucracy structure affect the success of the energy subsidy policy.

This research uses 6 variables including the communication factor (X1), resources factor (X2), and disposition factor (X3), renewable energy policy scenario (M), and success of the subsidy policy implementation. It is distinguishable from the previous studies. It can be seen from the fact that the previous studies examined the effects of energy subsidy toward the people’s prosperity. There have not been many study on the way the energy subsidy pattern is affected by some determinants, such as communication, resources, disposition, as well as the bureaucracy structure.

Besides, the pattern of the renewable energy policy scenario in facilitating the energy subsidy policy has not been studied. Therefore, this research discusses the oil fuel (BBM) subsidy policy implementation toward the renewable energy policy implementation. What differs this study with the previous ones is X1 – Y states the influence of communication factor (X1) toward the success of the subsidy policy implementation (Y), X2 – Y states the influence of resources factor (X2) toward the success of the subsidy policy implementation (Y), X3 – Y states the influence of disposition factor (X3) toward the success of the subsidy policy implementation (Y), X5 – Y states the influence of renewable energy policy scenario (X5) toward the success of the subsidy policy implementation (Y). There has not been a research that studies the overall relationship at once and it becomes the originality of this research. Besides, the use of mediation effect on the renewable energy policy scenario under the influence of communication, resources, disposition, as well as the bureaucracy structure toward the success of the energy subsidy policy is the novelty in this research.

## II. LITERATURE REVIEW

The originality of this research is in the incorporation of two models; TAM (Technology Acceptance Model) and TPB (Theory of Planned Behavior) into a theoretical framework. Both TAM and TPB models are used as the basic model in this research for both models are well-established and they are widely-accepted models for predicting end-user acceptance of a newly applied technology. Currently TAM and TPB are highly important theoretical contributions in understanding the acceptance and use of certain information system. Some researchers have re-examined, expanded and used TAM and TPB as a basic model for their research on the adoption of internet banking.

The underlying theory of the use of TAM and TPB as the basic model in this study is derived from the statement of Chau and Hu (2001) stating that TAM and TPB are useful behavioral models to answer why some information systems fail to apply due to weak interest (intention) of users in using the technology. There are limited number of information system application models that include psychological factors or behaviors into the model.

Chau and Hu's statements (2001) are supported by Lee's (2009) statement stating that these two models are parsimonious models, meaning that these models are simple yet valid. Designing a simple but valid model is not an easy task. There was a trade-off that occurred in the making of the model. A simple model requires the use of many assumptions that other factors are not considered to have certain effect on the model. Consequently, this will decrease the quality and validity of the model. Conversely, if a model is valid and complete, many factors must be involved into the model, making the model become more complex.

In this research, TAM and TPB models were developed by adding trust as an intervening variable. The confidence variable in this study is the trust among banks that provide internet banking feature and trust related to the security of service features in internet banking. As a developing country, Indonesia that has just implemented the internet banking feature must pay attention to the factors related to customer trust in internet banking security. Regarding to the fact that various cyber crime occur, such as account hacking, trust becomes an tremendously important factor in the utilization of internet banking to facilitate banking transactions. The fact proves that the development of internet banking system contains potential risks, as asserted by Pavlou and Gefen (2002), Corbit et al (2003), Kim and Tadisina (2003), Mukherjee and Nath (2003) , Li (2005), Al-Qeisi (2009) whose research results showed that there are various many factors that can influence the number of transactions via internet banking, in which trust appeared to be the main key factor.

Based on this conceptual framework, results of empirical studies and literature review, and in accordance with the formulation of the research problems and objectives which have been previously proposed, this study was administered to analyze various variables that influence customer acceptance in using internet banking services. The variables include customer perceived ease of use, perceived usefulness, trust, subjective norms, perceived behavioral control and interest to use (intention )

### 2.1. Resources

According to Big Indonesian Dictionary (2005), 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. Thus various factors such as time, human, material, capital and other factors of production that can actually be used to improve human welfare can be referred to as a resource.

According to Smith (1776), he describes the resource is defined as all factors of production required to produce *output*. Thus, 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.

## 2.2. Communication

Communication was actually from the Latin called "*communicatio*" that is formed by *communis* or *common* which its meaning is same. According to Effendi (1992) explains that the purpose is the same similarity of meaning. This means that through 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 as a result of the communication. According to Herlambang (2014), he explains that communication is a process of delivery and reception of news or information from one person to another. An appropriate communication will occur if the messenger accurately conveys information to the recipient and a disruption or distortion. Communication is important in organizational behavior because it is not only the process of delivering information and news can be seen, heard, understood, but also includes feelings and attitudes of the person giving the information.

## 2.3. Training

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 which run a program or

training activities in order to achieve the goals set. Training in the form PRIMA National Training is basically 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.

## 2.4. Bureaucratic Structure

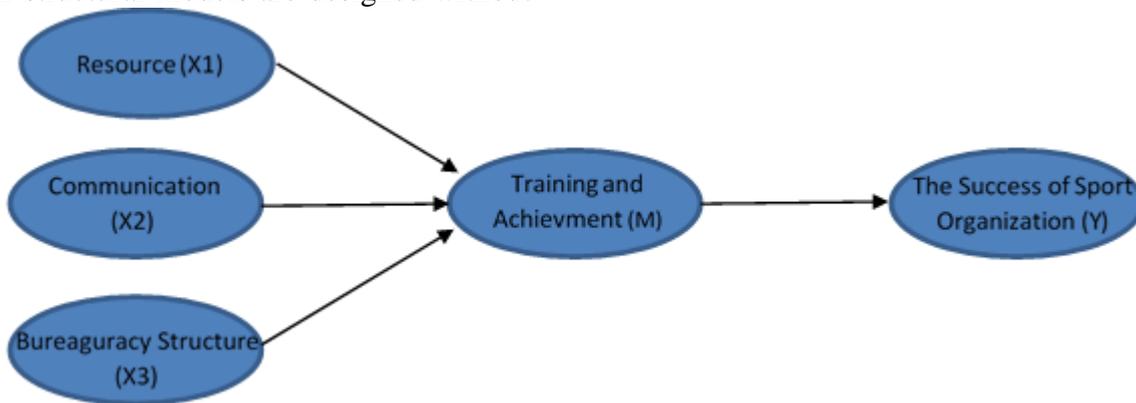
The structure within an organization basically is an arrangement that has the relationship between the components / parts / positions within the organization, each of which has a mutual dependence. According to Thoha (2014), the structure is a simple model and a benchmark to measure a reality. As for 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 in order to coordinate and direct the work activities of individuals in order 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. run social structure engine well.

## III. RESEARCH METHOD

This study uses quantitative method to be more objective, because it has legitimate scientific standards making it easier to interpret the data. Sampling technique was done by random and collecting data using questionnaire instrument to obtain information from 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). According to 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 follows:



**Fig. 1: Conceptual Framework**

**IV. RESULT AND DISCUSSION**

**1) Goodness of Fit Model**

The results of analysis of *goodness of fit model* can be seen the table below :

**Tabel1: Hasil Analisis Goodness of Fit Model WarpPLS**

No	Model fit and quality indices	Criteria of Fit	Results of Analysis	Information
1	Average path coefficient (APC)	P < 0.05	0.179 P=0.013	Good
2	Average R-squared (ARS)	P < 0.05	0.104 P=0.067	Good
3	Average adjusted R-squared (AARS)	P < 0.05	0.055 P=0.140	Nearly Good
4	Average block VIF (AVIF)	Acceptable if <= 5, ideally <= 3.3	3.685	Good
5	Average full collinearity VIF (AFVIF)	Acceptable if <= 5, ideally <= 3.3	3.182	Ideal
6	TenenhausGoF (GoF)	Small >= 0.1, medium >= 0.25, large >= 0.36	0.248	Medium
7	Sympson's paradox ratio (SPR)	Acceptable if >= 0.7, ideally = 1	0.736	Ideal
8	R-squared contribution ratio (RSCR)	Acceptable if >= 0.9, ideally = 1	0.874	Nearly Ideal
9	Statistical suppression ratio (SSR)	Acceptable if >= 0.7	0.696	Nearly Good
10	Nonlinear bivariate causality direction ratio (NLBCDR)	Acceptable if >= 0.7	0.864	Good

From the results of the above 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.

## 2) Results of Hypothesis Testing

**Table 2: Hypothesis Testing Results**

No	Relationship between variables (Predictor → Response)	Path Coefficient	p-value	Information
1	Communication → Training	0.311	<0.001	Significant
2	Resources → Training	-0.082	0.193	Not significant
3	Bureaucracy Structure → Training	0.084	0.187	Not significant
4	Communication → Achievement	-0.139	0.069	Not significant
5	Resources → Achievement	0.266	0.002	Significant
6	Bureaucracy Structure → Achievement	-0.063	0.254	Not significant

From the table above, it explains that the results of hypothesis testing are as follows.

1. 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.
2. 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.
3. 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.
4. 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.
5. The influence of resource factor on achievement. Based on the analysis of WarpPLS obtained path coefficient of 0.266

The result of hypothesis testing on WarpPLS analysis in table form is as follows:

and p-value = 0.002 it means resource factor has a significant influence on achievement.

6. 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.

### Discussion

#### 1) The Influence of Communication Factor to 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 (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 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 (2013), (5) Hidayatullah (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 (2000) in the *Reform in the making: the implementation of Social Policy in Prison* which incorporate 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 policy.

## 2) The Influence of Resources Factor to 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 *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 as 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 (1974), 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) Cuskelly, Hoye (2013), (3) Tri Aji (2013) and Paradise (2011) remains to be strengthened. The same is conveyed by Schoonover (2009) in the *Zero Tolerance Discipline Policies* that *funds* incorporate variable and Lin (2000) in the *Reform in the making: The implementation of Social Policy in Prison* which incorporates variable *Limited of resources*. Therefore, the two researchers also strengthened. Therefore, although the influence of resource factors on training is insignificant, it is not different with the theory of Edward III (1980) which includes the resource factor as one of the influential variable 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.

## 3) The Influence of Bureaucratic Structure Factor to 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 (1974) 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) Tri 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.

#### 4) The Influence of Communication Factor to Performance

Hypothesis testing showed 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 (2013) , (5) Hidayatullah (6), Paradise (2011) and (7) Sinulingga (2011) was not confirmed. But factors such 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.

Specially 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 policy.

#### 5) The Influence of Resources Factor to Achievement

Hypothesis testing shows the *estimate* 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 Meter and Horn (1974), Grindle (1980) and Mazmanian and Sabatier (1983), each of which locates 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) Tri 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.

#### 6) The Influence of Bureaucratic Structure to 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 (1974) 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) Tri 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, 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 bureaucratic structure factor is insignificant, the reality is required to anticipate the Parent sport to overcome all the support required by Pelatnas.

## V. CONCLUSIONS 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) have 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. 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.

The results of this study and the findings produced have not been able to provide a holistic explanation of the issues concerning renewable energy policy as the implementation of fuel subsidy policy. This is due to the inherent limitations of the researchers themselves and the obstacles that exist in the implementation of research, including: (1) Primary data of this study obtained through questionnaires, the choice of answers based on the perceptions of some members of the Community Care and

Environmental Concern (MPEL) and Indonesian Renewable Energy Society (METI) sampled. Assessment based on this perception can experience social desirability bias, which is the bias that arises because the respondent gives an answer that he or she considers appropriate or good according to his own personal size, but does not necessarily reflect the variables studied (Arnold and Feldman, 1981). This makes it difficult for researchers to oversee the truth and honesty of members of the Concerned Environmental and Energy Community (MPEL) Community and the Indonesian Renewable Energy Society (METI) in their choice of answers in accordance with actual circumstances and reality, although the letter of introduction to the questionnaire has been submitted that the honesty of completing this questionnaire will not reveal the general identity of the customer. (2) Although the number of samples in this study meets SEM assumptions, the number of samples still needs to be enlarged so that the results can be used to generalize the renewable energy policy moderation model in its implementation on the fuel subsidy policy.

## REFERENCES

- [1] Aibueku, Samuel Ovenseri & Ougbouma, Solomon. 2013 . “Extent of Implementation of the 2009 National Sports Policy of Nigeria: Implications for sports science, and sport medicine” Dikutip dari [www.savap.org.pk](http://www.savap.org.pk)
- [2] As’ud, Moh. 1995. Seri Ilmu Sumber Daya Manusia, Psikologi, industri. Edisi 4. Yogyakarta. PT Liberty
- [3] Bafirman HB. 2013. Kontribusi fisiologi olahraga mengatasi resiko menuju prestasi optimal. Dikutip dari [download.portalgaruda.org/article.php?article](http://download.portalgaruda.org/article.php?article)
- [4] Bappenas. 2013 . Laporan Akhir Background Study RPJMN 2015-2019 Kebijakan Publik Bidang Agama, Kebudayaan, Pemuda dan Olahraga. Direktorat Agama, Kebudayaan, Pemuda dan Olahraga Kementerian Perencanaan Pembangunan Nasional/ Badan Perencanaan Pembangunan Nasional.
- [5] Bernardin, H. John & Russel, E.A. 1993. Human resource Management. New Jersey. International Editions Upper Saddle River, Prentice Hall

- [6] Bernardin, H. John & Russel, E.A. 1998. Human resource Management. Second Edition, Singapore. McGraw-Hill Book Co.
- [7] Blau, M Peter & M W Meyer. 1987. Birokrasi Masyarakat Modern, Edisi kedua, Cetakan Pertama, Alih Bahasa Gary Rachman Jusuf. Jakarta. UI-Press
- [8] Cuskelly, Graham & Hoye, Russell. 2013. Sports officials' intention to continue. Dikutip dari [www.elsevier.com/locate/smr](http://www.elsevier.com/locate/smr)
- [9] Departemen Pendidikan Nasional. 2005. Kamus Besar Bahasa Indonesia. Edisi ketiga. Jakarta. Balai Pustaka.
- [10] Donaldson, Alex., Leggett, Susan., Finch, F, Caroline. 2012. " Sports policy development and implementation in context : Researching and understanding the perceptions of community end-users". Dikutip dari [www.researchgate.net/publication/256465382-Sports-policy-development](http://www.researchgate.net/publication/256465382-Sports-policy-development)
- [11] Edward III, George C. 1980 . Implementing Public Policy, Washington DC. Congressional Quarterly Press .
- [12] Effendi, Onong Uchjana. 1992. Ilmu Komunikasi Teori dan Praktek. Bandung. PT Remaja Rosdakarya.
- [13] Effendi, Onong Uchjana. 2001. Ilmu Komunikasi Teori dan Praktek. Bandung. PT Remaja Rosdakarya.
- [14] Eriksson, K., Kerem, K. and Nilsson, D. (2008), The adoption of commercial innovations in the former Central and Eastern European markets: The case of internet banking in Estonia, *International Journal of Bank Marketing*, Vol. 26, No. 3.
- [15] Fernandes, A.A.R, Budiantara, I.N, Otok, B.W., and Suhartono. (2015). "Spline Estimator for Bi-Responses and Multi-Predictors Nonparametric Regression Model in Case of Longitudinal Data", *Journal of Mathematics and Statistics*, Vol 11, No 2, pp. 61-69.
- [16] Fernandes, A.A.R., Hutahayan, B., Solimun, Arisoelaningsih, E., Yanti, I., Astuti, A.B., Nurjannah, & Amaliana, L, (2019), "Comparison of Curve Estimation of the Smoothing Spline Nonparametric Function Path Based on PLS and PWLS In Various Levels of Heteroscedasticity", *IOP Conference Series: Materials Science and Engineering*, Forthcoming Issue.
- [17] Fernandes, A.A.R., Solimun. (2017). "The Mediation Effect of Strategic Orientation and Innovations on the Effect of Environmental Uncertainties on Performance of Business in the Indonesian Aviation Industri, *International Journal of Law and Management*, Vol 59 No 6, pp 11-20.
- [18] Firdaus, Kamal. 2011. Evaluasi Program Pembinaan Olahraga Tenis Lapangan di Kota Padang. Dikutip dari <http://unnes.ac.id/index.php/miki>.
- [19] Grindle, Merilee S(ed). 1980. Politics and Policy Implementation in the Third World. New Jersey. Princetown University Presss.
- [20] Handoko,T. Hani. 1997. Manajemen dan Sumber Daya Manusia. Yogyakarta. Liberty
- [21] Herlambang, Susatyo. 2014 . Perilaku Organisasi, Cara Mudah Mempelajari Perilaku Manusia dalam Sebuah Organisasi. Yogyakarta : Gosyen Publishing.
- [22] Hidayatullah. Sunarya dan Subarjah. 2013. Hubungan antara Dukungan Orang Tua dan Motivasi terhadap Prestasi Olahraga Renang Atlet di Club Renang Tirta Kencana Bandung. Dikutip dari [www.google.co.id/search/q](http://www.google.co.id/search/q)
- [23] Houtlihan, Barrie & Mick Green 2008. Comparative Elite Sport Development: Systems, Structure and Public Policy. Oxford. Elsevier Ltd.
- [24] Kristiyanto, Agus. 2012. Pembangunan Olahraga untuuk Kesejahteraan Rakyat dan Kejayaan Bangsa. Surakarta, Yuma Pustaka
- [25] Lin, Ann Chih. 2000. Reform in The Making : The Implementation of Social Policy in Prison. New Jersey. Princeton Univercity Press, 41 William Street, Princeton.
- [26] Lin, Chien-Yu, Lee, Ping-Chao. Nai, Hui-Fang. 2008 . "Theorizing the Role of Sport in State-Politics". Dikutip dari [web.nchu.edu.tw/~biosimulation/journal/journal-vol-01-01-d.htm](http://web.nchu.edu.tw/~biosimulation/journal/journal-vol-01-01-d.htm)
- [27] Mangkunegara, Anwar Prabu. 2005. Evaluasi Kinerja Manajemen Sumber Daya Manusia. Bandung. Refika Aditama
- [28] Mangkunegara, Anwar Prabu. 2006. Perencanaan dan Pengembangan Manajemen

- Sumber Daya manusia. Bandung. Refika Aditama
- [29] Martindale, C. (1989). Personality, situation, and creativity. In *Handbook of creativity* (pp. 211-232). Springer, Boston, MA.
- [30] Mazmanian, Daniel H & Paul A. Sabatier. 1983. Implementation and Public Policy. New York. Harper Collins
- [31] Metter, Donald Van & Carl Van Horn. 1974. The Policy Implementation Process : “A Conceptual Framework”. Administration and Society. London. Sage
- [32] Ming Chi Lee, (2009). Factors influencing the adoption of internet banking: An integration of TAM and TPB with perceived risk and perceived benefit. *Electronic Commerce Research and Applications xxx* (2009)
- [33] Mukherjee, A., dan Nath, P., (2003). A Model of Trust in Online Relationship Banking, *International Journal of Bank Marketing*.
- [34] Mutter, Felix and Pawlowsky Tim. 2013 . “Role models in sports – Can success in professional sports increase the demand for amateur sport participation? Dikutip dari <http://elsevier.com/locate/smr>
- [35] Nicholson, Matthew. Brown, Kevin & Hoye, Russel. 2013 . “Sport’s social provisions” Dikutip dari <http://elsevier.com/locate/smr>
- [36] Noe, Hollenbeck, Gerhart, Wright. 2003. Human resource Management, International Edition. New York. The McGraw-hill Companies, Inc.
- [37] Paradise, M. F. (2011). *U.S. Patent Application No. 29/376,888*.
- [38] Phillips, Pamm and Newland, Brianna. 2013 . “Emergent models of sport development and delivery: The case of triathlon in Australia and the US” Dikutip dari [www.elsevier.com/locate/smr](http://www.elsevier.com/locate/smr)
- [39] Rivoal, K., Protais, J., Quéguiner, S., Boscher, E., Chidaine, B., Rose, V & Salvat, G. (2009). Use of pulsed-field gel electrophoresis to characterize the heterogeneity and clonality of Salmonella serotype Enteritidis, Typhimurium and Infantis isolates obtained from whole liquid eggs. *International journal of food microbiology*, 129(2), 180-186.
- [40] Ruttan, VW & Hayami, Y. 1984. Toward a Theory of induced institutional innovation. *Jurnal of Development Studies* Vol 20 : 203-33
- [41] Schoonover, Brian James. 2009. Zero Tolerance Discipline Policies : The History, Implementation, and Controversy of Zero Tolerance Policies in Student Codes of Conduct. New York. iUniverse, Inc.
- [42] Sinulingga, Albiadi. 2011. Dampak Olahraga kompetitif di kalangan pelajar dalam kaitannya dengan motivasi berprestasi. Dikutip dari [www.yumpu.com/id/document/view/37062912/1](http://www.yumpu.com/id/document/view/37062912/1).
- [43] Smith, Adam. 1776. An Inquiry into the Nature of Causes of the Wealth of Nation. London. Printed for W. Strahan; and T. Cadell, in the Strand. MD CCLXXVI
- [44] Solimun. 2008. Memahami Metode Kuantitatif Mutakhir : Structural Equation Modeling & Partial Least Square. Program Studi FMIPA. Malang . Universitas Brawijaya.
- [45] Solimun. 2016. Pemodelan Struktural WarpPLS. Program Studi FMIPA. Malang . Universitas Brawijaya.
- [46] Thoaha, Miftah. 2014 . Perilaku Organisasi, Konsep Dasar dan Implementasinya. Jakarta : Raja Grafindo Persada.
- [47] Tri Aji. 2013. Pola Pembinaan Prestasi Pusat Pendidikan dan Latihan Pelajar (PPLP) Sepak Takraw Putra Jawa Tengah Tahun 2013. Dikutip dari <http://journal.unnes.ac.id/nju/index.php/miki/article/viewFile/2661/2729>
- [48] Wicker, Pamela & Breuer, Christoph. 2013 . “Exploring the organizational capacity and organizational problems of disability sports club in germany using matched pairs analysis. *Sport Management Review* (2013), Dikutip dari <http://dx.doi.org/10.106/j.smr>. (Diakses pada 5 Maret 2013)
- [49] Wicker, Pamela, Hallman, Kirstin & Breuer Christoph. 2013 . “Analyzing the impact of sport infrastructure on sport participation using geo-coded data: Evidence from multi-level models”. Dikutip dari [www.elsevier.com/locate/smr](http://www.elsevier.com/locate/smr)