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## Bureaucratic Innovation in Developing Main Sport Branches in East Nusa Tenggara Province



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### ABSTRACT

This research is entitled “Bureaucratic Innovation in the Development of Main Sport Branches in East Nusa Tenggara Province”. This study was motivated by the indication that the implementation of sport in East Nusa Tenggara (NTT) is still partial or not yet as an integral part. The concept of sports which includes three components: educational sports, recreational sports and achievement sport has not been running simultaneously. The development of sports in the regions does not cover the entire system of such components. The implication is that there has been a qualitative decline in NTT sports’ performance. Sports branches that have been trained in NTT have not been competed yet with other regions or provinces in Indonesia. This research was conducted in November 2017 to August 2018 at the NTT province of Youth and Sports Department and aimed at: 1) the process of bureaucratic innovation in the development of main sport branches in NTT Province, 2) the strategy for bureaucratic innovation in the development of main sport branches in NTT province, 3) the supporting and inhibiting factors of bureaucratic innovation in the development of main sport branches in NTT province, and 4) the bureaucratic innovation model in development main sport branches in the NTT province. This research applied qualitative method, by using phenomenological research methods, studying and obtaining information related to phenomena that occurred in the field. The study population was located in the Youth and Sports Department of NTT Province at the center for student sports and training, regional training and training centers, training centers and regional sports training. The result of this study are to study and understand, 1) the process of main sport branches in NTT province, 2) strategies for bureaucratic innovation in the development of main sport branches in NTT province, 3) supporting and inhibiting factors to bureaucratic innovation in the development of main sport branches in NTT province, 4) bureaucratic innovation model in development main sport branches in NTT province.

## BACKGROUND

Bureaucracy, not only in Indonesia but other countries as well, is often perceived as a long, convoluted, lazy, undisciplined, full with bribery, large organization, slow process and other negative perceptions (survey tempo, AusAid, 2013). Therefore, efforts to improve the structure and role of the current bureaucracy are inevitable.

Regional innovation has been regulated in the Government Regulation Number 38 of 2017, which guarantees that every government agency can carry out various forms of renewal in every implementation of regional government, so that it can support the achievement of a good governance process.

In one agency program workshop, one innovation in 2017, the launch of a regional innovation book held on 9<sup>th</sup> October 2013, Eko Prasajo, launched an agency, an innovation aimed to accelerate the improvement of the quality of public services.

According to Eko, one agency, one innovation is not the only eye program, but should be a movement that involves all components of good governance, because winning an agency; an innovation is determined by good collaboration between government, society and the business world carried out by each Regional government institution.

Innovation Capability providing the potential for effective renewal. Thus, for the government bureaucracy, have to be at each government institution, which is very challenging in creativity and innovation, but would lead to an increase in the performance of the government bureaucracy.

The innovation capability of government bureaucracy is defined as the ability of the bureaucracy to continuously transform knowledge and ideas into various forms of process services, and a new system, for the benefit of institutions and stakeholders. Innovation must resonate in its application to be calculated so that it impacts on the public interest, (Farazmand, 2004). But innovation implemented at the wrong time, with a partial understanding of the social condition of society, will make matters worse.

Moving on from this understanding, the government designed the bureaucracy, then there were also those related to aspects of management, leadership, and technical aspects such as allocation of resources and understanding the interests of stakeholders.

The urgency of organizational bureaucratic innovation has been made as one of the main focuses of attention, mainly based on reasons that have promoted strategic positions in the community through the birth of innovative organizational bureaucracies on the one hand, and the adaption of traditional organizational bureaucracies on the other (Thompson, 1969;4). Meanwhile, technology that in addition continues to grow also becomes obsolete, so for its excellence and development organizational bureaucracy should continue to innovate continuously.

Not a few local government policies in the development of sports that are not actively innovating these conditions are characterized by a decreasing and a very fluctuating sport in NTT province at the national, regional and international levels. So far seen and concerned by the development movement carried out by the parties, which seemed to be pursued in the movement of preparing athletes in the form of regional training centers for a small number of elite athletes who had appeared on the surface. What about elite athletes who come from various districts/cities in NTT? This can emerge and obtain high achievements.

Why does the phenomenon above still occur in NTT? This is because of sports coaching in NTT has not yet become an integral part of fostering autonomous regions and the whole system of components, specifically those related to subsystem sports systems of achievement.

There are several factors that are indicators of the causes of not yet maximizing sports coaching in NTT such as, 1) limited facilities and infrastructure for sports, 2) limited human resources, 3) limited community in exercising, 4) low level of community welfare, 5) lack of funding allocation, 6) lack of competition, 7) lack of attention to the viability of athletes and coaches, 8) weak coordination of organization between stakeholders. (NTT Province Youth and Sports Agency, District / City Youth and Sports Service, Regency / City PPO Office, KONIDA NTT and Regency / City KONI, Provincial Administrators for each sport, with regional administrators).

The entire components of the sports system, especially the sub-system of sports education, recreational sports and sports achievements must be developed into a whole system that is an integral part to each other in coordination, strong and continuous synergy, between the central government, the province, the regency/city, and the other stakeholders.

As a result of the development of regional sports so far being not integrated, this has implications for the decline in NTT's sports achievements. Because the orientation of regional

sports coaching is towards obtaining medals in a particular event. This is a big mistake not only in the lack of high achievements but more than that, it has failed to put sport in the frame of overall regional development.

Based on the description above, researchers are interested in conducting qualitative research with the title: Bureaucratic Innovation in the Development of Main Sports Branches in NTT Province. So that this result can be recommended to the local government in this case, the Head of Provincial Youth and Sports Department, Provincial KONI, Regency / City KONI, Provincial Administrators and District / City Administrators of Sports Branches NTT as policymakers to play innovative roles in coaching sports.

The purpose of this study is to know and understand: 1) bureaucratic innovation process in developing main sport branches in NTT province, 2) bureaucratic innovation strategy in developing main sport branches in NTT Province, 3) any factors as a support and obstacle for bureaucratic innovation in developing main sport branches in NTT Province, 4) bureaucratic innovation model in developing main sport branches in the NTT Province.

Kim (2000) conducted a research at the center of the South Korean government related to administrative reform in Korea specifically in South Korea, with case studies in the Kim Dan Jung government. Reforms were carried out to combat the main weaknesses of the government; centralization, lack of transparency and low competitiveness of the president. The Kim Administration set three objectives for carrying out the restructuring of the Korean public sector, namely; 1) to refer to a small government but efficient. 2) Combining the principles of competition between civil service organizations and personnel, 3) government-oriented customers by developing desired actions from the government's attitude.

The research theory above can be juxtaposed with research conducted by researchers about bureaucratic innovation in the development of main sport branches in NTT Province, with four research focuses, which are; 1) the process of bureaucratic innovation in the development of main sport branches including, (a) reduction of main sport branches from 5 sports (athletics, boxing, silat, taekwondo and takraw) to 3 sports, namely; athletics, boxing and kempo), (b) recruitment of trainers and athletes with a system of merit patterns (c) and building partnerships to improve sports performance, 2) strategies for bureaucratic innovation in the development of main sport branches including; (a) developing sports in accordance with regional potentials, (b) leadership abilities, (c) and giving awards to outstanding sport

actors. 3) supporting and inhibiting factors of bureaucratic innovation in developing main sport branches, including; (a) supporting factors (endogenous and exogenous, from within the athlete and from outside the athlete's self, vision, mission, goals/objectives and programs, (b) inhibiting factors (sports infrastructure, human resources, funds, competition), 4) models bureaucratic innovation in the development of main sport branches. The recommended model is an innovative collaboration model or integration ideal for the development of main sport branches in the NTT Province.

Furthermore, displaying supporting data as a reference for bureaucratic innovation in the developing of main sport branches in NTT Province can be seen in the following table;

a. NTT POPWIL IV achievement data from 2012-2016

Year	Rating	Province	Of Gold	Silver	Bronze	Medal Total
2012	V/8	NTT	3	2	8	13
2014	IV/8	NTT	1	5	7	13
2016	.	.	.	.	-	-

Source: NTT Province Youth and Sports Agency

b. NTT POPNAS Achievement Data for 2013-2016

Year	Rating	Province	Of Gold	Silver	Bronze	Medal Total
2013	XXI/33	NTT	2	1	8	11
2015	XVI/33	NTT	4	3	4	11
2017	-	-	-	-	-	-

Source: NTT Province Youth and Sports Agency

c. NTT PON Achievement Data for 2008-2016

Year	Rating	Province	Gold	Silver	Bronze	Medal Total
2008	XXIV/33	NTT	3	4	2	9
2012	XXIII /33	NTT	3	9	5	17
2016	XVIII/34	NTT	7	7	10	24

Source: KONI NTT Province

Efforts that can be made in the innovation of organizational bureaucracy to increase development in the development of arenas in the NTT province are Law No. 3 of 2005 concerning the National Sports System is a legal umbrella for the development of regional sports whose contents describe the main components that need to be built and arranged, because it is very necessary to connect or interconnect among components. Regarding the

development and development of sports article 21, paragraph 1, the government and regional governments must conduct training and development of sports in accordance with their authorities and responsibilities. Article 22, the government carries out coaching and development sports through policy setting, upgrading/training, coordination, consultation, communication, counseling, coaching, pioneering, research, competition, assistance, convenience, licensing and supervision. Article 33, the provincial government implements the policies on sports, planning, coordination, guidance, development, application of standardization, resource mobilization and supervision. Article 34, paragraph 1, the regency/city government carries out planning, fostering, developing, implementing, standardizing, and raising sports resources based on local superiority. Article 34, paragraph 2, the regency/city government must manage at least one flagship sport that is national and/or international. In addition, Government Regulation No. 16 of 2007 concerning management of sports, Government Regulation No.17 concerning the implementation of sports events and Government Regulation No. 18 on Sports Funding. Decreased from Law No. 3 is the NTT Province RPJMD, KONI NTT Decree and recommendation from the KONI NTT annual meeting with KONI City/District, Management of the Sports Branch, 11<sup>th</sup>-13<sup>th</sup> May 2016 at (Berlin Kristal Hotel Kota Kupang) Coordination Meeting of Provincial Youth and Sports Services with Youth Service and District / City Sports, All Regency / City PPO Offices of East Nusa Tenggara in Alor Regency dated 15<sup>th</sup>-16<sup>th</sup> June 2016. Regulations on sports areas that will be strengthened by governor regulations. Nevertheless, the Act still needs to be elaborated in the form of the main strategic plans that are adapted to the conditions and capabilities of provinces and districts, cities throughout NTT.

The growing needs and complexity of the problems faced by the region require creative and innovative ways of thinking for the State Civil Apparatus (ASN). New innovations are expected to be born from the results of creative thinking in an effort to improve the quality of bureaucratic services to the community. Local governments have also tried to provide opportunities and even awards for regions that are able to apply the concepts of creativity and innovation in the administration of their government.

Based on the description above, the researcher wishes to carry out innovation in public services in the form of; 1) process and system improvements, namely; innovation process in developing main sport branches in the NTT Province, such as; a) reduction in sports, b) there is an independent team screening athletes and coaches based on the merit system pattern, c)

building partnerships to improve sports achievements with collaboration and synergy, consisting of internal and external stakeholders (Dispora NTT, Universities, KONI, Provincial administrators Featured Sports Branch). Sports branches whose performance decreases are replaced and reduced by the number of sports branches. The screening team in doing selection must work professionally by referring to the basic principles of good governance, which are transparent, independent, open, fair and accountable, quality and can be accounted for according to the mechanism of the sport management system. Improve partnerships by building collaboration in the form of coordination, communication to synergize and engage together in the development of main sport branches, 2) the strategy of bureaucratic innovation in the development of main sport branches in the NTT Province, such as; a) developing sports in accordance with each regional potentials, b) the leadership ability to formulate all existing potential in terms of management, commitment and utilization of resources to maximize the bureaucratic innovation activities in the development of main sport branches, c) giving awards to sports performers who excel in scent and uphold regional dignity, at the national, regional and international levels, 3) supporting factors and obstacles to bureaucratic innovation in the development of main sport branches, such as; a) supporting factors (endogenous and exogenous) in athletes, vision, mission, goals / objectives and work program, b) availability of limited sports facilities and infrastructure, low human resources, lack of community participation in sports activities, low physical fitness, allocation limited funds, and less sport competitions. 4) Bureaucratic innovation model in developing main sport branches in the NTT Province. The model that is in accordance with the geographic, climatologic, demographic, economic, socio-cultural and political conditions of NTT, the recommended model that can be applied is the ideal of integration or innovation collaboration.

To realize creativity and create new innovations in government of East Nusa Tenggara Province, the State Civil Apparatus (ASN) is needed to be creative, innovative and has the concept of creative thinking. In order to make this happen, a change is needed for the State Civil Apparatus (ASN) in training ways of thinking towards creative and innovative thinking. In connection with the innovative concept above there are a number of conditions in innovative thinking including; (1) high elasticity, (2) high productivity, (3) high originality, and (4) high sensitivity. Furthermore, there are innovation requirements, namely: (1) producing products that benefit the community and the environment, (2) producing relatively new products, and (3) producing products that meet the needs of individuals or groups.

Referring to a number of definitions of innovation mentioned above, it can be concluded that the notion of innovation is a human ability to utilize the mind and resources around it to produce a truly new work that is original, and useful for many people (Inginghilanginat, 2009), so that creativity and innovative is something that is needed in everyday life. Because it is creative and innovative, it really confirms the quality of our lives. Creativity and innovation are two things that are related, both of which are interconnected processes. According to Carol Kinsey Goman, in her book, *Creativity in Business*, Creativity is bringing in existence an idea that is new to you, while Innovation is the practical application of creative ideas.

The main key that can be done to think creatively and innovatively is to think "out of the box". That is, trying to see reality from a different side of the habit. In the field of governance and government, many innovations are carried out by regional governments, among others, related to the development of main sport branches in the NTT Province. To be a creative State Civil Apparatus (ASN), it is still influenced by internal and external factors, namely individual State Civil Apparatus and work environment, including the legal umbrella. In many cases, the innovations carried out often clash with the prevailing administrative rigidity. According to Pasaolong (2010: 128) service is basically defined as the activity of a person, group and or organization both directly and indirectly to meet needs. In these services there are two aspects, namely; 1) someone or organization, 2) fulfillment of needs. According to Sinambela (2010: 65) public services are interpreted, providing services for the needs of people or communities that have an interest in the organization in accordance with the basic rules and procedures that have been set. However, according to Law Number 25 of 2009 concerning Public Services, Public Service is an activity or service required for every citizen and resident for administrative goods, services and or services provided by public service providers.

Also Manuel 2005 defines innovation as a company. Implementation of new or significantly improved (good or service) products or new processes in marketing methods or new methods in business practices, workplace organizations or external relations. There are two important characters of innovation highlighted in definitions, including; 1) should not be distracted when voicing innovation in the public, 2) innovation should not only be about implementing something new, but also achieving value for society. Public sector innovation in new ideas

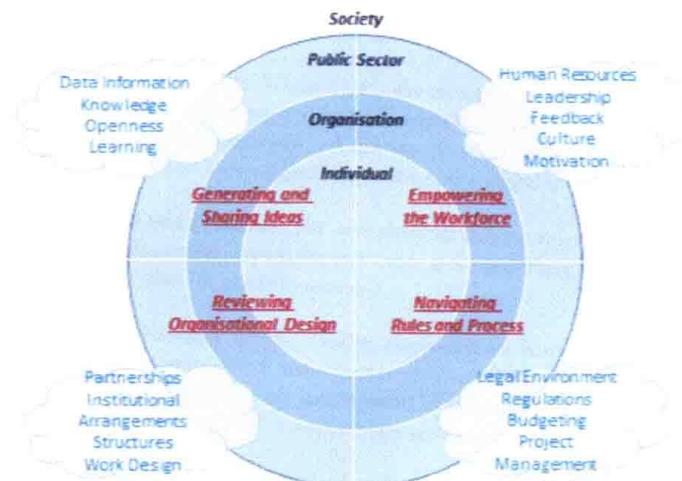
that work to create public value. Every public innovation aims to add the challenges of public customers and successful public innovation is one that achieves the desired public results.

By building elements and evidence of public innovation, the OECD Observatory has identified the characteristics of failure of public sector innovations, namely; 1) novelty is innovation introducing new approaches, relative to the context in which they are introduced, 2) implementation is innovation must be implemented, not just ideas, 3) impact is that innovation aims to produce better public outcomes, including efficiency, effectiveness, and user satisfaction.

This is seen as a principle that arises from public sector innovation, based on current knowledge/option. If it is expected that they will evolve and work further to extend the depth of current understanding of the public sector. Public sector innovation and innovation in a vacuum but in a structured organizational environment. Early research has shown that organizational factors have played a role in encouraging innovation, while others may work against or inhibit it. Asking public employees to innovate may not be too far away if the organizational environment is conducive to supporting innovation. Seeing how organizational attributes (structure, rules and processes, technology, culture) influence innovation is a central element of the public sector that innovates in the OECD research agenda.

The diagram below can illustrate well the types of considerations needed to think about organizational innovation capacity and its context from the outside.

Figure 1. A PSI framework



This framework is further divided into 4 quadrants, which represent thematic elements which are groupings of organizational attributes that influence public sector innovation as follows;

1. Awaken and share ideas. The left top is a field of knowledge and learning that allows us to consider problems related to collecting, analyzing and sharing information, developing knowledge, and learning. The hypothesis here is that data, information, knowledge, and learning are very important for innovation and the way they manage can support or hinder innovation. The challenge is to build capacity to gather available knowledge to improve public decisions about innovative solutions and knowledge sharing to drive innovation.
2. Empowering the workforce means to rigor the cultural dimension of how motivated workers in organizations sit to explore new ideas and approaches, here it is also suggested that leadership and the way people are chosen, valued, socialized and managed have an impact on organization and innovative capacity.
3. Navigating rules and processes means that the process looks at rules and processes including the legal/regulatory framework, and processes, and the opportunities they offer to innovate.
4. Reviewing organizational design is the end of organizational design elements, especially the way structured work within and throughout the organization can have an impact on innovation in the public sector. These include innovative space-innovative methods for forming teams, breaking down and working in partnerships across organizations, even sectors.

This circle represents the importance of understanding all these public sector innovation problems as integrated and connected systems, where there is no part of the framework that exists in isolation. Different innovation issues, projects, and questions that might be related to the problem being addressed and the country-specific context of the structure. For example, information management and management of HR regime data have a significant impact on the culture of public organizations to adapt to changing needs and circumstances.

## **METHOD**

This research applied qualitative research with a phenomenological approach which is an observation on the process, not conical on the results of a process. Therefore, qualitative

research does not determine theories and hypotheses at the beginning, but is established after finding phenomena and observing researchers in the process and reinforced with supporting data others. Phenomenology is a research strategy in which researchers identify the nature of human experience about a phenomenon. Understanding human life experiences makes the philosophy of phenomenology a research method whose procedures require researchers to examine a number of subjects by directly and relatively long involvement in them to develop patterns and meaningful relationships (Creswell, 2010.p.20 -21).

To limit the scope of movement of this research and there are limits about which data should be collected and do not need to be collected criteria, the researcher sets the focus of this research as follows:

- 1) The process of bureaucratic innovation in the development of main sport branches in the NTT Province with sub-focus including; a) reduction of main sport branches from 5 to 3 sport branches, b) recruitment of athletes and coaches transparently with a merit system, c) support for sports facilities and infrastructure, d) building partnerships to collaborate and work together and be directly involved in improving performance regional, national and international sports.
- 2) Strategy for bureaucratic innovation in the development of main sport branches in the NTT Province with sub-focuses including; a) fostering sports in accordance with regional potential, b) leadership capabilities in order to improve regional, national and international sporting achievements, c) giving awards to sports participants in order to improve regional, national and international sports achievements,
- 3) Supporting factors and inhibitors of bureaucratic innovation in the development of main sport branches with sub-focus including; a) supporting factors (area, vision, mission, goals and programs, support of stakeholders, b) inhibiting factors (lack of resources, lack of coordination of partnerships, lack of commitment from local governments that can hamper regional sports achievements.
- 4) Bureaucratic innovation model in developing main sport branches in NTT Province.

## ANALYSIS

The unit head of analysis unit refers to the phenomenon in which the head of the Youth and Sports Department is chosen because it has the authority to innovate bureaucracy in developing main sport branches in accordance with regional potential. Research instruments were observations, interviews and documentation and visual images (Creswell 2003.p.143).

The data sources obtained in this study are through; 1) observation (the training process, the interaction of athletes with athletes, athletes with coaches, coaches with coaches, athletes, coaches and managers), 2) interviews with heads of agencies, trainers, KONI, sports administrators, media, 3) and video recordings.

## VALIDATION

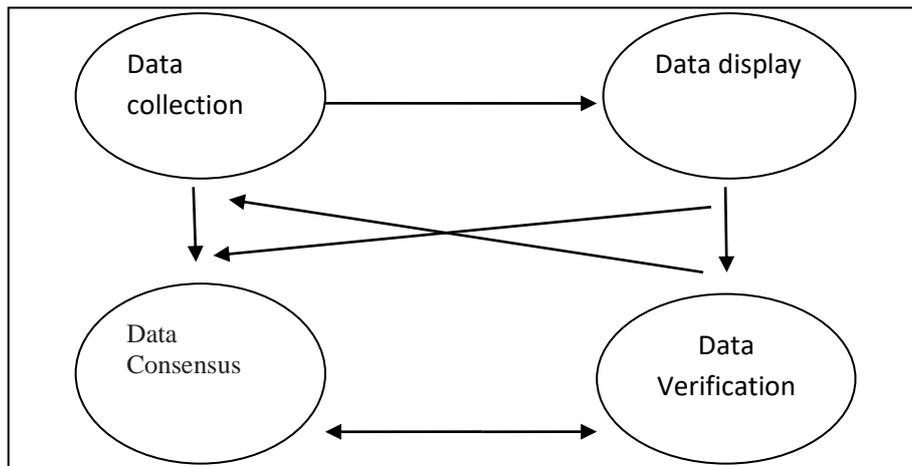
The researcher tests the validity through the application of the checking member where the results of the description that have been done are given back to the specified format. Informant is given the freedom to give comments from the results of the study. If you find comments that do not agree, the description of the results of the study will continue to be reviewed.

## DATA ANALYSIS

In analyzing the data, this study discusses very complex behaviors, which includes; trust, goals and other cultural aspects, which can affect the achievement of the objectives of developing regional main sport branches, whether carried out through various kinds of coaching/training, how Provincial DIASPORA formulates and implements these strategies and a number of other aspects that influence the implementation and aspects of implementing bureaucrats and the role of other institutions. The phenomenon of the development of superior regional sports in the NTT provincial government was approached through research with explanatory, inductive characters and emphasizing the product process.

In this study, there were no hypotheses determined from the start, there was no treatment and there were no restrictions on the final product. However, in the research process there was a verified work hypothesis. Thus the analysis of this study, researchers used interactive analysis models that Miles and Hubberman's theories (1992, 20).

The analyzed component can be described as follows:



The interactive analysis model that the researcher chooses in analyzing the data is based on the consideration that the qualitative data analyzed is an ongoing and continuous effort. The problem of data reduction, data presentation, data verification, and drawing data conclusions, is an analytical activity that follows one another and can give accurate conclusions. The component of data analysis in the picture above can be explained as follows:

### 1) Reduction of data / data collection

In this study, the field data obtained at the research location are contained in a detailed description or report.

### 2) Presentation of data

In this study, the presentation of data in the form of tables, thus can give a clear picture of what is happening about the main sport branches carried out by the government, namely the Department of Youth and Sports of NTT Province as a technical agency in order to improve the quality of sports coaching.

### 3) Drawing conclusions

Researchers try to analyze and look for the meaning of the data that has been collected through searching patterns, themes, relationship equations, things often arise and so forth, which are outlined in conclusions that are still tentative, but with increasing data through a continuous verification process, grounded conclusions are obtained.

**RESULTS**

Presentation of data from research results through observations, interviews and documentation carried out with information. Observation is the activity of researchers in observing natural phenomena that occur and are seen in the process of activity in the field. Interviews are dialogue activities conducted by researchers on information or stakeholders who are asked to respond to proposed questions related to the topic raised in the dissertation research, namely Bureaucratic Innovation in Developing Main Sport Branches in NTT Province. Whereas documentation is an activity of taking pictures or recording audiovisual activities of three excellent sports branches and also the informants interviewed.

In accordance with the objectives in this dissertation study, namely to find out, the process of bureaucratic innovation, bureaucratic innovation strategies, supporting factors and obstacles to bureaucratic innovation and bureaucratic innovation models in developing main sport branches in the NTT Province, the results can be read in the table as follows;

The results of main sport branches activities in PPLP, PPLMD, PPLD at NTT Province Youth and Sports Service

Sports branch	Exercise Program	Athletes Response	Training conditions	Athletes participation	Social relations athletes, coaches, managers
Athletics	There are (annual, monthly, Sunday)	Enthusiasm and serious in conducive,	Orderly, safe and smooth	Training high (proof of the presence of many athletes)	Good, in the nuances of family
Boxing	There are (annual, monthly, Sunday)	Enthusiasm and serious in conducive,	Orderly, safe and smooth	Training high (proof of the presence of many athletes)	Good, in the nuances of family
Kempo	There is (annual, monthly, Sunday)	Enthusiasm and serious in conducive,	Orderly, safe and smooth	Training high (proof of the presence of many athletes)	Good, in the nuances of family

Source: Researcher himself

Observations were made for approximately a year from November 2017 to August 2018. Based on the table above, it can be concluded that the development training activities in the three main sport branches namely athletics, boxing and kempo run efficiently, effectively, qualifiedly and productively. The reason is because they are supported by the planning of an exercise program, seriousness, a conducive atmosphere, a high level of athlete participation and social relations in a family atmosphere that lasts well.

Furthermore, the results of the information interviewed by the researcher are as follows;

Formal response data were interviewed at the time of the study.

Responds and giving inputs on bureaucratic innovation in the development of main sport branches in NTT Province on subjects interviewed.

1. The recruitment pattern in cooperation with stakeholders (KONI, Pengprov, Pengkab), DIASPORA at Province, District or Municipality level.
2. Facilities and infrastructure are not too equipped, innovative/creative trainers need to carried out MOU with the gym.
3. Coordination is often carried out with provincial and district/city stakeholders.
4. The coaching pattern is quite good, but needs to be improved.
5. Coordination is well maintained but still needs to be improved.
- 6, HR needs to be added, related to coaches, athletes and coaches.
7. The commitment of the leadership is very strong, continuously increasing the province/district/ city.
8. The current appreciation of the government has been improved.
9. Academic guidance needs to be improved.
10. Main sport branches development needs to pay attention to regional, demographic, economic, socio-cultural and political aspects.

11. Formulate a vision, mission, and objectives to get intervention from stakeholders (government / private).
12. There are stakeholders who provide support for athletes who excel.
13. Equity resources on DIASPORA need to be increased.
14. The coaching model is out of focus, but includes all sports.
15. Communication is good, but needs to be improved.
16. Responses from stakeholders have been good and need to be improved.

The subjects interviewed were as many as 12 informants consisted of Provincial Youth and Sports Department representative (1 person), in the Regency/City representative (2 people), 2 Colleges, Provincial Management of Main Sport Branches (3 people), main sport branches coach (2 people), recorded media and documented during the study (2 people).

The interview results are based on the above table from November 2017 to August 2018, that bureaucratic innovation in the development of main sport branches in the NTT Province, with a focus on; 1) bureaucratic innovation process in the development of main sport branches, 2) bureaucratic innovation strategy in the development of main sport branches, 3) supporting factors and obstacles to bureaucratic innovation in the development of main sport branches, 4) bureaucratic innovation models in the development of main sport branches can be resolved that the pattern of reduction in main sport branches, recruitment patterns of athletes and coaches, sports facilities and infrastructure, coordination and partnership cooperation between internal and external stakeholders, human resources, leadership commitment, government appreciation for accomplished athletes, academic coaching, training in sports, setting out vision and mission, support for security personnel, availability of resources, focus on main sport branches in accordance with regional potential, communication and response of stakeholders is good, but in the future it needs to be improved.

## **DISCUSSION**

The old form of bureaucracy, the practice of bureaucracy in fostering main sport branches in the Student Sports Education and Training Center, Regional Student Training and Training Centers, and Regional Sports Training and Training Centers in the NTT Province Youth and

Sports Department are as follows; 1) the main sports branches that has long been built 5, namely; athletics, boxing, silat, taekwondo and sepak takraw (kick volleyball), 2) there is no pattern of athlete recruitment/selection, 3) there is no technical team, 4) there is no special event held to attract athletes, 5) there are no stages in the test such as; psychological tests, health tests, physical exercise tests for fitness at the beginning and every trisemester as a form of evaluation, not announced through the media, no character building before entering the training process, no health services through Social Insurance Administration Organization (BPJS), payment of cash honorarium, appreciation of athletes and coaches achievement is still low. Furthermore, the recruitment of trainers includes; not through selection but through a direct appointment mechanism, by provincial managers and administrators of sports, not writing biodata, not paying attention to aspects of education, not paying attention to sports training certificates, not preparing training programs, not presenting to technical teams, not announced through the media, do not make progress reports for every semester, there is no annual evaluation, there are no final year recommendations regarding training achievement data for athletes and coaches.

A form of novelty in the implementation of bureaucratic innovation in the development of main sport branches in the Student Sports Education and Training Center, Regional Training Centers and Regional Student Sports Training and the Regional Sports Training Center. The Ministry of Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia since 2013 has determined the innovation of the public sector as a national constellation which is expected to trigger more innovative practices within the ministry / regional government institutions, regional organizations (OPDs) and even submitted to the United Public Service Award (UNPSA).

Aufarul (2015) conducted research on public service bureaucratic innovation in the field of social labor and transmigration. The results of the study concluded that the social fate of labor and transmigration in Kudus Regency had two services that were seeded in innovation namely; 1) innovation that is a different house of service for residents and disadvantaged citizens has the opportunity to receive like a different house expert, 2) the innovation of the deceased fund in the form of 1 million rupiahs for Kudus citizens who died, the fund would be entitled to their families.

The above theory can be juxtaposed with the form of novelty that is carried out bureaucratic innovation in the development of main sport branches in NTT Province by the Provincial Youth and Sports Service as follows;

1. The process of bureaucratic innovation in the development of main sport branches.

Bureaucratic innovation in the Youth and Sports Service Office of NTT Province in the development of main sport branches is a novelty that must be done so that sports public services are efficient, effective, quality and productive. The form is as follows;

a) reduction of main sport branches from the old 5 sports, namely; 1) athletics, 2) boxing, 3) silat, 4) taekwondo, 5) and sepak takraw, to only 3 main sport branches, namely; 1) athletics, 2) boxing, and 3) kempo. The Kempo sports branch replaces sepak takraw sports, whose performance has dropped considerably.

Referring to the results of interviews with a number of informants including; Eston Foenay, et al., In November 2017 to August 2018, in general, they said that in order to be efficient, effective and quality coaching in every region, district and city in NTT, focus should be on super priority or main sport branches in accordance with the characteristics of the region, but other sports must also be developed.

1. The process of bureaucratic innovation in the development of main sport branches.

Bureaucratic innovation in the Youth and Sports Service Office of NTT Province in the development of main sport branches is a novelty that must be done so that sports public services are efficient, effective, qualified and productive. The form is as follows;

a) reduction of main sport branches from the previous 5 sports, namely; 1) athletics, 2) boxing, 3) silat, 4) taekwondo, 5) and sepak takraw, to 3 main sport branches, namely; 1) athletics, 2) boxing, and 3) kempo. The Kempo sports branch replaces sepak takraw sports, whose performance has dropped considerably.

Referring to the results of interviews with a number of informants including; Eston Foenay, et al., In November 2017 to August 2018, in general, they said that in order to be efficient, effective and quality coaching in every region, district and city in NTT, focus should be on main sport branches in accordance with the characteristics of the region, but other sports must also be developed. The criteria in determining main sport branches are; a) branches that have

the potential to gain medals in PON, Sea Games, Asian Games and Olympic Games, b) number of athletes who have the potential to be developed, c) number of distribution and quality of trainers, d) number of facilities and infrastructure for good sports, e ) There is a sports competition calendar that is held regularly. Sports innovations carried out can be seen in the following table;

**Table: 4.4 The flagship sports branch that is fostered in the PPLP DIASPORA NTT Province**

Number	Innovation of main sport branch	Queta athlete		Total
		Pa	Pi	
1	Athletic	6	7	13
2.	Boxing	7	6	13
	Total	13	13	26

Source of Youth and Sports Service of NTT Province

Based on table 4.4 above in detail can be presented bureaucratic innovations in the main sport branches branch fostered in the Student Sports Training and Education Center (PPLP), namely; athletic 13 athletes, 13 athletes boxing; total of 26 athlete.

**Table; 4.5 Leading sports branch under PPLMD, NTT Province Youth and Sports Service**

Number	Innovation of flagship sport	Queta athlete		Amount
		Pa	Pi	
1	Athletic	1	1	2
2.	Boxing	1	1	2
3	Kempo	1	1	2
	Total	3	3	6

Source of Youth and Sports Service of NTT Province

Based on table 4.5 above in detail can be presented main sport branches bureaucratic innovations that are fostered in the Regional Student Sports Training and Education Center (PPLMD), namely; athletic 2 athletes, 2 athletes boxing; kempo 2 athletes; number of 6 athletes.

**Table: 4.6 Main sport branches under PPLMD, NTT Province Youth and Sports Service**

Number	Innovation of main sport branches	Athlete quota		Total
		Pa	Pi	
1	Athletic	1	3	4
2.	Boxing	3	1	4
3	Kempo	5	5	10
	Total	9	9	18

Source of Youth and Sports Service of NTT Province

Based on table, 4.6 above in detail can be presented main sport branches bureaucratic innovations that are fostered in the Regional Sports Education and Training Center (PPLD), namely; athletic 4 athletes, 4 athletes boxing; 10 Kempo athletes; total of 18 athletes.

**Table: 4.7 Recapitulation of 3 Leading Sports Branches which are formed by three Centers at the NTT Province Youth and Sports Service**

Number	Main Sport Branch Innovations	Athlete quota						Total
		PPLP		PPLMD		PPLD		
		Pa	Pi	Pa	Pi	Pa	Pi	Pa/Pi
1	Athletic	6	7	1	1	1	3	19
2	Boxing	9	4	1	1	3	1	19
3	Kempo	-	-	1	1	5	5	12
	Total	15	11	3	3	9	9	50

Source: NTT Province Youth and Sports Service

From table 4.7 above, it can be concluded that the development of three main sport branches, namely; athletics, boxing and kempo in PPLP, PPLMD and PPLD at the Provincial Youth and Sports Service are innovation policies that are in accordance with the characteristics and potentials of the East Nusa Tenggara region so that public sports services can run efficiently, effectively and productively.

*Based on the analysis above, minor propositions 1 can be arranged from the Sub-focus as follows:*

*If efforts to reduce main sport branches from 5 to 3 main sport branches seen from bureaucratic innovations in well-administered policies, then the sports public servants will be achieved optimally.*

a) Transparent recruitment of athletes and trainers, with a pattern of merit systems in order to improve district, regional, national and international sports achievements.

*Referring to the results of interviews conducted from November 2017 to August 2018, with information including, Fery Ndoen, et al., There has been cooperation with stakeholders such as; KONI, Universities (PT), Provincial Administrators, District Administrators of sports, that the pattern of recruitment carried out at DIASPORA Province is now innovative however in the future needs to be strengthened, and the addition of quota athletes in three centers namely PLP, PPLMD, and PPLD.*

The mechanism that is carried out is; recruitment of athletes and coaches by the management team (technical team) formed by the NTT Province Youth and Sports Agency. The technical team is recruited from the elements of higher education, KONI, provincial sports administrators, mass media. The technical team is considered to have transfer competencies in the field of sports and training in certain sports and publication capabilities. They are considered to have high independence including; integrity, morality, commitment and high work productivity. The process of recruiting athletes through competitions such as; POPDA and regional championships (KEJURDA) sports are carried out including; The Provincial Youth and Sports Service, holds an annual calendar of Regional Student Sports Week (POPDA) NTT for main sport branches and developed, by including athletes from 21 districts and 1 city in NTT. The mechanism is written by attaching technical instructions on the implementation of POPDA competition activities to the Youth and Sports Department, District/city education office, Provincial KONI, Sports branch management, or stakeholders as work partners. The results of POPDA or KEJURDA sport, will be called by both athletes and coaches, following the stages of selection to enter the PPLP, PPLMD and PPLD centers, through the technical team. The first stage, including; 1) psychological tests, namely; athletes undergo psychological tests to see the talents and potential possessed by each athlete, so that the placement of main sport branches is appropriate, 2) medical tests, namely athletes undergo medical tests to see the physical condition, so that athletes can attend the training process well, 3) physical tests, namely athletes undergo physical tests of their respective sports to see basic biomotor skills and basic sports techniques, 4) announcement of test results is open, to the public through print, online, radio, so that the public can also follow the process and know the results, 5) the formation of mental building (Character Building), so that athletes are prepared their mental, attitudes and behavior before participating in the

coaching or training process at the Student Sports Training and Education Center (PPLP), Regional Student Training and Training Centers (PPLMD), Coaching Centers and Regional Sports Training (PPLD). Furthermore, the coach selection is; Youth and Sports Department sends a letter of request for prospective trainers PPLP, PPLMD and PPLD with requirements, to the Provincial Administrators in accordance with the sports branch that is fostered at the Student Sports Training and Education Center (PPLP), Regional Student Training and Training Centers (PPLMD) and Coaching Centers and Regional Sports Training (PPLD), can send the number of prospective trainers to more than four people in each sport, to be selected as trainers in the Student Sports Training and Education Center (PPLP), Regional Student Training and Training Centers (PPLMD) and Coaching and Training Centers Regional Sports (PPLD). The next stage, selection of administration and presentation of training, annual, monthly and weekly programs, to be presented in front of the technical team/selection team. The form of the test, which is each coach recommended by the Provincial Administrators, must fulfill the conditions such as; 1) administration, namely; letter of application, medical record certificate, degree of at least D-3, sports coach certificate, training experience of at least the last 5 years in the relevant sports branch, 3x4 cm color photo pass, 2) annual, monthly and weekly program presentation in front of the technical team, management of results, meeting to determine test results, recommendations of technical teams related to selection of trainers, then announcement to the public, through print media, online, radio and letter of delivery of test results to Provincial Administrators, can be seen in the cross-site analysis of PPLP, PPLMD, PPLD athlete recruitment in the following tables;

**Table.4.8 Analysis of PPLP Athletes Recruitment Sites, DIASPORA of NTT Province**

Recruitment process	Sports Event	
Innovation	POPDA	Kejurda
Technical team	<ol style="list-style-type: none"> <li>1. Universities</li> <li>2. KONI</li> <li>3. Sports Branch Managers</li> <li>4. Media</li> </ol>	<ol style="list-style-type: none"> <li>1. Universities</li> <li>2. KONI</li> <li>3. Sports Branch Managers</li> <li>4. Media</li> </ol>
Psychology Test	<ol style="list-style-type: none"> <li>1. Stress</li> <li>2. Speed</li> <li>3. Teamwork</li> <li>4. Accuracy</li> <li>5. Emotional stability and</li> <li>6. Adjustment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stress</li> <li>2. Speed</li> <li>3. Teamwork</li> <li>4. Accuracy</li> <li>5. Emotional stability and</li> <li>6. Adjustment.</li> </ol>
Medical check up	Physical examination A. Vital Signs <ol style="list-style-type: none"> <li>1. general status</li> </ol>	Physical examination A. Vital Signs <ol style="list-style-type: none"> <li>1. general status</li> </ol>

	<ol style="list-style-type: none"> <li>2. pressure measurement blood</li> <li>3. pulse examination</li> <li>4. temperature check body</li> <li>5. frequency check Breath</li> </ol> <p>B. Inspection Anthropometry</p> <ol style="list-style-type: none"> <li>1. Body Height</li> <li>2. Weight</li> <li>3. Fat composition</li> </ol> <p>C. Organ Physical Examination</p> <ol style="list-style-type: none"> <li>1. Examination and neck</li> <li>2. Chest Examination (Thorax)</li> <li>3. Stomach examination (Abdomen)</li> <li>4. Examination of Genitalia</li> <li>5. Skin Check</li> <li>6. Neurological examination</li> </ol>	<ol style="list-style-type: none"> <li>2. pressure measurement blood</li> <li>3. pulse examination</li> <li>4. temperature check body</li> <li>5. frequency check Breath</li> </ol> <p>B. Inspection Anthropometry</p> <ol style="list-style-type: none"> <li>1. Body Height</li> <li>2. Weight</li> <li>3. Fat composition</li> </ol> <p>C. Organ Physical Examination</p> <ol style="list-style-type: none"> <li>1. Examination and neck</li> <li>2. Chest Examination (Thorax)</li> <li>3. Stomach examination (Abdomen)</li> <li>4. Examination of Genitalia</li> <li>5. Skin Check</li> <li>6. Neurological examination</li> </ol>
Deafness Physical Test	<p>A. Anthropometry</p> <ol style="list-style-type: none"> <li>1. Height</li> <li>2. Weight</li> <li>3. Tubu mass index (IMB)</li> <li>4. Leg Length</li> </ol> <p>B. Physical Tests</p> <ol style="list-style-type: none"> <li>1. Test sit and reach</li> <li>2. Fast running test (20,30,40,60)</li> <li>3. Tests of standing broad jump</li> <li>4. Push up test 2 minutes</li> <li>5. 2-minute sit-up test</li> <li>6. Test the maximum strength of the legs</li> <li>8, Maximum arm strength test</li> <li>9. V2Max Test or Bleep Test</li> </ol>	<p>A. Anthropometry</p> <ol style="list-style-type: none"> <li>1. Height</li> <li>2. Weight</li> <li>3. Tubu mass index (IMB)</li> <li>4. Leg Length</li> </ol> <p>B. Physical Tests</p> <ol style="list-style-type: none"> <li>1. Test sit and reach</li> <li>2. Fast running test (20,30,40,60)</li> <li>3. Tests of standing broad jump</li> <li>4. Push up test 2 minutes</li> <li>5. 2-minute sit-up test</li> <li>6. Test the maximum strength of the legs</li> <li>8, Maximum arm strength test</li> <li>9. V2Max Test or Bleep Test</li> </ol>
Form of announcement through Media	<ol style="list-style-type: none"> <li>1.Pos Kupang</li> <li>2. Timex</li> <li>3. Victory News</li> <li>4. RRI Kupang</li> </ol>	<ol style="list-style-type: none"> <li>1.Pos Kupang</li> <li>2.Timex</li> <li>3. Victory News</li> <li>4. RRI Kupang</li> </ol>
Character Building	<ol style="list-style-type: none"> <li>1. PBB (Kupang Military Police)</li> </ol>	<ol style="list-style-type: none"> <li>1. PBB (Kupang Military Police)</li> </ol>

	2. Sports Psychology 3. Doping and other additives 4. Sports Nutrition 5. PPLP / PPLMD / PPLD Center Rules of Conduct	2. Sports Psychology 3. Doping and other additives 4. Sports Nutrition 5. PPLP / PPLMD / PPLD Center Rules of Conduct
Honor Athlete Services	Non-Cash (NTT Bank)	Non-Cash (NTT Bank)
Athlete Health Services	BPJS Kupang	BPJS Kupang
Yearly Evaluation	1. Technical team 2. Coach 3. Management	1. Technical team 2. Coach 3. Management
Technical Team Recommendations	1. Received entry center (PPLP / PPLMD / PPLD) 2. Continue 3. Transfer to the area	1. Received entry center (PPLP / PPLMD / PPLD) 2. Continue 3. Transfer to the area

Innovation Featured Sports Branches: Athletics, Boxing and Kempo

From the results of the PPLP athlete recruitment process innovation above, it can be concluded that there is a novelty in sports public services, so that it can make a significant contribution in improving sports performance in NTT Province, at district, regional, national and international level.

**Table.4.9 Analysis of the PPLMD Athletes Recruitment Site Website for the Youth and Sports Service of NTT Province**

Recruitment process	Sports Event	
	POPDA	Kejurda
Technical team	1. Universities 2. KONI 3. Sports Branch Managers 4. Media	1. Universities 2. KONI 3. Sports Branch Managers 4. Media
Psychology Test	1. Stress 2. Speed 3. Teamwork 4. Accuracy 5. Emotional stability and 6. Adjustment.	1. Stress 2. Speed 3. Teamwork 4. Accuracy 5. Emotional stability and 6. Adjustment.
Medical check up	Physical examination A. Vital Signs 1. general status 2. pressure	Physical examination A. Vital Signs 1. general status 2. pressure

	<p>measurement blood 3. pulse examination 4. temperature check body 5. frequency check Breath</p> <p>B. Inspection Anthropometry 1. Body Height 2. Weight 3. Fat composition</p> <p>C. Organ Physical Examination 1. Examination and neck 2. Chest Examination (Thorax) 3. Stomach examination (Abdomen) 4. Examination of Genitalia 5. Skin Check 6. Neurological examination</p>	<p>measurement blood 3. pulse examination 4. temperature check body 5. frequency check Breath</p> <p>B. Inspection Anthropometry 1. Body Height 2. Weight 3. Fat composition</p> <p>C. Organ Physical Examination 1. Examination and neck 2. Chest Examination (Thorax) 3. Stomach examination (Abdomen) 4. Examination of Genitalia 5. Skin Check 6. Neurological examination</p>
Deafness Physical Test	<p>A. Anthropometry 1. Height 2. Weight 3. Tubu mass index (IMB) 4. Leg Length</p> <p>B. Physical Tests 1. Test sit and reach 2. Fast running test (20,30,40,60) 3. Tests of standing broad jump 4. Push up test 2 minutes 5. 2-minute sit-up test 6. Test the maximum strength of the legs 8, Maximum arm strength test 9. V2Max Test or Bleep Test</p>	<p>A. Anthropometry 1. Height 2. Weight 3. Tubu mass index (IMB) 4. Leg Length</p> <p>B. Physical Tests 1. Test sit and reach 2. Fast running test (20,30,40,60) 3. Tests of standing broad jump 4. Push up test 2 minutes 5. 2-minute sit-up test 6. Test the maximum strength of the legs 8, Maximum arm strength test 9. V2Max Test or Bleep Test</p>
Announcement of Media Outcomes	<p>1.Pos Kupang 2. Timex 3. Victory News 4. RRI Kupang</p>	<p>1.Pos Kupang 2.Timex 3. Victory News 4. RRI Kupang</p>

Character Building	1. PBB (Kupang Military Police) 2. Sports Psychology 3. Doping and other additives 4. Sports Nutrition 5. PPLP / PPLMD / PPLD Center Rules of Conduct	1. PBB (Kupang Military Police) 2. Sports Psychology 3. Doping and other additives 4. Sports Nutrition 5. PPLP / PPLMD / PPLD Center Rules of Conduct
Honor Athlete Services	Non-Cash (Bank NTT	Non-Cash (Bank NTT
Athlete Health Services	BPJS Kupang	BPJS Kupang
Yearly Evaluation	1. Technical team 2. Coach 3. Management	1. Technical team 2. Coach 3. Management
Technical Team Recommendations	1. Received entry center (PPLP / PPLMD / PPLD) 2. Continue 3. Transfer to the area	1. Received entry center (PPLP / PPLMD / PPLD) 2. Continue 3. Transfer to the area

Featured Sports Innovations: Athletics, Boxing and Kempo

From the results of the innovation of the athlete recruitment process in PPLMD above, it can be concluded that there is a novelty in sport public services that lead to a good governance and local governance so that they can contribute to improving sport achievements in NTT province, at district, regional, national and international level. but improvements to the process and guidance system have begun to run well and in a long run will have an impact on increasing sports performance significantly.

**Table.4.10 Analysis of the Provincial PPLD DIASPORA Athletes Recruitment Site**

Recruitment Process	Sport Event	
Innovation	POPDA	Regional Championship (Kejurda)
Technical team	1. Universities 2. KONI 3. Sports Branch Managers 4. Media	1. Universities 2. KONI 3. Sports Branch Managers 4. Media
Psychology Test	1. Stress 2. Speed 3. Teamwork 4. Accuracy 5. Emotional stability and 6. Adjustment.	1. Stress 2. Speed 3. Teamwork 4. Accuracy 5. Emotional stability and 6. Adjustment.
Medical check	Physical examination	Physical examination

<p>up</p>	<p>A. Vital Signs  1. general status  2. pressure measurement  blood  3. pulse examination  4. temperature check  body  5. frequency check  Breath</p> <p>B. Inspection  Anthropometry  1. Body Height  2. Weight  3. Fat composition</p> <p>C. Organ Physical Examination  1. Examination  and neck  2. Chest Examination  (Thorax)  3. Stomach examination  (Abdomen)  4. Examination of  Genitalia  5. Skin Check  6. Neurological  examination</p>	<p>A. Vital Signs  1. general status  2. pressure measurement  blood  3. pulse examination  4. temperature check  body  5. frequency check  Breath</p> <p>B. Inspection  Anthropometry  1. Body Height  2. Weight  3. Fat composition</p> <p>C. Organ Physical Examination  1. Examination  and neck  2. Chest Examination  (Thorax)  3. Stomach examination  (Abdomen)  4. Examination of Genitalia  5. Skin Check  6. Neurological examination</p>
<p>Specific  Physical Fitness  test</p>	<p><b>A. Anthropometry</b>  1. Height  2. Weight  3. Body Mass Index  4. Limb length  <b>B. Physical test</b>  1. Sit and reach test  2. High-speed running  test (20,30,40,60)  3. Standing broad jump  test  4. Push up test (2  minutes)  5. Sit up test (2  minutes)  6. Maximum Lower  Limb test  7. Maximum Upper</p>	<p><b>A. Anthropometry</b>  1. Tinggi Badan  2, Berat Badan  3. Index massa Tubu (IMB)  4. Panjang Tungkai  <b>B. Physical test</b>  1. Sit and reach test  2. High-speed running  test (20,30,40,60)  3. Standing broad jump  test  4. Push up test (2  minutes)  5. Sit up test (2  minutes)  6. Maximum Lower Limb  test  7. Maximum Upper Limb  test  8. V2Max Test or Bleep  Test</p>

	Limb test 8. V2Max Test or Bleep Test	
Media type for Announcement	1.Pos Kupang 2.Timex 3. Victory News 4. RRI Kupang	1.Pos Kupang 2.Timex 3. Victory News 4. RRI Kupang
Character Building	1. Marching training (Military Police of Kupang) 2. Sport Psychology 3. Doping and other additive substances 4. Sport Nutrition 5. Code of Conduct at Center (PPLP/PPLMD/PPLD)	1. Marching training (Military Police of Kupang) 2. Sport Psychology 3. Doping and other additive substances 4. Sport Nutrition 5. Code of Conduct at Center (PPLP/PPLMD/PPLD)
Athlete Service Honorarium	Non-cash (NTT Bank)	Non-cash (NTT Bank)
Athlete Health Service	Social Insurance Administration Organization (BPJS) of Kupang	Social Insurance Administration Organization (BPJS) of Kupang
End-year Evaluation	1.Technical team 2. Coach 3. Coordinator	1.Technical team 2. Coach 3. Coordinator
Technical Team Recommendation	1. accepted at the center of- (PPLP/PPLMD/PPLD) 2. Continued/Renewed 3. Returned to region	1. accepted at the center of- (PPLP/PPLMD/PPLD) 2. Continued/Renewed 3. Returned to region

#### Inovasi Olahraga Unggulan: Atletik, Tinju dan Kempo

From the results of the innovation of the athlete recruitment process at PPLD above, it can be concluded that there is a novelty in sport public service, which refer to the good governance and local governance, that it can contribute to the improvement of sports achievements in NTT Province, so far it is still considered insignificant, however, in terms of repair and improvement system, has showed a good start that in the long term run, will have an impact on increasing sports performance significantly.

**Table. 4.11 Cross-site Analysis of the Provincial PPLP, PPLMD, PPLD, DIASPORA Coach Recruitment**

Recruiting Process	Coach	
	Administration	Program
Technical Team	Current Degree (D-3)	Annual ( <i>Macro cycle</i> )
Administration Selection	Maximum age: 50 years	Monthly ( <i>Messocycle</i> )
Composing Training Program	Certificate of Sport Branch Coaching attended	Weekly ( <i>Microcycle</i> )
Presentation in front of the technical team	Pengalaman melatih +- 5 tahun	
Announcement through media (RRI, Pos Kupang, Timex)	Recommendation of Provincial Main Sport Branch Committee	
Year-end Evaluation	Physical and Spiritual Fitness	
Technical team Recommendation (accepted, substituted, maintained)	Passport Photo 3x4 cm : 3 sheets and 4x6 cm : 3 sheets	

Source: Dinas Kepemudaan dan Olahraga Provinsi NTT

From the results of the innovation of the coach recruitment process at three centers; PPLP, PPLMD and PPLD, it can be concluded that there is a novelty in public service sports, so that it can contribute to the improvement of sports achievements in NTT Province, it has not been seen significantly at this time, but improvements to the process and guidance system have begun to run well and have a long-term impact on increasing the sports performance significantly.

*Based on the above analysis, minor propositions 2 can be arranged from the sub-focus as follows;*

*If the effort to recruit athletes and coaches in bureaucratic innovation to develop main sport branches in NTT Province, referring to good governance, namely transparency,*

*independence, fairness, accountability and good administration, the public service of the sport will be achieved optimally.*

C) Support for Infrastructure and Sports Facilities in order to Improve District, Regional, National and International Sports Achievements.

*Referring to the results of interviews conducted from November 2017 to August 2018, with informants, Hermensen Ballo, et al, facilities and infrastructure at the DIASPORA Province, are still very minimal in many cases including; quality and quantity of facilities and sports facilities for the three centers, namely PPLP, PPLMD and PPLD, but it is also expected that a trainer/coach must has creativity and innovation in modifying local media/equipment around the training environment to be able to support the training process so that it can run well.*

Sports facilities and infrastructure are carrying capacity in the form of facilities and various equipment that support the achievement of sports in the area. There are 4 (four) important aspects that need attention including; 1) the status of providing sports facilities and infrastructure must be clear and meet the requirements set out to support the implementation and achievement of the development of main sport branches, 2) routine maintenance or procurement of facilities and infrastructure must be sustainable and meet the requirements or feasibility, 3) mechanism/process of procurement of facilities and transparent and independent sports infrastructure, 4) orderly, transparent, with the correct mechanism in financial management.

The existence of sports facilities and equipment allows the development of main sport branches in the implementation of an exercise program will run smoothly and give the spirit of athletes in following the training process is very high. Furthermore, it will be even higher if the availability of modern and sophisticated training facilities and infrastructures will lead to a higher spirit of training and foster athletes' curiosity towards the main sport branches they attend, can be seen in the following tables;

**Tabel.4.12 Sport Facilities and Infrastructures of PPLP DIASPORA of NTT Province**

Sport Facilities and Infrastructures Support	Sport Event	
Innovation	POPDA	Regional Championship (Kejurda)
Availability Status of Facilities and Infrastructures	Weight scale, Matrass, competition costume/wardrobe.	Weight scale, Matrass, competition costume/wardrobe
Maintenance Routinity	Athlete, coach, coordinator.	Athlete, coach, coordinator.
Procurement Mechanism	Third-party	Third-party
Order and transparent in monetary mechanism	Coordinator, Treasurer, third-parties.	Coordinator, Treasurer, third-parties.
Official report of the submission of sport facilities and infrasturcutres usage.	First-party responsible in good procurement and the second-party responsible in accepting the goods.	First-party responsible in good procurement and the second-party responsible in accepting the goods.
Inventarization of Sport Facilities and Infrastructures.	PPLP Coordinator	PPLP Coordinator

Source: Inovasi Olahraga Unggulan: Atletik, Tinju dan Kempo

From the result discussed in table 4.12, it could be concluded that if the development at the PPLP is supported with innovation in the aspect of sufficient sport facilities and infrastructures supply, then the provision mechanism referring to a good and local governance based on newly efficient, effective, qualified, and productive public service would give a positive impact in improving sport achievement of NTT province in every level: district, regional, national and international.

**Table.4,13 Sport Facilities and Infrastructures of PPLMD DIASPORA of NTT Province**

Sport Facilities and Infrastructures Support	Sport Event	
Innovation	POPDA	Innovation
Availability Status of Facilities and Infrastructures	Weight scale, Mattress, competition costume/wardrobe.	Availability Status of Facilities and Infrastructures
Maintenance Routinity	Athlete, coach, coordinator.	Maintenance Routinity
Procurement Mechanism	Third-party	Procurement Mechanism
Order and transparent in monetary mechanism	Coordinator, Treasurer, third-parties.	Order and transparent in monetary mechanism
Official report of the submission of sport facilities and infrastructures usage.	First-party responsible in good procurement and the second-party responsible in accepting the goods.	Official report of the submission of sport facilities and infrasturcutres usage.
Inventarization of Sport Facilities and Infrastructures.	PPLMD Coordinator	Inventarization of Sport Facilities and Infrastructures.

Inovasi Olahraga Unggulan: Atletik, Tinju dan Kempo

From the result discussed in table 4.13, it could be concluded that if the development at the PPLMD is supported with innovation in the aspect of sufficient sport facilities and infrastructures supply, then a good and sustainable provision mechanism based on newly efficient, effective, qualified, and productive public service would give a positive impact in improving sport achievement of NTT province in every level: district, regional, national and international.

**Table. 4.14 Sport Facilities and Infrastructures of PPLD DIASPORA of NTT Province**

Sport Facilities and Infrastructures Support	Sport Event	
	Innovation	Innovation
Availability Status of Facilities and Infrastructures	POPDA Weight scale, Mattress, competition costume/wardrobe.	Availability Status of Facilities and Infrastructures
Maintenance Routinity	Athlete, coach, coordinator.	Maintenance Routinity
Procurement Mechanism	Third-party	Procurement Mechanism
Order and transparent in monetary mechanism	Coordinator, Treasurer, third-parties.	Order and transparent in monetary mechanism
Official report of the submission of sport facilities and infrastructures usage.	First-party responsible in good procurement and the second-party responsible in accepting the goods.	Official report of the submission of sport facilities and infrasturcutres usage.
Inventarization of Sport Facilities and Infrastructures.	PPLD Coordinator	Inventarization of Sport Facilities and Infrastructures.

**Inovasi Olahraga Unggulan: Atletik, Tinju dan Kempo**

From the result discussed in table 4.14, it could be concluded that if the development at the PPLD is supported with innovation in the aspect of sufficient sport facilities and infrastructures supply, then a good and sustainable provision mechanism based on newly efficient, effective, qualified, and productive public service would give a positive impact in improving sport achievement of NTT province in every level: district, regional, national and international.

*Based on the analysis above, 3 minor propositions from the sub-focus could be constructed as follows:*

**If the effort of bureaucracy innovation in main sport branches of NTT province is conducted by applying a transparent, independent, fair, accountable, well-administrated, completely utilized and maintained, then the public service regarding to sport could be achieved optimally.**

- a) Partnership in enhancing the achievement of sport at the district, regional, national and international level.

*Referring to the interview conducted from November 2017 to August 2018 with the informants: Karel Muskana et al., the partnership coordination by the coordinator/manager at 3 centers: PPLP, PPLMD and PPLD have been established very well. Reason for this is because of representatives of the technical agencies which are KONI, Provincial Executive Board, District & City Executive Board, Sport branches, Universities, Healthcare Department, Psychologists, Media, national Armed Forces (Military Polices), Social Insurance Administration Organization are in accordance with their competence in supervising.*

It is the effort to reconcile various organizations such as Government Organizational Agencies, House of Representatives, Regional Representative Council, Business Entrepreneurship and Society that should work hand-in-hand in enhancing the achievement and rankings of main sport branches particularly in medal achievement for NTT province whether it is in the district, regional, national or international level. Through partnership we could unite the media, government, regional representative council, business entrepreneurship and society to develop main sport branches that could give a better future for athletes. A strong partnership with authority to interest, synergic communication, interconnection, collaborative developmental programs as well as training and enlarging main sport branches. This program should also be accessible to remote countryside, in the context of equality, the development of main sport branches is integrated in education, recreational sport and prestigious sport. The correlation among agencies could be seen in the tables below;

**Table 4.15 Partnership Management of NTT Province DIASPORA PPLP with Stakeholders**

Partnership	Stakeholders	Description
1	Youth and Sport Department	Collaboration
2	Education and Culture Department	Collaboration
3	Regional House of Representative	Collaboration
4	Indonesian National Sports Committee (KONI)	Collaboration
5	Committee of sport branches	Collaboration
6	College/University	Collaboration
7	Business world (Bank NTT, PBJs, LSM)	Collaboration
8	Mass Media (Pos Kupang, Timex, Victory News, TVRI)	Collaboration

Source: Dinas Kepemudaan dan Olahraga Provinsi NTT

Based on table 4.15 above, related stakeholders as partners of Provincial DIASPORA are: Regional Youth and Sport Department, Provincial Education and Culture Department, Regional Representative Council, KONI, Sport Branch Committee, Universities, Business Entrepreneurship, Mass media to build a constructive collaboration in training and enhancing main sport branches by PPLP and Provincial Youth & Sport Department of East Nusa Tenggara (NTT).

**Tabel 4,16 Partnership Management of NTT Province DIASPORA PPLMD with Stakeholder**

Partnership	Stakeholders	Description
1	Youth and Sport Department	Collaboration
2	Education and Culture Department	Collaboration
3	Regional House of Representative	Collaboration
4	Indonesian National Sports Committee (KONI)	Collaboration
5	Committee of sport branches	Collaboration
6	College/University	Collaboration
7	Business world (Bank NTT, PBJS, LSM)	Collaboration
8	Mass Media (Pos Kupang, Timex, Victory News, TVRI)	Collaboration

Sumber Dinas Kepemudaan dan Olahraga Provinsi NTT

Based on table 4.16 above, related stakeholders as partners of Provincial DIASPORA are: Regional Youth and Sport Department, Provincial Education and Culture Department, Regional Representative Council, KONI, Sport Branch Committee, Universities, Business Entrepreneurship, Mass media to build a constructive collaboration in training and enhancing main sport branches by PPLPMD and Provincial Youth & Sport Department of East Nusa Tenggara (NTT).

**Tabel 4.17 Partnership Management of NTT Province DIASPORA PPLD with Stakeholders**

Partnership	Stakeholders	Description
1	Youth and Sport Department	Collaboration
2	Education and Culture Department	Collaboration
3	Regional House of Representative	Collaboration
4	Indonesian National Sports Committee (KONI)	Collaboration
5	Committee of sport branches	Collaboration
6	College/University	Collaboration
7	Bussiness world (Bank NTT, PBJS, LSM)	Collaboration
8	Mass Media (Pos Kupang, Timex, Victory News, TVRI)	Collaboration

Source: Dinas Kepemudaan dan Olahraga Provinsi NTT

Based on table 4.17 above, related stakeholders as partners of Provincial DIASPORA are: Regional Youth and Sport Department, Provincial Education and Culture Department, Regional Representative Council, KONI, Sport Branch Committee, Universities, Business Entrepreneurship, Mass media to build a constructive collaboration in training and enhancing main sport branches by PPLD and Provincial Youth & Sport Department of East Nusa Tenggara (NTT).

*Based on the analysis above, 4th minor proposition could be constructed as follows:*

**If the effort of bureaucracy innovation in main sport branches of NTT province is conducted by applying a synergic communication and collaboration among stakeholders as good-partners, then the public service regarding to sport could be achieved optimally.**

*Based on the 1<sup>st</sup> to 4<sup>th</sup> minor propositions, a 1<sup>st</sup> major proposition could be constructed as follows;*

*If the effort of bureaucracy innovation in main sport branches of NTT province is conducted by applying a reduction of main sport branches according to each region's potentials, athlete & coach recruitment through professional mechanism, adequate*

*facilities and infrastructure support, synergic communication & collaboration among stakeholders as good-partners, then the public service regarding to sport could be achieved optimally.*

## **2. Bureaucracy Innovation Strategy in Developing Main Sport Branches of East Nusa Tenggara (NTT) Province.**

Agus Jaya (2003) conducted a research on Work Performance Enhancement of Bureaucracy in Public Service. It was done at the Jembara District secretariat by using qualitative approach. Results concluded that in order to enhance or increase work performance of the bureaucracy (government), a formal education pursuit is required by the state apparatuses.

The theory above could be compared with the bureaucracy innovation strategy in developing main sport branches in NTT province, as follows:

a) Main sport branches' development is based on regional potentials to enhance the achievement of sport at district, regional, national and international level.

*Referring to the interview conducted on November 2017 to August 2018 with Yesni Luik et al. as informants, the development patterns at three main sport branches which were athletic, boxing and kempo done by coaches and coaching assistants has so far been good because there were Training programs, conducive and enjoyable training/exercise environment, high participation of athletes, good relationship among athletes and between athletes and coaches, manager and society, respectively. However, should still be improved in the future.*

Public service in sport development applies good governance principles which are: effectiveness, efficiency, quality and productivity. This is based on Law Number 3 of 2005 on Sporting System and Government Regulation Number 16 of 2007 on Sporting Management, number 17 of 2007 on Sports Week Tournaments, and number 18 of 2007 on Sporting Funding. Referring to the Law Number 3 of 2005 on Sporting System and by considering geographic, topographic, economic sociocultural and politics conditions also with gold, silver and bronze medal achievement indicator of NTT athletes at district, regional, national and international level, it can be recommended that NTT province do a developmental innovation at three main sport branches: athletic, boxing and kempo. Those three branches are at the most top priority in then focus of developing main sport branches in

NTT province because it has brought medal for NTT at national and international level such as at the National Sports Week, Sea Games, Asian Games and Olympics. Factors affecting main sport branches in NTT province are: 1) athlete factor; which is the quality and quantity distribution of athletes, 2) quality and quantity distribution of coaches, 3) facilities and infrastructures availability, 4) presence of sport branch organizations, 5) frequency of competition, 6) funding allocation, 7) environmental condition. Suharno (1985) stated that factors affecting development of prestigious sport branches are; 1) Indigenous factor, which is the internal factor coming from the athletes themselves including a) physical and mental fitness, b) anthropometry, c) physical condition with a good physicality, d) good skill mastery, e) good competence in strategies/tactics, f) having a good personality and psychological condition, (g) mature winning mentality, 2) Exogenous factor, coming from outside the individual athletes which are; a) coach, (b) facilities and infrastructures, c) organization, d) environment. In parallel with Anwar passau in Sajoto (1988;3-4), internal factors include; (1) biological aspect comprises of; a) basic physical ability, such as strength, speed, agility & coordination, muscle, heart and lungs endurance, flexibility, balance, accuracy and health, b) functionality of body organs such as; heart capability, blood circulation, lungs capability, respiratory system, respiratory system ability and sensing ability. c) body structure and posture such as; height, weight, limb length, chest size, body type. d) nutrition such as; enough amount of food, food value that fulfilled the needs, various of food combination. 2) psychological aspects such as; intellectual determined by talent and experience, b) internal and external motivation from the athletes, 3) favorable personalities such as; perseverance, spirit, courage, cautious, maturity, wisdom, calmness, confidence, learning to accept whatever the results are, self-control, competent & intelligent, practicality, and determination. On the other hand, disadvantageous personalities are for instance; easily-offended, easily-bored, incompetent, femininity, hesitation, shy, unresponsive, suspicious/jealousy, uncontrollable, undetermined, lonesome, lack of confidence, 4) muscle and nervous coordination such as; motoric reaction response, reaction speed of vision and auditory senses.

Innovation of main sport branches in NTT province cover those below;

### 1) **Athletic**

Athletic is a set of sports which covers walking, running, jumping and throwing and is the oldest sport activity throughout human civilization. Athletic is considered the Mother or a root of all sort of sport branch. It is compared as root because it's main basic movement covers most sport branches such as walking, jumping, jumping and throwing.

Challenges from the recent modern age for example; 1) Globalization, which is the era of openness and high technology development giving so many conveniences to the younger generation that made them exercise less often, 2) eating habits orienting on fast food that could also affect the health status of the younger generations. Considering NTT's topographic, geographic, economic and sociocultural condition, athletic is best-suited to be integrated and developed in regards to enhance main sport branches in NTT province.

Wilderness forest, uneven and hilly condition of the land, stretched rivers, and vast grasslands, large populations and abundant natural resources, combined with diverse ethnic and cultural forces, activities come and go among communities in rural areas, from urban areas to destinations, jobs, children come to- and go home from school or to the plantation taking a walk of tens of kilometers, and with two seasons, the rainy and summer seasons. The fragmented situation mentioned above give the reality ('wellbeing') that shape all the talent and basic competence of East Nusa Tenggara society.

Athletics is also a sport that is known to be very economical, that does not require expensive cost. Using only sneakers even without athletic shoes and you're ready to go. Athletic sports are the focus of main sport branches in NTT province, because it has contributed regionally, nationally and internationally from a number of athletes representing Indonesia at tournaments such as the Sea Games, Asian Games and Olympic Games. The Asian Games that have just finished in August 2018 in Indonesia are centered in 2 (two) cities, Jakarta and Palembang. Indonesia finished at 4<sup>th</sup> rank in Asia from 45 countries. From NTT Province itself, 3 athletes were representing, including an athlete named Merselina T. Apu in the 400 m relay race and 400 m mixed numbers, but failed to present a medal for Indonesia. Merselina T. Apu is an athlete trained by the Student Sports Training and Education Center (PPLP) at the NTT Province Youth and Sports Service. In addition, at the Asian Paralympic Games, Indonesia is able to occupy the 5<sup>th</sup> rank from 45 competing countries. NTT Province

represented 1 athlete to strengthen Indonesian contingents from sports athletics in the 400 m men's number, and was able to present 1 silver medal to Indonesia, who was Philipus Kolimau.

## 2) **Boxing**

Boxing is one type of sport and martial arts that is played by two participants who have the same weight and compete with each other using their fists in a series of matches lasting one or three minutes, called "Round". During the match process the boxer must try to avoid a punch from their opponent while trying to land their own punches at his/her opponent. To become a boxer, you must have a healthy body and mentality, a sportive attitude, and a strong immune system.

The word boxing is a translation of the word "pugilism" in Latin, which is an adapted word from Greek, "pugno", "pignis", "pugnare" which means everything in the form of a box. The Greek word "pugnos" means clenched the hands into fists, ready for *pugnos* or boxing.

In Boxing, there are several types of boxing, including 1) professional boxing matches, 2) amateur boxing matches, and 3) traditional boxing matches. Professional boxing matches are matches with a pay rate in a certain nominal value. The value of boxers' pay varies greatly depending on the level and popularity of the boxer. Amateur boxing matches are boxing matches with no pay, only getting prizes in the form of medals as winners or champions. Amateur boxing matches are contested in every championship, in the form of event or multi-event singles, such as regional championships (kejurda), national championships (PUMP), Sea Games, Asian Games and Olympics, 3) while traditional boxing matches or indigenous boxing are boxing matches related to traditional rituals held by a community/tribe in a particular area. In East Nusa Tenggara, three districts have a tradition of traditional boxing rituals/traditional boxing, namely; Nagekeo, called "Etu", Ngada, known as "Sagi", and Lembata is called "Hadok". The traditional boxing is carried out every year as a traditional ritual as a form of gratitude to the harvest or the catches from hunting obtained in a year. Therefore, traditional boxing must be preserved to become a habit and the foundation of amateur boxing and professional boxing.

In accordance with the topographical, geographical, economical, socio-cultural and political conditions, as well as the characteristics of the people of NTT, who are known for their hard-natured character and fighters, those are considered basic potential to be fostered and

developed to become reliable and high achieving boxers. Therefore, boxing has become the focus of developing main sport branches in NTT province, it must be acquired, developed and even has become the focus of national boxing training camps in Indonesia. The indicator is that NTT has contributed by passing a number of boxers who are able to present gold, silver and bronze medals; in every national championship as well as regional, national, and international sports weeks.

The Asian Games which have just finished in August 2018, took place in Indonesia at 2 cities namely; Jakarta and Palembang. Indonesia is able to get the 4<sup>th</sup> rank in Asia, NTT Province represents Indonesia with 2 boxers who are, Libertus Ga and Mario Kali with the weight of 64 kg and 49 kg respectively. However, they have not been able to present any medals for Indonesia. Gilbert Ga and Mario Kali are former athletes guided by the Student Sports Training and Education Center (PPLP) at the NTT Province Youth and Sports Service.

### 3) Kempo

In Indonesia, the name Kempo is Shorinji Kempo, in general, kempo is a generic term for "martial", instead of "budo" Shorinji Kempo, literally shaolin temple's first way. However, Shorinji Kempo is not the same as the complete Shaolin quan name, "Nihon Shorinji Kempo". PERKEMI is the Indonesian Kempo Martial Organization, but it also needs to be understood too that is under the WSKO (World Shorinji Kempo Organization), so "Kempo" in Indonesia is considered Shorinji Kempo.

By photographing the topographic, geographic, economic, socio-cultural, political conditions and the characteristics of NTT people who are famous for its fighters, hard workers, resilience and unyielding, it should be the basic potentials to be developed to achieve higher achievement through the Kempo sports branch. There are also other indicators that are the prerequisites for developing the main sport branches in NTT, namely; the acquisition of gold, silver and bronze medals, in each event and multi-event singles championships such as; regional and national championships, National Student Sports Week (POMNAS), National Sports Week (PON), Sea Games and the Kempo Kempo World Championship in California, United States in 2017. The achievements presented above are indicators of the strategy for developing sports in accordance with the potential and characteristics of the NTT region that could be seen in the following table;

**Table: 4.18 Guidance and Development of Main Sport Branches at PPLP**

Provincial Youth and Sports Department.

Innovational Development Strategy of Sport Branches.	Youth and Sport Department of NTT Province (PPLP, PPLMD, PPLD)	Description
Laws and Regulations	<ol style="list-style-type: none"> <li>1. National Sports System Law No. 3 of 2005</li> <li>2. Government Regulation No. 16 of 2007 on Sports Coaching</li> <li>3. Government Regulation No. 17 of 2007 on Sport Championship/Competition</li> <li>4. Government Regulation No. 18 of 2007 on Sports Funding</li> <li>5. Regional Regulation on Sports of NTT Province</li> </ol>	
Main Sport Branches	<ol style="list-style-type: none"> <li>1. Athletics</li> <li>2. Boxing</li> <li>3. Kempo</li> </ol>	

Source: Dinas Kepemudaan dan Olahraga Provinsi NTT

Based on the results of research conducted by researchers related to the activities of three main sport branches, namely; athletics, boxing, and kempo in Provincial PPLP, PPLMD, PPLD DIASPORA from November to August 2018, can be ongoing, efficient, effective, quality and productive because it is supported by an exercise program, there is seriousness, a conducive atmosphere, high participation rates and social relations in family nuances that are going well, then the public service of the sport can be achieved maximally.

From table 4.18 above, it can be concluded that in accordance with regulations, characteristics, regional potential, namely; topography, demography, economy, socio-culture and politics, it is recommended that 21 districts and 1 city in East Nusa Tenggara Province adopt one or more of the three main sport branches of NTT that can be fostered in their respective districts/cities.

**Table: 4.19 Guidance and Development of Main Sport Branches at PPLMD**

Provincial Youth and Sports Department.

Innovational Development Strategy of Sport Branches.	Youth and Sport Department of NTT Province (PPLP, PPLMD, PPLD)	Description
Laws and Regulations	1. National Sports System Law No. 3 of 2005 2. Government Regulation No. 16 of 2007 on Sports Coaching 3. Government Regulation No. 17 of 2007 on Sport Championship/Competition 4. Government Regulation No. 18 of 2007 on Sports Funding 5. Regional Regulation on Sports of NTT Province	
Main Sport Branches	1. Athletics 2. Boxing 3. Kempo	

Source: Dinas Kepemudaan dan Olahraga Provinsi NTT

From table 4.19 above it can be concluded that in accordance with regulations, characteristics, regional potential, namely; topography, demography, economy, socio-culture and politics, it is recommended that 21 districts and 1 city in East Nusa Tenggara Province adopt one or more of the three main sport branches of NTT Province to be fostered in their respective districts/cities.

**Table: 4.20 Guidance and Development of Main Sport Branches at PPLD**

Provincial Youth and Sports Department.

Innovational Development Strategy of Sport Branches.	Youth and Sport Department of NTT Province (PPLP, PPLMD, PPLD)	Description
Laws and Regulations	1. National Sports System Law No. 3 of 2005 2. Government Regulation No. 16 of 2007 on Sports Coaching 3. Government Regulation No. 17 of 2007 on Sport Championship/Competition 4. Government Regulation No. 18 of 2007 on Sports Funding 5. Regional Regulation on Sports of NTT Province	
Main Sport Branches	1. Athletics 2. Boxing 3. Kempo	

Source: Researcher themselves

From table 4.20 above it can be concluded that in accordance with regulations, characteristics, regional potential, namely; topography, demography, economy, socio-culture and politics, it is recommended that 21 districts and 1 city in NTT Province adopt one or more of the three main sport branches of NTT Province that can be fostered in their respective districts /cities.

*Based on the analysis above, minor propositions I can be arranged from the sub-focus as follows;*

*If the strategy of bureaucratic innovation in the development of main sport branches in NTT Province, through development of main sport branches in accordance with the potential and characteristics of the regions is well done, then the public service of the sport will be achieved optimally.*

a) Leadership Ability in order to Improve District, Regional, National and International Sports Achievements

*Referring to the results of interviews conducted from November 2017 to August 2018, with George Hadjo, et al. as informants, there were many things, such as quick and appropriate decisions in implementing program activities are conducted well, budget allocation support*

*raised. Giving appreciation to athletes and coaches was good enough. There were adequate rewards so that athletes/coaches become diligent and enthusiastic in training. In the future, need also to be improved.*

The ability of the leadership of this region through the Governor is very strong, namely; have integrity, morality and high commitment in the form of sports public policies such as; budget allocations for coaching, development, training, procurement of sports facilities and infrastructure, appreciation to athletes who have made pride for NTT at each regional, national and international event can be seen in the following table;

**Table: 4.21 Commitment of Governor's Leadership in Improving**

PPLP Sports Achievement in NTT Province

Leadership Commitment of NTT Governor	KONI of NTT	DIASPORA Of NTT Province	KONI/ DISPORAof NTT Province
1. Funding allocation	Sport branch development. Athlete appreciation	Center of PPLP, PPLMD, PPLD. Athlete appreciation	Sport Facilities and Infrastructures
2. Urging stakeholders to be involved in sport developments.	Business world (Non-governmental organization)	Business world (Non-governmental organization)	Business world (Non-governmental organization)
3. Raising money for National Sport Week (PON) activities.	Business world (Non-governmental organization)	Business world (Non-governmental organization)	Business world (Non-governmental organization)

Source: KONI dan DIASPORA Provinsi NTT

From table 4.21 above, it can be concluded that by allocating the budget for sports activities to be increased as needed, inviting stakeholders to be involved in the training of sports, and directly raising funds for PON activities. The description of these conditions shows a strong commitment from the governor as regional head in order to encourage increased sports achievements in NTT Province.

**Table: 4.22 Commitment of Governor's Leadership in Improving**

PPLMD Sports Achievement in NTT Province

Leadership Commitment of NTT Governor	KONI of NTT	DIASPORA Of NTT Province	KONI/ DISPORAof NTT Province
1. Funding allocation	Sport branche development.  Athlete appreciation	PPLMD  Athlete appreciation	Sport Facilities and Infrastructures.
2. Urging stakeholders to be involved in sport developments.	Business world (Non-governmental organization)	Business world (Non-governmental organization)	Business world (Non-governmental organization)
3. Raising money for National Sport Week (PON) activities.	Business world (Non-governmental organization)	Business world (Non-governmental organization)	Business world (Non-governmental organization)

Source: KONI dan DIASPORA Provinsi NTT

From table 4.22 above, it can be concluded that by allocating budgets for sports activities as needed, inviting stakeholders to be involved in leading sports development/development, and directly doing fundraising activities for PON activities. Condition pictured is that there is a strong commitment from the governor as head regions in order to encourage increased sports achievements in NTT Province.

**Table: 4.23 Commitment of Governor's Leadership in Improving**

PPLD Sports Achievement in NTT Province

Leadership Commitment of NTT Governor	KONI of NTT	DIASPORA Of NTT Province	KONI/ DISPORA of NTT Province
1. Funding allocation	Sport branche development.  Athlete appreciation	PPLD  Athlete appreciation	Sport Facilities and Infrastructures.
2. Urging stakeholders to be involved in sport developments.	Business world (Non-governmental organization)	Business world (Non-governmental organization)	Business world (Non-governmental organization)
3. Raising money for National Sport Week (PON) activities.	Business world (Non-governmental organization)	Business world (Non-governmental organization)	Business world (Non-governmental organization)

Source: KONI dan DIASPORA Provinsi NTT

From table 4.24 above, it can be concluded that by allocating the budget for sports activities to be increased as needed, inviting stakeholders to be involved in the development/training of sports, and directly raising funds for PON activities. The description of these conditions shows a strong commitment from the governor as the head regions in order to encourage increased sports achievements in NTT Province.

*Based on the above analysis, minor propositions 2 can be arranged from the sub-focus as follows;*

*If efforts in bureaucratic innovation in the development of main sport branches in the province of NTT, through leadership capabilities that have the character of integrity and commitment that are strong in building regional sports are well done, the public service of the sport will be maximized.*

c) Granting Awards to Sports Personnels in order to Improve District, Regional, National and International Sports Achievements.

*Referring to the results of interviews conducted from November 2017to August 2018, with informants, Jhoni A. Lumba et al. Related to the granting of awards from the NTT Provincial Government to athletes and coaches who excel at every regional, national and*

*international event and that can give gold, silver and bronze medal. In essence, saying that the current government is good at giving attention and appreciation to athletes and coaches who excel, and in the future need to be improved. Furthermore, they also said that what was made by the NTT provincial government has been adopted, became a model by the KONI Center and the Ministry Republic of Indonesia's Facilitation and Sports in terms of awarding accomplished athletes and coaches. The Central Government through the Ministry of Bureaucratic Reform and the State Civil Apparatus has made innovative policy innovations namely, in the formation of new Public Servant Selection (CPNS) in 2018, there is a special route for outstanding athletes and coaches.*

Giving awards for sport achievements is an implementation of the National Sports System Act, Chapter XIX, Article 86, Government Regulation Number 44 of 2014 and Minister of Youth and Sports Regulation Number 1684 of 2015, regarding the requirements for Sports Award for Sportsmen, Sports coaches, Sports Personnels, and Sports Organizations as a form of appreciation for the government's responsibility for sports development and for giving appreciation to the achievements of sportsmen.

Award giving is expected to have a significant influence and as a trigger for the development of regional and national sports achievements, as well as in the effort to assimilate the sport towards a healthy and fit society. A healthy and fit community will support a qualified and productive sports public service.

Therefore, the NTT Provincial Government carries out policy innovations to give appreciation to athletes, coaches and administrators of outstanding sports in the form of presenting gold, silver and bronze medals for NTT Province in PON, Sea Games, Asian Games and the Olympics. Appreciation are given to; 1) athlete; for individuals or teams, 1 gold medal, Rp. 100 million with 1 type 36 house unit, 1 silver medal, Rp. 75 million with 1 type 36 house unit, 1 bronze medal, Rp. 50 million with 1 type 36 house unit. This appreciation is also applied to paralympic athletes, 2) coaches, 50% of athletes' income, this also applies to team sports. Detailed can be seen in the following table;

**Table: 4.24 NTT Provincial Government Award to athletes who excel in West Java PON XIX 2016**

Athlete	Gold medal	Silver medal	Bronze medal	Description
1 medal	Rp;100.000.000 1 house unit type 36	Rp.75.000.000 1 house unit type 36	Rp,50.000.000 0 1 house unit type 36	DIASPORA KONI
Coach	50% xRp;100.00 0.000	50% xRp;76.000. 000	50% x Rp;50.000	DISPORA Of NTT Province

Source: KONI NTT dan DIASPORA Provinsi NTT

From table 4.24. above, it can be concluded that the award given by the NTT Provincial Government to athletes and coaches who performed sports in multi-event and single-event shows a strong collaboration and commitment among; Governor, DPRD, KONI and DIASPORA Province. This shows a good understanding and appreciation of the government and stakeholders for a sporting achievement that is emphasized by the citizen in raising the dignity of this region.



*Based on the analysis above, minor propositions 3 can be arranged from the sub-focus as follows;*

*If efforts to innovate the bureaucracy in the development of sports in the province of NTT, through the awarding of services and dedication that have been made by athletes and coaches at a regional, national and international event to raise the dignity of the region and the nation is well administered, then the service public sport will be achieved maximally.*

*Based on minor propositions 1 to 3, the major 2 propositions can be arranged as follows;*

*If bureaucratic innovation efforts in the development of main sport branches in NTT Province, seen from the development of sports in accordance with regional potentials, leadership capabilities that have integrity and commitment that are strong in giving awards to athletes and coaches who have meritorious, dedicated to raising region's and nation's dignity at a regional, national and international event is well managed, then the sports public service is maximally achieved.*

## 1. Supporting and Inhibiting Factors to Bureaucratic Innovation in the Development of Main Sport Branches.

*The following can be conveyed on the results of direct interviews with a number of stakeholders including; Lukas M. Boleng et al., As an official of the activities interviewed from November 2017 to August 2018, related to supporting and inhibiting factors in bureaucratic innovation in main sport branches in NTT Province, inseparable from sociogeographic demography, and demography due to NTT Islands region, so that it must pay attention and observe the recruitment of potential athletes, as well as the socio-cultural aspects, and the culture of the athlete itself. While the political aspect is a bit of an influence. Vission and mission is an absolute thing, because in starting a program/activity must be guided by vision, the Regional Organizations (OPD) mission is related to achieving the stated objectives. Furthermore, the attention of outside stakeholders is still very minimal. So far, only the government is more dominant in providing support in sports development. So that in the future, the for the Provincial DIASPORA, it is necessary to mobilize stakeholders who are more involved in sports coaching. While the resources are still very minimal (human, facilities and infrastructure, and finance) in the future need to be improved.*

### a) Supporting Factors

Supporting factors are elements that contribute positively to bureaucratic innovation in the development of main sport branches in the NTT Province, including;

1) endogenous and exogenous factors, endogenous factors which are factors in the form of inherent physical and psychological characteristics of an athlete including; body composition or anatomy, body organs (physiology), circulatory system and nerves of athletes, while exogenous factors are factors that arise from outside the athlete, including trainers, advice and sports infrastructure, are the basic potentials of sports development in order to improve regional, national and international sports achievements. Sports center area is an area devoted to sports and recreation activities that are directly integrated in one area. This area must be provided with standardized facilities and sports equipment for the general public. The area is able to protect the community by making an area with the concept of 'mass open space'. Open space is environmental insight oriented and can be enjoyed by all urban and rural communities. The high level of community activity in urban areas and villages makes the

existence of sports areas important. This is because the Sports Center area is able to provide Green Open Space (RTH). Rina V.Gunawan, 2015 (Alternative Selection of Sports Center Areas). Region of East Nusa Tenggara Province is divided into 21 Regencies and 1 City, with land area, 47,349.9Km<sup>2</sup> has the potential to conduct development planning, development and Green Open Space (RTH), for activities community sports. The recruitment system of athletes also needs to consider regional aspects, because NTT Provinces are islands, political support (budget allocation) for the development of main sport branches is needed.

2) Having a vision, mission, goals, objectives and programs in order to improve regional, national and international sports achievements. The vision of sports development in East Nusa Tenggara is an illustration of the sporting conditions that are aspired, realized in the next 4 (four) years for the RPORJMD period 2017-2020, the vision is formulated by considering: (a) the vision of national sports development, according with Law No. 3 of 2005, (b) the surrounding environment which influences the process of sports development such as (1) socio-demographic factors, (2) geographic factors, (c) economic factors, (d) political factors, (e) social cultural factors in each district/city. Mission is a task carried out to realize the vision, which is then integrated into the goals and objectives of sports coaching in a more concrete and measurable form. Vision is designed based on an analysis of strategic issues in sports development in NTT including; (a) the competitiveness trend of NTT's sports achievements until 2018, (b) the decline in the competitiveness of NTT in multi-event at POPWIL, POPNAS, POMNAS and PON, (c) the vision of regional development that emphasizes achieving prosperity in broad meaning to support unity and existence of the Unitary State of the Republic of Indonesia.

Referring to the study, the vision of sports development in East Nusa Tenggara Province was formulated as follows: "Becoming a Healthy, Smart, and Achieving Province in Sports" The essence of the ideals contained in this brief, solid vision are as follows; 1) The meaning of health is directly related to the condition of a well-being, which means, not only fulfilling basic needs in the form of biological-physiological demands, but also fulfilling the sense of security, satisfaction of life, not feeling depressed, recognition of the extending environment and social networks, 2) The meaning of intelligent in the broadest sense can be understood in another perspective, namely; 1) able to apply knowledge quickly and precisely to carry out a task, 2) able to compile and develop their own knowledge based on personal experiences, 3) able to control themselves, 4) able to bring themselves in a social environment, 5) able to

think critically and creatively and see new opportunities. To realize the vision above, the mission carried out for the last five years in RPORJMD, 2017-2020 are as follows; 1) arranging the harmonization and synergy of the sports development system, including educational sports, recreational sports and achievement sports, 2) strengthening the performance sports institutions in order to be able to carry out management functions properly, 3) increasing public participation in sports in an expanding manner from the city to countryside in order to achieve a fit community and many athletes regenerations, 4) improving the achievement of national and international level athletes through increasing training quality standards, developing trainers and implementing sports science and technology, 5) improving the quality of competition to reach national and international standards, 6) facilitating the development of facilities and quality and equally-distributed sports facilities, the establishment of sports coaching centers, in each district and city in accordance with their regional potentials, 7) creating a vibrant climate of sports coaching and a continuous coaching process involving media support and sponsors, 8) establishing financial resources independently, and pioneering the sports industry. A more measurable formula, in relation to achieving the vision and mission of sports development in East Nusa Tenggara, is set forth in the goals and objectives of coaching. The objectives of the Mid-term sports development plan (RPORJMD) are as follows: 1) the creation of strong coordination between activities in educational sports, recreational sports and sports achievements, 2) established sports performance organizations that are able to carry out management functions well, 3) participation rates achieved in high sports, 4) a healthy and fit community are achieved, 5) many talented athletes are available, 6) obtaining national and international standard sports achievements, 7) available national and international qualified trainers, 8) sport training quality based on science and technology, 9 ) achieved national and international quality standards of competition, 10) equitable sports facilities available to remote areas, 11) available sports facilities that meet national standards, 12) built regional training centers in each district and city, 13) created a vibrant sports coaching atmosphere, 14) creating a continuous coaching process, 15) building a guidance system that has the support of the media and sponsors, 16) creating a fund-raising system from a number of businesses that have the potential to generate income, 17) building a strong financial system supported by sponsorships from the private sector, 18) built a financial system with strong subsidies from the regional government.

Furthermore, the objectives are translated into more concrete and measurable goals based on indicators according to the formulation of the above objectives.

The goals to be achieved in the development of main sport branches in NTT are as follows:

- 1) the implementation of interrelated activities between sub-systems of educational sports, recreational sports and achievement sports,
- 2) recording all data from the results of educational sports, recreational sports and achievement sports,
- 3) the formation of productive achievement sports organizations,
- 4) the implementation of a development program for every sporting organization in the provinces, districts and cities in NTT,
- 5) achieving high participation rates in sports,
- 6) providing greater access for women in sports,
- 7) serving special needs groups in sports,
- 8) achieving fit people,
- 9) achieving healthy communities,
- 10) providing a large number of talented athletes,
- 11) carrying out early age development,
- 12) creating national and international achievements in main sport branches,
- 13 ) established champion characters,
- 14) available national-qualified trainers,
- 15) implemented education/training programs for trainers,
- 16) available scientific information to contain guidance decisions,
- 17) carried out scientific studies to support the training process,
- 18) available easy sports laboratories,
- 19) qualified competition held,
- 20) intensity of competitiveness during competitions,
- 21 ) the development of equitable sports facilities and infrastructure,
- 22) available sports facilities affordable by sportsmen/sportswomen,
- 23) availability of sports facilities that meet standards,
- 24) availability of well-maintained sports facilities,
- 25) availability of regional training in city districts,
- 26) decentralization development,
- 27) creating an atmosphere of competing sports / competing to be the best,
- 28) creating an atmosphere to continuously achieve the best (excellent),
- 29) carried out a tiered and continuous coaching program,
- 30) carried out media-supported achievement coaching,
- 31) carried out achievement coaching supported by sponsors,
- 32) a self-managed funding searching system,
- 33) built a sponsorship fund searching system,
- 34) built a financial support system, smooth subsidies from NTT provincial, district and city governments,
- 35) built a transparent and accountable financial system, Draft Grand Design ( Youth and Sports Service of NTT Province, 2015-2025).

From the explanation of the DIASPORA Vision and Mission of the NTT Province above, it can be concluded that, vision and mission must be formulated because it is the direction and target of development that is carried out by the Provincial Youth and Sports Service, because

it is a Regional Device Organization (OPD) that handles human development and sports must be integrated and simultaneous.

3) Support of stakeholders in order to improve district, regional, national and international sports achievements. Stakeholders are an important part of the development of main sport branches in NTT Province, because their presence can help improve sports performance in East Nusa Tenggara. Stakeholders are positioned as discussion partners and are given the role of caretakers and foster parents in one sport to provide support for the continuation of main sport branches development, and can also recruit leading athletes who excel in becoming staffs/employees at companies or offices that are related, such as: Educational Office, Public Works Agency and Public Housing, PT. Pertamina, PT. Semen Kupang, Regional Development Agency, Public Order Enforcers (POL.PP). Youth and Sports Agency, KONI, Private Banks and Regional Government Banks can be seen in the following table;

**Table: 4.25 Cross-Analysis of Supporting Factors in Developing Main Sport Branches in NTT Province**

Supporting Factor Analysis	Sport Personnel	Description
Endogenous	Factors from within the athlete's self.	Body composition (anatomy) and body organs, system, heart, lungs, liver, circulatory system and nervous system.
Exogenous	Factors from outside the athlete's self.	Coach, Facilities & Infrastructures, nutrition, organization, competition, governmental support/funding allocation, political support, environment, total area of sport.
Total Area	Green opened area, society doing physical-related activities.	Physical fitness/high accomplished.
Vision, Mission	DISPORA	Direction and recommendation on human and sport development.
Stakeholders' Supports	KONI, Sport Branch Manager/Coordinator, Education & Culture Department, State-Owned Enterprises (BUMN, BUMD).	Collaboration and Synergy

Source: Researcher themselves.

The following can be conveyed on the results of interviews with a number of stakeholders including Kristo Aja (Kadispora) Nagekeo, related to supporting factors for bureaucratic innovation in the development of main sport branches in NTT Province from November 2017 to August 2018. In essence, they say that endogenous and exogenous factors, area, vision, and mission need to be to get intervention from the local government and stakeholders' support is should continuously be improved.

From table 4.25 above, it can be concluded that in the development of main sport branches in NTT Province, analysis and identification must be carried out first before carrying out the process of training or developing in sports, so that training can be efficient, effective and productive in order to improve sports achievements in NTT Province, both district, regional, national and international.

*Based on the analysis above, minor propositions 1 can be arranged from the sub-focus as follows;*

*If efforts in bureaucratic innovation in the development of main sport branches in the province of NTT, through analysis of endogenous and exogenous supporting factors, area size, vision, mission, stakeholder support, are carried out well, the sports public services will be maximized.*

b) Inhibiting Factors

Limited resources is one inhibiting factor in developing main sport branches in East Nusa Tenggara (NTT) province which include;

1) Sports infrastructure and facilities must receive attention in the budget allocation for development and procurement such as; construction of green open space (RTH). Open space refers to a place that is intended for sports activities by the public in the form of buildings or land including; standard or not, *in door* and *outdoor* sports fields and land for public sports activities. Open space is a requirement for physical activity for the public. Hence, open space should be accessible by all public elements, which can encourage active participation from high society.

2) Human Resources (HR) are an important dimension in the development of a Main Sports Branches. The availability of trainers handling PPLP, PPLMD and PPLD who handle three

main sport branches namely athletics, boxing and kempo are 9 people and 50 athletes. This refers to the availability of athletes, coaches, PE teachers, instructors, sports physician, sports psychologists, nutritionists, physiotherapy experts and sports law expert, in a certain area. The dynamics of main sports development activities will be largely determined by the Human Resources (HR) that drive the wheel of activity. Because Human Resources are working capital, so that the ability, knowledge, skills, and attitudes in each policymaking are more emphasized.

3) Source of Funding, bureaucratic innovation in the development of main sport branches in NTT Province must receive high attention in budget allocation. Availability of funding sources allocated by the government/DIASPORA of NTT Province in 2018 Pure funds Rp. 16,698,884, Amendment funds amounting to Rp. 19,962,226,500 Planning, organizing, deciding, implementing with appropriate supervision whatever the model is, if not in support with appropriate budgeting will be ineffective. For this reason, the politics of budget allocation must be a priority, because funds are the basic dimension in the development of main sport branches.

4) Participation, in general the scope of active public participation in sports activities. Active participation refers to active public direct involvement in carrying out sporting activities as the subjects. It can be formal sports such as; athletics, boxing, kempo, football and nonformal such as; traditional sports including; the traditional boxing sport of the Ngada community called "Sagi" and Nagekeo called "Etu", and in Lembata community is known as "Hadok". In addition, Pasola traditional sporting javelin throwing for the Sumba community and archery of the traditional Alor sports. As well as sports that are recreational, competitive and fitness.

5) Fitness is an important dimension to support high work productivity. Physical fitness is the body's ability to carry out activities without experiencing significant fatigue or exhaustion. The progress of science and technology has implications for the pattern of community activities. Automatic equipment such as; electronic stairs and remote control make people relatively not doing physical activities. Based on the analysis of fitness data collected in the Sport Development Index (SDI) activity in 2006, it showed that 37.40% were in very poor category, 43.90% were less, 13.55% were moderate, and only 5.15% were in the good category, very well.

6) Furthermore, the lack of partnership coordination and communication, the low commitment of local governments that can hinder district, regional, national and international sports achievements, can be seen in the following table;

**Table: 4.26 Cross-Analysis of Inhibiting Factors in the Development of Main Sport Branches in NTT Province**

Inhibiting Factor Analysis	Coordinator/Sport Personnels	Keterangan
Inadequate facilities and infrastructures.	KONI, Sport Branch Coordinator, DIASPORA, Education and Culture Department.	Insufficient number of distributional quality and quantity of sport facilities and infrastructures in 21 districts and 1 city.
Low Human Resources	Athletes, Coaches, Physical education (PE) Teachers, Instructors, Sport Doctor, Sport Psychologist, Nutritionist, Physiotherapist and Sport Law expert.	Insufficient number of distributional quality and quantity of human resources in sports in 21 districts and 1 city.
Lack of participation in physical-related activities in society.	Direct and active public involvement in doing physical-related activities.	Formal sports (athletics, boxing, kempo) and non-formal sports (traditional sports traditional, <i>Etu</i> , <i>Caci</i> , traditional archery).
Low physical fitness.	Society	Low productivity or inability to work over long period of hours.
Lack of coordination	Stakeholders	Lack of support from stakeholders.

Source: researcher themselves

The following can be conveyed from the results of interviews with a number of stakeholders including; Lukas M, Boleng, et al., Related to the inhibiting factors of bureaucratic innovation in the development of main sport branches in NTT Province from November to August 2018, in essence, they said that the availability of facilities and infrastructure were

still lacking, lack of potential athletes, lack of qualified trainers, low community participation in exercise, low physical fitness, and lack of support from stakeholders in sports.

From table 4.26 above, it can be concluded that the availability of sports facilities and infrastructure is limited, low sportsmanship human resources, community participation in lack of sports activities, low physical fitness and lack of coordination with stakeholders who are working partners, these conditions will negatively impact main sport branches development that is, sports achievements in NTT Province will decline or fluctuate, regionally, nationally and internationally.

*Based on the analysis above, minor propositions 2 can be arranged from the sub-focus as follows;*

*If efforts in bureaucratic innovation in the development of main sport branches are expected in NTT Province, through analysts, the inhibiting factors are the lack of quantity and quality of sports facilities, lack of quantity and quality of human resources in sports, low community participation in sports activities, low public physical fitness, lack of coordination and communication with stakeholders, resulted in the public service of the sport is not achieved maximally. Such condition becomes a reflection to be followed up by making improvements.*

*Based on minor propositions 1 to 2, major propositions can be arranged as follows;*

*If bureaucratic innovation efforts are reinforced by supporting factors and are able to minimize the inhibiting factors optimally, the implementation of bureaucratic innovation in the development of main sport branches in NTT Province can succeed well.*

## **2. Bureaucratic Innovation Model in Developing Main Sport Branches in the NTT Province.**

*he results of direct interviews with a number of stakeholders including; Fery Ndoen, et al., As an informant of the interviewed activities from November 2017, to August 2018, related to the model of training in the sport in the NTT Province, is good, but the creativity of coaches must be improved, while managers/bureaucrats must establish communication with all stakeholders, because the responsibility of developing sports is not only by the*

*government but must involve the community and the business world to collaborate and work together in developing sports in NTT Province.*

The policy of bureaucratic innovation in the development of main sport branches has been carried out by the Provincial Youth and Sports Agency, namely the process of bureaucratic innovation, bureaucratic innovation strategies, analysis of supporting factors and obstacles to bureaucratic innovation, from the previous 5 branches of sports the results are not maximal, unprofessional athlete and coach recruitment, lack of support for sports facilities and infrastructure and coordination with stakeholders who are still lacking. from the conditions described above, things that can be done is to empower as much as possible, therefore, it can also be concluded that the pattern of guidance carried out by the Provincial Youth and Sports Service is still far from optimum.

The strategy of bureaucratic innovation in the development of main sport branches in the province of NTT is the development of sports in accordance with the potential and characteristics of the region through accurate mapping in the regencies/cities in NTT that is; athletics, boxing and kempo, leadership ability, awarding rewards. If conducted well, the public service in increasing sports achievements in NTT Province will be achieved optimally.

Furthermore, analysis of strategic issues can be carried out as follows;

#### **a) Issues on Sports Development in East Nusa Tenggara Province**

The sports development model in order to improve sports performance in the Province of NTT as a whole between physical and mental aspects must be integrated in human development through the development of sports. There are several models of national sports coaching in the past which could be referenced to for the innovation in the development of main sport branches in NTT including; 1) Dominant Government Model (1945-1966), ahead of the 1962 Asian Games in Jakarta, a nationally developed model of national sports development under the Sports Movement Command, and became a strategic activity to build a nation and character building. The model and wisdom of national sports coaching is characterized by the role of the dominant government that has succeeded in achieving its objectives from the standpoint of achievement and the psychological aspect or national mood. The Indonesian contingent won the top 2 ranking, after Japan, fired up its national pride. This has a strong psychological impact on the nation's self-image; 2) The Quasi NGO Model since (1966-1998), the Indonesian National Sports Committee (KONI) was formed in December

1966, as an effort to reform the national sports development model, which is also still centralistic with the government's dominant role. KONI was formed to provide room for the private sector and the community to participate more in policymaking; 3) The "Middle Way" model was synergized by the government, private sector and society, Law No. 3 of 2005 concerning the National Sports System was published with the intent and purpose of regulating national sports development as a very complex system, because so many factors are involved and interrelated. The three subsystems of sports activities that are fostered are educational sports, recreational sports and sports achievements. What is expected is built and developed as a whole, even though each goal is very different but integrated in the frame of the Sport Development Index.

From the point of view of the progress of achievement in sports, the basic assumption that is held and tested in various countries is that sporting achievements will grow and develop based on widespread community participation (sport for all) which means "exercising the community and socializing sports" should be well-developed. The level of community participation in sports activities nationally or in an area can be used as an indicator for the development of achievement sports in provinces, districts and cities. The model to be developed to foster the three sub-systems is **a strong synergy between government, private and community elements**. This policy was taken because up to now the role of government is still needed, not only in terms of providing subsidies for the implementation of sports activities, but support to increase the building capacity of building sports organizations that still need support.

#### **b) Shift of Paradigm**

Since the beginning of 1984 there has been a very fundamental change in the paradigm of developing and organizing sports events, especially the Olympics, namely from political logic to economic logic, political logic on the one hand, emphasizing sports achievement as an expression of a country's pretensions. The shift actually began when the 1984 Los Angeles Olympics were held with the application of sport marketing principles, an important element of a profit-generating sport industry. Business in sports is growing rapidly, the global sports industry reaches US\$ 213 trillion, and the United Nations calculates the sport's contribution of about 3% of a country's GDP. Two studies in Australia revealed that between 1994 and 2006, sports contributed AUS dollars 6.5 billion to Australian GDP. Visa Credit Cards

analyze the impact of the 2012 London Olympics on the use of money issued through credit card transactions. The results counted visitors spending 709 million poundsterling.

### **c) Policy Shift**

Even though there is a policy shift, which is paying attention to the development of sport for all to improve the quality of life of the people, sports achievements remain to be considered. Every event, always takes into account its economic aspects. No matter how much revenue is earned, it becomes the focus of planning.

### **d) Implications for National Sports Development**

The main fundamental change has taken place is that other nations in the world are very aggressive trying to tap the economic values of sports activities and as a whole the efforts made by sports coaching lead to increased welfare. Sports achievements are related to the attractiveness of organizing an event, and therefore the relationship between sports achievements and the development of a sports industry is very necessary. Which is the basis of sports education and recreational sports is also being the cornerstone of sports achievements and it is all integrated with each other. Indonesia is still caught up in the logic of politics, law, socio-culture, so far behind in terms of the utilization of the potential of the sport economy to compete in the form of marketing an event.

Therefore, the government policies of East Nusa Tenggara (NTT) to make the province as the New Territorial Sport Tourism (a new area for the development of tourism sports) is an innovative policy to increase the economic income of the people in this area. This needs to be supported by the provision of other facilities such as road infrastructure to reach locations, availability of accommodation and communication infrastructure, aspects of safety, security, health and the support of local residents' hospitality.

### **e) Competitiveness Issues**

Competition in sports achievements is directly related to the competitiveness and the ability to fulfill the elements that determine excellence. The results of studies at the international level revealed that none of the countries excelled overall in achieving medals. What happens is excelling in certain sports and even certain numbers or classes. SIRC study group (2002)

revealed that none of the countries had a competitive advantage in the Olympics. There is a competitive advantage in a certain number of sports or certain classes in the sport.

According to Porter (1990), a marketing expert, said it was really a wrong question to try to find an explanation of competitiveness at the national level. What is needed is understood, said Porter is a determinant of productivity. Attention orientation is not directed at the economy as a whole, but also to certain industries and certain segments.

Competitiveness is influenced by several factors such as; 1) characteristics of players/athletes or teams, 2) growth of elite sports at the international level. From an organizational perspective, competitiveness is influenced by several things including; 1) increasing competition, (2) growing number of countries investing more in sports achievements, (3) growing professionalism in sports management that suppresses personal competence, (4) implementing decentralization or regional autonomy policies.

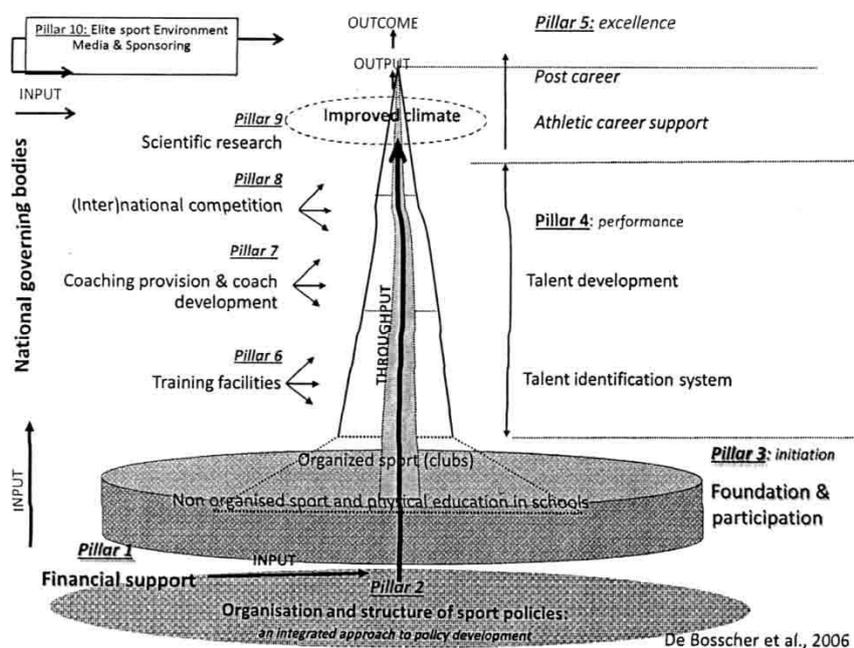
There are also important aspects to support the creation of competitiveness, namely the ability to produce innovations that are relevant for achievement. Adopting the concept, Porter (1990) said achievement of competitiveness is synonymous with the ability of a country or region to produce new things to achieve or maintain excellence against the nation in a number of small industries. Competitive advantage according to Australia's experience includes 4 things, which are; 1) innovation, 2) research, 3) science, and 4) technology. These four things become escalators of sports achievements.

The results achieved by Indonesia as the overall champion at the Sea Games in 2011, but Indonesia's competitiveness is still very much far down at the London (United Kingdom) Olympics and Rio Jeneiro (Brazil) Olympic, especially at the main sport branch namely badminton, weightlifting and archery. Badminton that usually gives gold medals on every Olympics since 1992 (Barselona) with 2 gold medals, 2 silver medals and 1 bronze medal. In the 2012 London Olympics, there was not one gold medal won, in the Rio de Jeneiro Olympics only 1 gold medal was presented by badminton in mixed doubles who are Liliana Nasir and Tantowi Ahmad and 2 silver medals from Sri Wahyuni and Eko Yuli Irawan in weightlifting. Placing Indonesia at 46<sup>th</sup> rank out of 206 countries, still losing to Thailand with 2 gold medals, 2 silver medals and 2 medals from weightlifting, taekwondo and ranked 35<sup>th</sup> in the world out of 206 countries. Regional competitiveness can be examined to see the advantages and disadvantages in regions such as in East Nusa Tenggara. Performance data

for the last 5-10 years need to be displayed based on medal achievement statistics in PON, Pre PON, National Championship and the contribution of NTT athletes to the Indonesian contingents in the Sea Games, Asian Games and Olympic Games.

### f) Component of the Development of Sports Achievement

As a sports coaching system achievement, it involves a number of major components and the results of the research at the international level revealed at least 10 main components called pillars in the achievement sports development system (De. Bosscher et, al, 2006) that could be seen in the following figure;



**Figure 4.1 Pillars in Development System of Accomplished Sports**

(De. Bosscher et,al,2006)

1) Financial support that emphasizes a sustainability and sufficiently large amount is a prerequisite for the achievement of sports achievement. The three main issues in funding sports coaching are; a) substantial allocation of funds for each component of the development system, b) budgeting mechanism through lobbying in the Regional People’s Representative Council (DPRD) and based on work performance, c) procurement and disbursement not in accordance with the development schedule. The biggest allocation is used to finance, namely; a) construction and procurement of sports facilities and equipment to practice and compete,

b) training activities and training camps outside the region, c) competition activities and competitions, d) support for the implementation of science and technology, sports laboratory facilities.

2) Organization and structure of integrated sports policy, the main benchmark for the success of sports achievement training is how well the sports organization is with several indicators concerned such as; a) the level of member satisfaction with organizational services, (b) the minimum formal structure of the organization built according to ART / AD and carried out management functions in accordance with the main tasks and functions, (c) the number of management time and competence, commitment and concern, (d) leadership factors in accordance with regional communication and cultural patterns.

3) Generalization and regeneration are very strategic pillars to be maintained as a cycle of providing athletes, carried out from an early age connected with readiness and maturity from a physical and psychological perspective to pursue different peak age performances. in every sport.

4) Development of achievement, identification and improvement of talent are the most crucial problems in fostering achievement sports, namely the issue of giftedness that is difficult to identify because it is more related to potential, compared to indicators that look like form and physical skills. However, it is ideal if the anthropometric aspects are appropriate and supportive of achieving optimal performance. In the initial stages the general indicators of giftedness include; (a) the tempo of learning (rate of learning) is relatively fast compared to other athletes, (b) tolerance to high workloads, (c) diligent in terms of active training time allocation, (d) willing to improve and correct weaknesses, (e) open to criticism and suggestions.

5) Fostering elite group achievements, reward systems and support in the post-career period. The most critical stage is fostering athletes at peak age achievement. The small number so-called elite, about 5 percent of the previous population. Because of that, the number that cones according to the pyramid model requires the interest of more talented athletes in the previous phase. To support long-term participation and motivation, a system of rewards and security is needed in the form of; (a) special counseling for school or university/college students to help with learning difficulties, (b) subsidy for living expenses or at least monthly transport money to practice, (c) monthly allowance, (d) education and training to provide

skills, (e) granted with scholarships , (f) health and insurance benefits, (g) award / bonus for achievements.

6) Sports infrastructure, training facilities are one of the important components that need attention, there will be no sports activities without the support of training facilities. For sports achievements, facilities that meet the standards are needed, because it influences the use of techniques and tactics. Development and procurement must pay attention to the basic requirements of public services, namely, efficient, effective and economical.

7) Providing trainers, coaching and the quality of training are aspects of sport personnels which are essential conditions for improving achievement. The quality of the coach, reflected in always up-to-date knowledge and always increasing skills, is a benchmark for the achievement of achievement. The issue of trainer's knowledge is very complicated but can be identified as follows; (a) content knowledge, (b) special knowledge to teach or train substance, (c) knowledge about the characteristics of athletes, (d) knowledge of program preparation and development, (e) knowledge of assessment and evaluation, (f) knowledge of the philosophy of training and ethical goals.

8) Quality of national and international standards is an important foundation. Because competition activities are closely related to training activities, this condition is an arena for improving achievement. The goal of coaching is to improve competition quality standards, pursuing national, regional and international parameters.

9) Scientific research and sports science input are functions of sports science and technology in seeking new innovations in sports coaching. If this is not implemented at the level of existing capabilities, at least the achievement of science and technology is needed to provide information to make the right decisions in training.

10) The media environment and sponsorship are mediators to be conveyed to the community. Through the media of newspapers, TV, social media or media coverage of activities, it is very important to create a climate of encouraging coaching. especially for the early age athletes, juniors, and society in general. This rubric is also useful as a medium for delivering knowledge, an element of public education and an element of entertainment. Because of this, close cooperation with the media is needed and the role of SIWO cannot be ignored.

The empirical model of bureaucratic innovation in the development of main sport branches in the NTT Province can be seen in the following figure;

Empirical and Strategical Models of the  
Development of Main Sports Branches in NTT Province

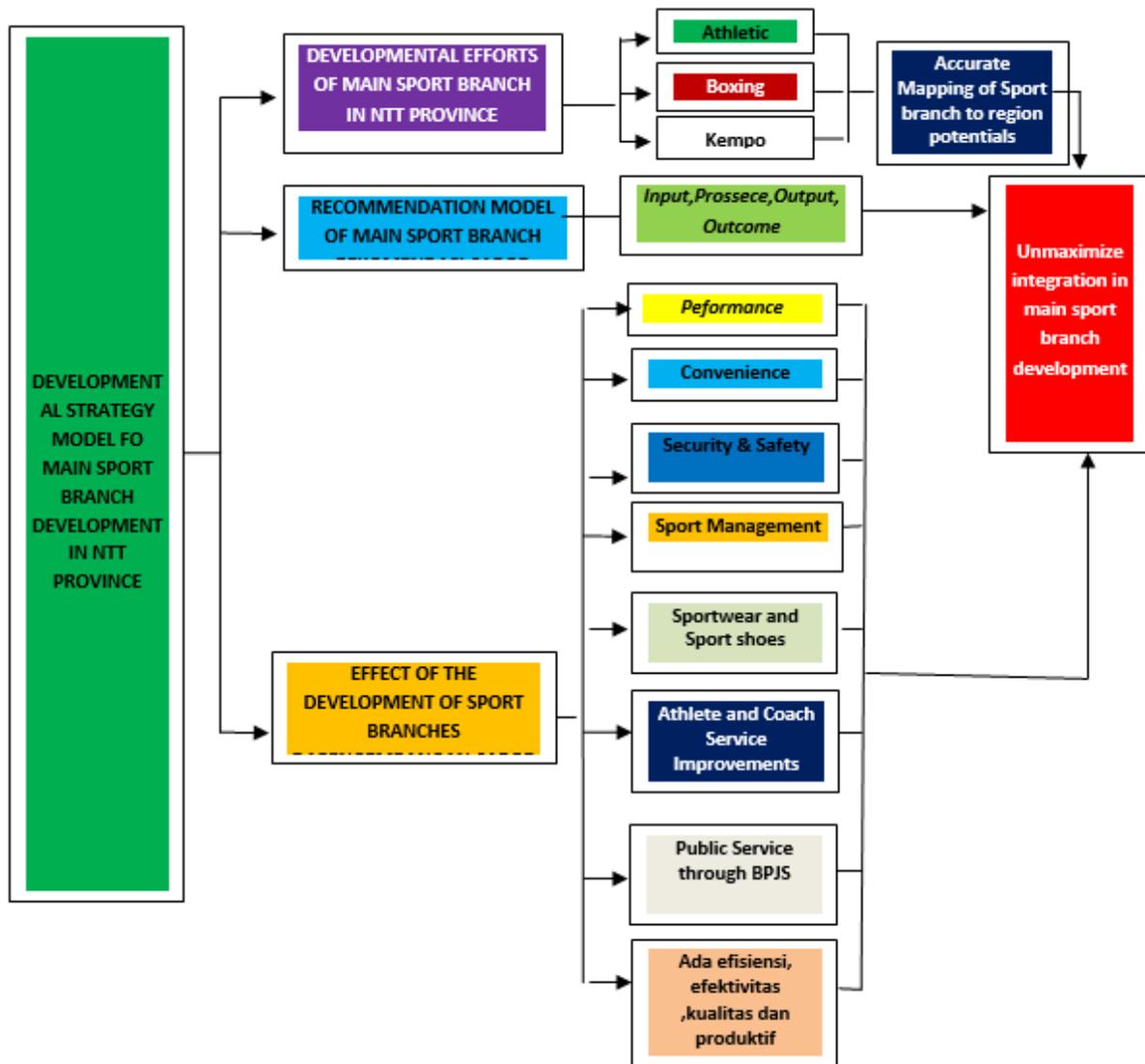


Figure: 4.2

The ideal model is integrated between efforts to develop main sport branch strategy and correct mapping, Input, Process, Output, and Outcome, and positive impacts are a unity that are closely related among dimensions; development and mapping of main sport branch in the district/city are all considered early steps. Furthermore, Input is an early phase to get athletes and trainers who meet the criteria through mechanisms including; a) the manager has written

to the provincial management by attaching the recruitment requirements for athletes and coaches. For athletes, among others: a) administrative selection which covers; current degree, academic report, 3x4 photo, medical record from the doctor, approval letter from parents/guardians, b) sport achievement data that have been attended, namely; Regional Student Sports Week (POPDA), Regional Sports Championship (Kejurda), National Championship (National Championship), Student Sports Week POPWIL Region, National Student Sports Week (POPNAS), National Student Sports Week (POMNAS), c) Psychological tests, d) medical tests, e) physical sports skills tests,

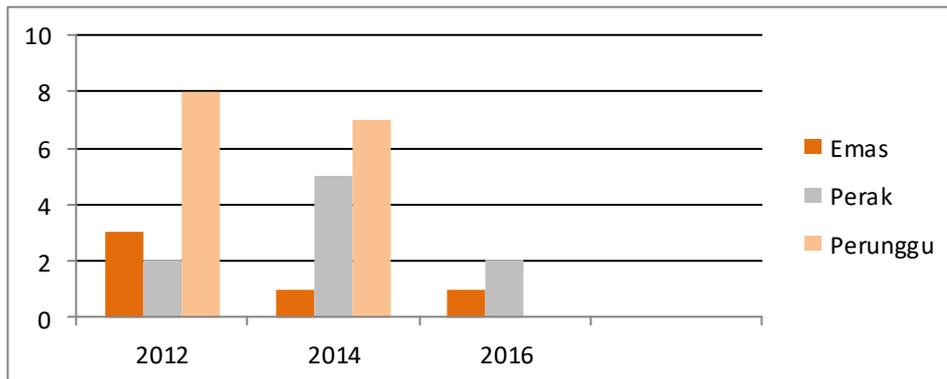
f) recommendations for test results from the technical team trainers include; a) administration selection, a minimum D3 degree, sports coach certificate, medical records from the doctor, sports letter from the Provincial Board, Curriculum Vite, 3x4cm 3-sheet pass, b) compile annual, monthly and weekly training programs, c) the compilation is presented to the technical team, d) announcement of the results of athletes and coaches selection through print media, online media and in the form of letters from managers to Provincial Administrators, District/City Education Officers, parents of athletes, athletes and trainers related.

## **Bureaucratic Innovation Efforts in Developing Leading Sports Branches in NTT Province**

### **1. Innovation in Developing Main Sports Branch**

Bureaucratic innovation in the development of main sport branches in NTT Province, through the Department of Youth and Sports of East Nusa Tenggara Province, namely; athletics, boxing and kempo, in an effort to achieve better achievement in sports in both national and international level. As an overview of the achievement data of athletes of the Student Sports and Training Center (PPLP), Regional Student Sports Training and Development Center (PPLMD), and Regional Sports Training and Training Center (PPLD) from 2012-2017 can be seen in the following table;

**Table: 4.30 NTT POPWIL IV Achievement Data 2012-2017**

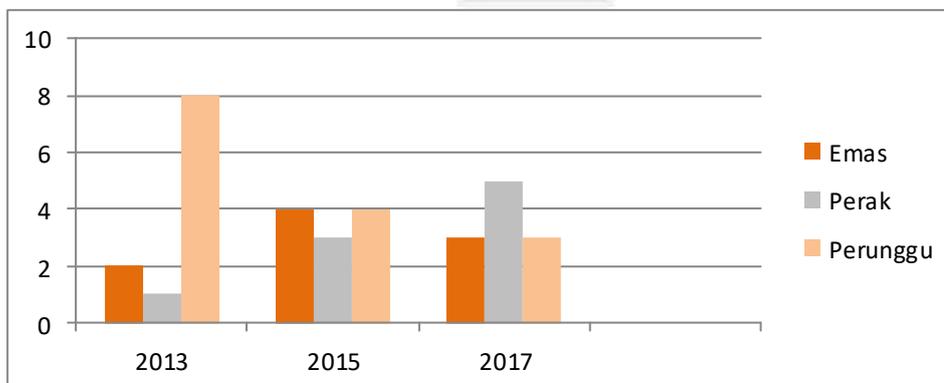


Source: Dinas Pemuda dan Olahraga Provinsi NTT

(Ideally, NTT occupied the 3<sup>rd</sup> rank after East Jawa and South Sulawesi)

From table 4.30 above, in detail, the best ranking of NTT Province in Region IV Student Sports Week in 2014 was the 4<sup>th</sup> rank, with 1 gold medal, 5 silver medals and 7 bronze medals.

**Table: 4. 31 POPNAS Achievement Data of NTT 2012-2017**

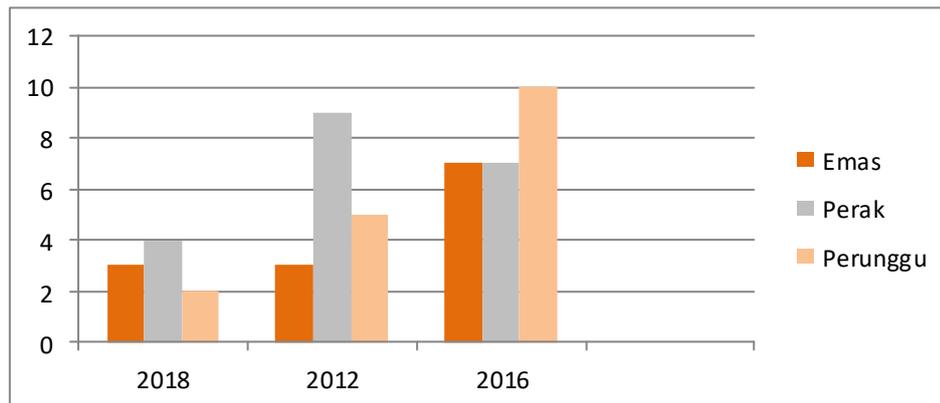


Source: Dinas Pemuda dan Olahraga Provinsi NTT

(Ideally, Indonesia occupied the 15<sup>th</sup> national rank)

From table 4.31 above, it can be explained that the best ranking of NTT Province at the National Student Sports Week (POPNAS) in 2015 was the 16<sup>th</sup> rank, 4 gold, 3 silver and 4 bronze medals.

**Table: 4. 32 PON Achievement Data of NTT 2008-2017**

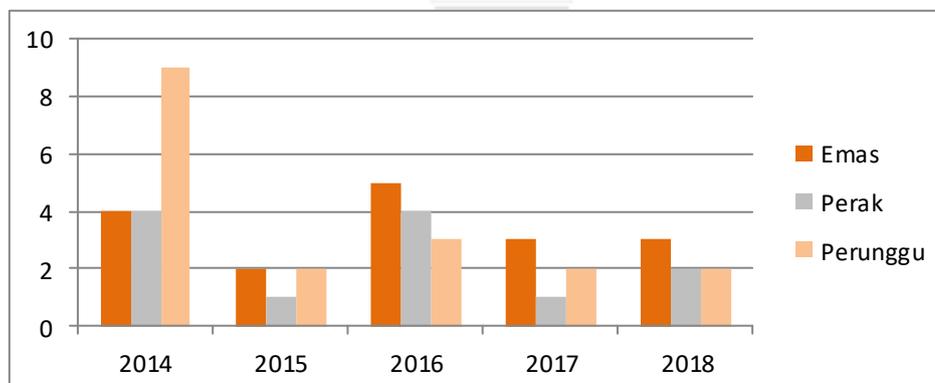


Source: KONI Provinsi NTT

(Ideally, at PON, NTT occupied the 15th national rank)

From table 4.32 above, the best rank of NTT Province at the 2016 National Sports Week (PON) was the 18<sup>th</sup> rank with 7 gold, 7 silver and 10 bronze medals.

**Table: 4. 33 Athletics Branch National Championship Achievement Data by NTT PPLP 2015-2017**

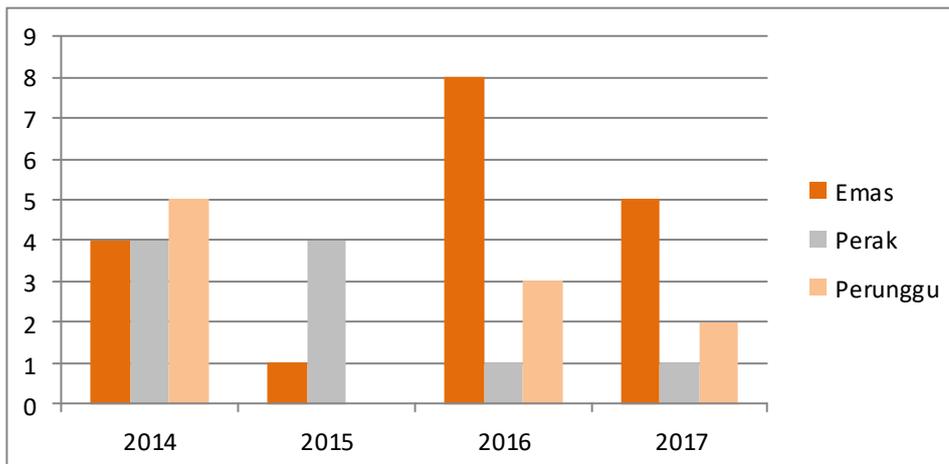


Source: DIASPORA Provinsi NTT

(Ideally, at PON, NTT occupied the 15th national rank)

From table 4.33 above, it can be explained that the best ranking of NTT Province in the 2016 athletic PPLP National Championship was the first rank with 5 gold, 4 silvers and 3 bronze medals.

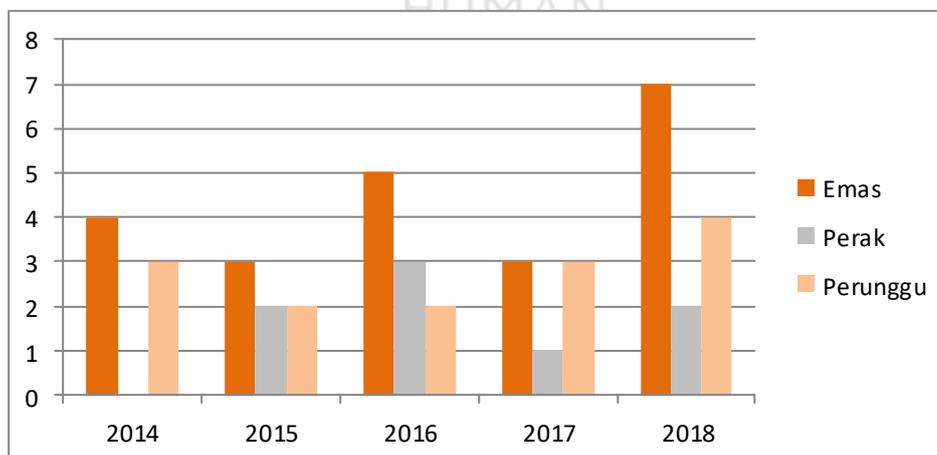
**Table: 4. 34 National Boxing Branch Achievement Data by NTT PPLP 2014-2018**



Source: DIASPORA Provinsi NTT

From table 4.34 above, it can be explained that best ranking of NTT Province in the 2016 PPLP National Championship, was the first rank with 8 gold medals, 1 silver medal and 3 bronze medals.

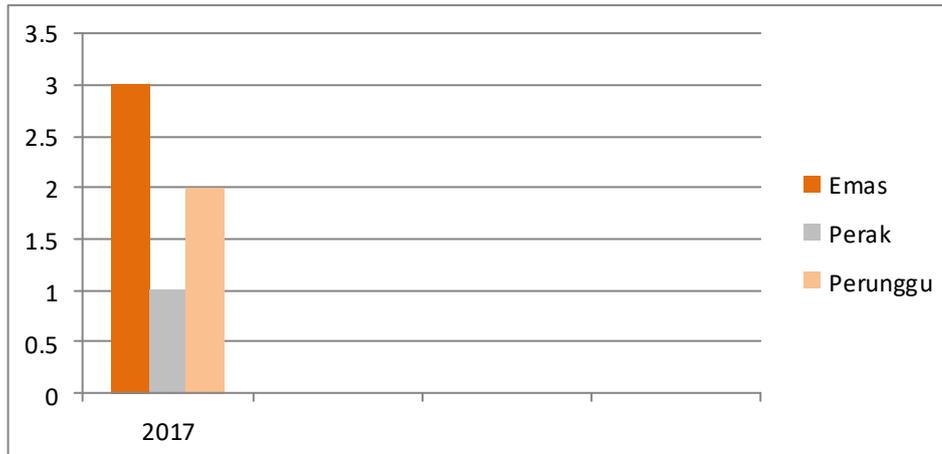
**Table: 4.35 International and National Championship Achievement Data by NTT PPLD in Kempo Branch 2014-2018**



Source: Dispora Prov. dan KONI Provinsi NTT

From table 4.35 above, it can be explained that the best ranking of NTT Province in the 2018 PPLD Kempo National Championship was the first rank, 7 gold, 2 silver and 4 bronze medals.

**Table: 4. 36 World Championship (USA) Achievement Data California by PPLD NTT Kempo Branch 2017**



Source: KONI Provinsi NTT

(Ideally, at PON, NTT occupied the 15<sup>th</sup> national rank)

From table 4.35 above, it can be explained that the best ranking of PPLD Kempo (NTT) in the 2017 Kempo World Championship, was the 2<sup>nd</sup> rank with 3 gold medals, 1 silver medal and 2 bronze medals.

## **2. Standardization of Bureaucratic Innovations in the Development of Main Sport Branches in NTT Province**

To carry out organizational governance in accordance with sports in the field of main sports quality, standard management of sports bureaucratic organizations is needed. Standard management of sports bureaucratic organizations in the development of main sport branches in NTT Province that is expected to be a reference for managing sport organizations, could be implemented in order to fulfill the need for increased sports performance in NTT Province. This standard could also be a reference for regional apparatus bureaucracy. Accreditation in the sport sector to assess compliance with organizational requirements in accordance with sports law legislation. Standardization of elements and feasibility criteria for sports organizations are as follows:

## **2.1. Organizational Management**

Standardization of organizational management includes; a) the organization must be based on the applicable laws and regulations, b) the address of the organization secretariat must be clear and easily verified, c) the organization must have a taxpayer number (NPWP) in accordance with applicable laws and regulations, d) the organization must be led by the management chosen based on the AD? ART in accordance with the applicable laws and regulations, e) the organization must establish a vision and mission for a certain period contained in the articles of association outlined in the work program, f) organization, coaching, training, organizing championships and cooperation relationships must be regulated in the work policies and procedures of the bureaucratic organization, g) the organization must have governance and work arrangements from the center to the regions including provisions regarding the transition of sportsmen between associations and between regions, h) the organization must have and establish a mechanism for sanctioning sportsmen, sport personnels, sports coaches and organizations at the lower ranks which violates the provisions, i) the organization must have a system regulatory, income and expenditure, as well as financial reporting, j) the organization must have a short, medium, and long term program that contain aspects such as; 1) coaching and training, 2) competitions and championships, 3) cooperative relations, 4) promotional activities and publications, 5) research and development, 6) funding, k) organizational structure must be constructed based on the need for successful achievement of organizational work programs, o ) the organization must appoint a person elected as manager according to his/her expertise who is responsible for carrying out day-to-day work including the quality system and documentation, p) the chairman and all administrators must have a commitment to implement the management standards of the sports bureaucracy.

## **2.2. Quality System and Documentation**

Quality systems and documentation could be performed including; a) organizational work guidelines are owned and contained in the quality guidelines, b) organizational quality guidelines are equipped with procedures and work instructions oriented to the quality of work, c) the organization must have a measurable quality policy and quality objectives, d) the organization must identify and control the system's latest quality documentation and availability at work.

### 2.3. Personnel

The personnel needed in the organization include; a) must have high competence, dedication and loyalty with a sufficient number of personnel, b) all key personnels must have the qualifications and competencies needed in their field of work, namely; 1) leadership and high dedication, 2) developing organizations, 3) education and training in accordance with sports, 4) organizing championships/competitions, 5) cooperative relations both domestically and internationally, c) all personnels are free from conflict of interests in terms of their job and responsibilities.

### 2.4. Facilities and Infrastructures of Sports

Sports infrastructure and facilities are required within an organization that include; a) the organization is supported by the necessary sports infrastructure and facilities, b) the infrastructure is easily identified and clearly located, c) the infrastructure and facilities needed meet the standards according to its sports branch, d) the infrastructure and facilities available for each sporting organization, e) organizations that using infrastructure and facilities that are not their responsibility, must have procedures to ensure that the infrastructure and facilities meet the standards.

### 2.5. Job Realization

Job realization should consider several agreed terms as follows;

a) organization should have policies and procedures according to the AD/ART based on laws and regulations related to programs and type of activity which are; 1) routine meetings, 2) coordinative meetings, 3) national working meetings, 4) tournaments, competition, seminars, workshops and symposiums.

b) In implementing, organizations must have curriculum program policies, procedures, curriculums and syllabus for the implementation, including: 1) training, coaching, regional, national and international trainings, 2) referee/jury training and guidance at the regional, national and international levels, 3) fostering age group sportsmen in accordance with relevant sports regulations, 4) regional and national sportsmanship development, 5) organizational management fostering.

c) The organization must have guidelines for selecting athletes according to their level.

- d) Organizations must have program policies, and procedures for the implementation of tiered regional and national championship competitions from early age groups to senior age groups.
- e) The competition and championship are carried out at least once a year with reference to the standard sets.
- f) Organizations must participate in regional, national and international sports championships and sport weeks in certain periods, both invited and programmed.
- g) Organizations could implement subcontracts for holding competitions and championships with third parties.
- h) organization is responsible for carrying out competitions and championships organized by third parties
- i) Competitions and championships held by third parties must be obeyed by regional and central administrators.

## **2.6. Internal Audit, Review and Continuous Revision.**

Internal audit, review and continuous revision could be performed including; 1) organization should do an internal audit to evaluate all conditions and activities in compliance with the standard, policy and procedure determined, 2) internal audit should be done by competent personels for at least once a year, 3) internal audit becomes the responsible of the team appointed by the board of committee and be reported in review management, 4) review management meeting is conducted by the head of organization to evaluate the relevance between the organizational management system and the organizational development and condition, 5) review management is done at least once a year, 6) organization should carry out an efficient & effective repair action based on internal audir results and review, 7) internal audit result especially the review management and improvement repair planning is reported at regional and national work meetings based on the scope of organization.

## **2.7. Handling of Complaints**

In handling complaints, several things should be taken into account such as; a) organization should have policies and procedures on complaints, b) complaints should be handled

professionally and prioritized by the organization, c) results in handling hasil complaints should be recorded and immediately informed to the complaine, d) complaints are identified, searched to its core problem and used as input for management improvement.

## **2.8. Recording Control**

Recording control could be done as follows; a) every organizational activity should be recorded in formats that have already been accessed, b) recorded activities should be stored in a safe place and controlled for its authenticity, c) recordings should be stored for a certain period of time decided by the management.

## **2.9. Athletes and Sport Personnels' Welfare**

Organization should be able to take care of athletes and sport personnels' welfare during tournament involvements and sports week that could be done as follows; a) determining the honorarium for athletes, coaches, referee/judges, supporting officials in a fair pattern and according to the law, b) having the effort to give insurance for athletes, coaches, referees/judges and officials, c) deciding the nutritional standards for athletes and sport personnels, d) giving considerable accommodation for athletes and sport personnels, e) trying to give scholarships or any other conveniences for for athletes and sport personnels.

## **2.10. Code of Ethics**

Sporting organization could be well-established by; a) organization having code of ethics, b) ethical codes are being made by considering factors such as; 1) international federation laws of sport branches, 2) law and regulations that are still valid, 3) ethics on the relationship among personnels inside an organization dan other organizations, c) code of ethics should be socialized to the athletes, sport personnels and other related organizations.

## **3. The Effect of Bureaucratic Innovation in the Development of Main Sport Branches in East Nusa Tenggara (NTT) Province.**

Bureaucratic innovation in developing main sport brances in NTT province could give positive outcomes such as; 1) *performance*, which is the enhancement of the performance of athletes, coaches, coordinator that could be achieved through; a) equipment, b) teaching/training methods, c) nutrition, d) sportswear, 2) Convenience, which is very much needed especially during; a) long hours of intensive workout, b) under harsh weather, 3)

Security & Safety; in sport innovation, security and safety is necessary to avoid injuries, 4) Sport Management, which means helping in developing softskills based on each sport branch, 5) sportswear and shoes, which is the innovation in the form of combination and/or compatibility with the branches of sport taken, 6) improvement of athlete and coach services for instance non-cash honorarium payment for athletes and coaches, 7) health service for PPLP athletes by using Social Insurance Company (BPJS), 8) efficiency, effectivity, quality, productivity, cost savings, more directed and able to produce athletes with high achievements.

**i) Recommendation for a Bureaucratic Innovation Model in Developing Main Sport Branches in East Nusa Tenggara (NTT) Province.**

A model recommendation in boosting the quality and productivity of sport public service at the Youth & Sports Department is described by the figure below;

Recommendation Model and Developmental Strategy of Main Sport Branches in NTT Province



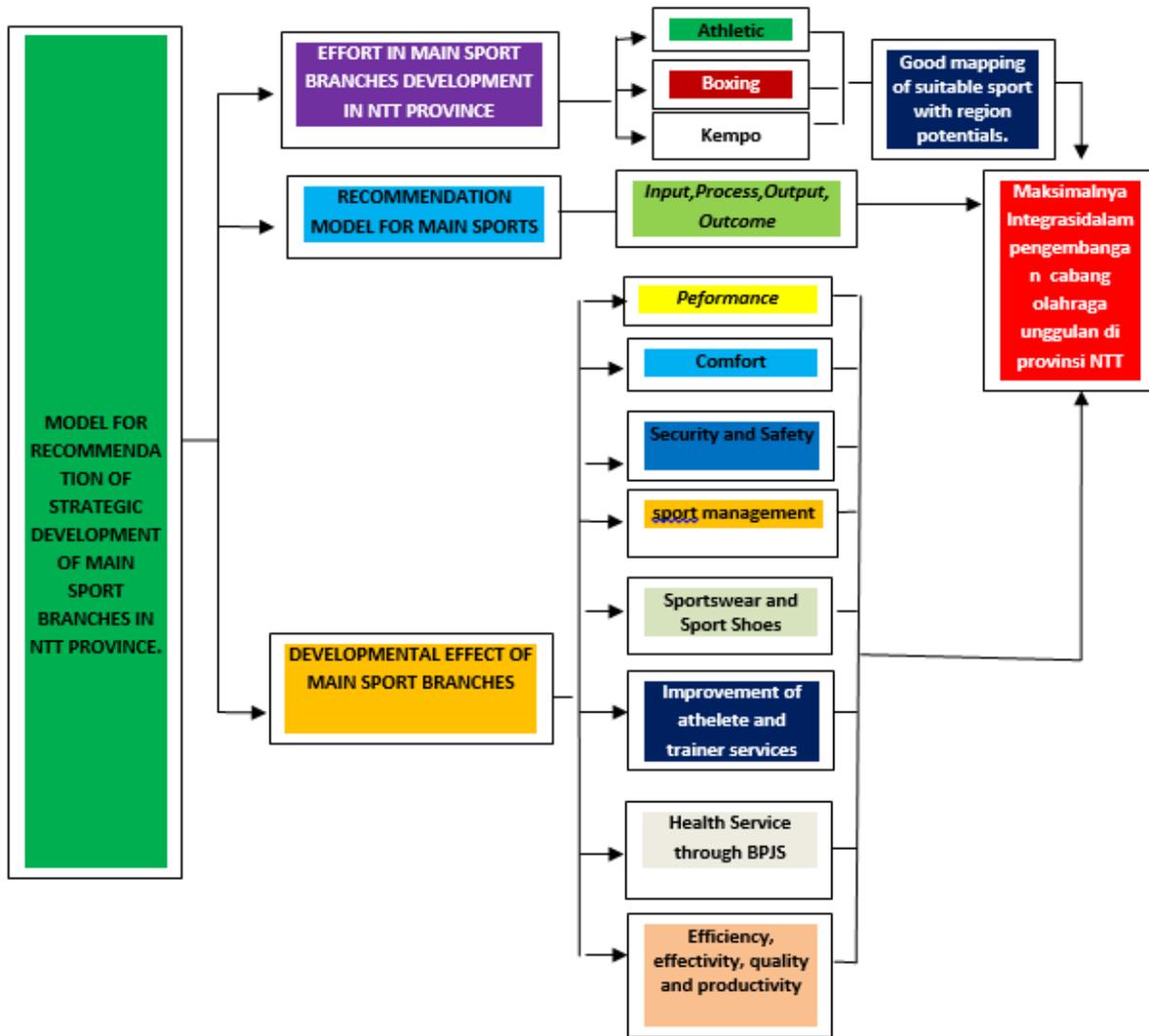


Figure 4.3

Based on figure 4.3 above, things could be explained that in building a model for the management and development of main sport branch in NTT province, both internal and external condition surrounding the stakeholders should be well-coordinated and synergized. In developing bureaucratic innovation for main sport branches in NTT province, an accurate mapping in accordance with the potentials of each region are crucial.

Based on figure 4.3 analysis, proposition could be constructed from the focus as follows;

If the recommended model for bureaucratic innovation in developing main sport branch is administered through the analysis of sport development issue in NTT province, altering the paradigm, shifting policies, national sport development implication, competitiveness matter

and well-established sport development components, then an optimum public service in sports could be achieved.

*Based on the 4<sup>th</sup> major proposition from the focus of research, a conclusion proposition could be formulated as follows;*

*If the effort of a bureaucratic innovation in developing main sport branches in NTT province is administered through an ideal and integrated model, it can result in an optimum public service in sports.*

*Based on the 1<sup>st</sup> to 4<sup>th</sup> major proposition, it can be concluded that;*

*If the effort of a bureaucratic innovation in developing main sport branches in NTT province is well-administered through bureaucratic innovation process, bureaucratic innovation strategy, supportive and inhibitive factor analysis and a recommended ideal integrated bureaucratic innovation model, it can result in an optimum public service in sports.*

## CONCLUSION

Based on the narrative from the introduction, literature review, theoretical framework, framework of thinking, scientific method and results, it can be concluded as follows;

1. Bureaucratic innovation process in developing main sport branches in NTT province which covers athletic, boxing and kempo requires a transparent recruitment of athletes and coaches through a merit system pattern supported by an adequate sporting facilities and infrastructures.
2. Bureaucratic innovation strategy in developing main sport branches in NTT province includes; training of the sport branches based on regional potentials with a 'good governance' management, applying the basic principles of public service in terms of sports (effectiveness, efficiency, quality and productivity) and a good leadership in improving the achievements in sports. As the head of the province, the Governor should also has a strong integrity and commitment in innovating the public policy on sports such as; funding allocation for supervising, development, training, sporting facilities & infrastructure supply and acknowledgement/reward for highly achieving sporters, all of these are in order to enhance the achievement of sports in NTT province including: athletes, coaches and

coordinator/manager with good achievements by presenting gold, silver and bronze medals in tournaments such as; National Sports Week (PON), Sea Games, Asian Games and Olympics.

3. Supporting and Inhibiting Factors for the Bureaucracy Innovation of the Main Sport Branch Development are as follows;

### 3.1 Supporting Factors

Factors that support bureaucratic innovation in developing main sport branches in NTT province are; area of region, having mission, vision, objectives, targets and framework programs along with the support from stakeholders as working partners.

### 3.2 Inhibiting Factors

Factors that inhibit bureaucratic innovation in developing main sport branches in NTT province are; lack of human resources, monetary factors and sport facilities & infrastructures, less participation of people in sports, low physical fitness, fewer partnership coordination and weak commitment of the regional government.

4. Bureaucratic Innovation Model in the Development of Main Sport Branches in East Nusa Tenggara (NTT) Province.



The recommended model is an ideal integration between strategic effort to develop main sport branches which are athletic, boxing and kempo. The aspect of Input, Output, Process, and Outcome are intercorrelated dimensions during this process.

## A. Recommendation

Citing from several conclusions above regarding bureaucracy innovation in the development of main sport branches in East Nusa Tenggara (NTT) province, it can be further concluded as follows;

### 1. Practical Recommendation

In order to circumvent all the problems identified above, the researcher practically recommended on the developing bureaucracy innovation of the main sport branches in NTT province which are as follows:

a. The Head of the Regional Organizational Apparatus including; the Head of Youth & Sport Department at the district, city and province level as well as any related stakeholders could adopt this scientific paper in executing an innovation in terms of policy to develop main sport branches based on each region's potentials and characteristics.

b. Workers or Human Resources in Sports that cover: athletes, coaches, sport instructors, PE teachers, lectures of the PE and Sport Faculty, sport psychologists, psychiatrists, all of which could undergo innovation in training/exercise for main sport branch development for a higher achievement in sports.

## **2. Academic Recommendation**

Analysis based on the bureaucracy innovation in main sport branch development in NTT could conclude some of the followings;

2.1. By doing bureaucratic innovation in developing main sport branches in NTT province, things that should be taken into consideration are main sport branch innovation, athlete and coach recruitment, sporting facilities and infrastructure support and a well-maintained partnership in order to fully maximized the enhancement or development of sport achievement in East Nusa Tenggara (NTT) province.

2.2. By applying a bureaucratic innovational strategy in the development of main sport branches, things to be considered are; compatibility between sport branch training and region potentials, leadership abilities in having higher achievement in sports and acknowledgement/reward for subjects of sport in order to fully maximized the enhancement or development of sport achievement in East Nusa Tenggara (NTT) province.

2.3. By identifying and analyzing bureaucratic innovation supportive factors in developing a good main sport branches, aspects such as total area for sporting activities, having missions, visions & framework programs and support from stakeholders to enhance sport achievement should be taken into account for giving an optimal public service in sports. By identifying and analyzing inhibiting factors in bureaucratic innovation of main sport branch development, it could be concluded that sport facilities and infrastructures should get more funding allocation, human resources also play an important role that need to be improved, funding resources, active participation from the people in doing sport activities that should be

highly-established, physical fitness in supporting quality and productivity. Having all that, then hopefully the public service in sports could be fully optimized.

## **B. Implication**

### **1. Practical Implication**

In developing an innovative bureaucracy in branches of main sports, regional government needs to implement innovation in terms of its bureaucracy, strategies, supportive and inhibitive factors and model in order to support those sport branches being developed. In its practice, however, improvement are still very much needed so that these 4 dimensions could definitely provide sufficient support to the Provincial Youth and Sport Department of East Nusa Tenggara in managing 3 main focuses which are PPLP, PPLMD and PPLD in the future. Therefore, improvement on such dimensions should be in accordance with the public demands related to sports. Consequently, this should lead to a positive implication such as: a) *performance*, which is the improvement of work abilities of athletes, coaches, managers that could be achieved by continuous innovation in equipment, practice methods, nutrition, and sportswear, b) *comfort*, is essential in sport such as during long and intensive training and hostile weather, c) *security & safety*, which also need to be considered in order to prevent injuries, d) *sport management*, defined as convenience provided in developing soft skills based on the sport branches chosen, e) *sportswear and sport shoes*, innovated in terms of combination and compatibility with the branches of sports, f) *the need of upgrading athletes and coaches services appreciation* such as non-cash salary payment of athletes and coaches, g) *health services for PPLP athletes through Social Insurance Administration Organization*, h) *efficiency, effectivity, quality and productivity*, which is the need of a more economized and directive cost and the ability to be able to produce highly-achieved athletes.

### **2. Academic Implications**

Organizational structures haven't been reviewed more thoroughly yet in a long term in order to accommodate the development of main sport branches. One of the problem that hinder this development is the organizational bureaucracy structure of the Youth and Sport Department. Public service on sports haven't been conducted effectively and efficiently at recent times and not according to public demand. With an integrative ideal approach in bureaucracy innovation model of main sport branch development, such problem should affect public need and matter especially if looking from the organizational aspect. In Farazmand's theory (2002)

stated that changing in structure and procedures in public services is to produce social and economic transformation.

This research proves that the theory cannot occur automatically, because it still requires precondition repairs before transformation can be carried out. The data and facts of this study indicate that the aspects that must be considered in improving the preconditions are collaboration and high synergy with three stakeholders who are the key elements in the innovation of bureaucracy in the development of main sport branches in the NTT Province, namely the government, society and business world.

This study proves that the theory cannot occur automatically, because it still requires improvements to the process of bureaucratic innovation, bureaucratic innovation strategies, supporting factors and obstacles to bureaucratic innovation, and bureaucratic innovation models as the basis and reference in carrying out public service sports. Data and facts of this study indicate that aspects that must be considered in improving bureaucratic innovation in the development of main sport branches to improve public sports services include (a) reduction of superior sports, (b) recruitment patterns of athletes and trainers, (c) facilities and infrastructure sports, (d) partnerships, (e) training in sports according to regional potential, (f) leadership capabilities, (g) awards, (h) endogenous and exogenous factors, area coverage, vision, mission, stakeholder support, human resources, community participation, physical fitness, competition, and budget allocation that must be increased to improve the quality of bureaucratic services in developing main sport branches in the NTT Province. Various weaknesses in the implementation of the sports public service sector that have not been in accordance with the demands and expectations of the community, community complaints about the low performance in sports public services, which is marked by NTT's declining/fluctuating sports performance.

Overall bureaucracy in the development of main sport branches in NTT Province will be more optimal if aspects of the bureaucratic innovation process, bureaucratic innovation strategies, supporting factors and obstacles to bureaucratic innovation, bureaucratic ionization models are supported by facilities, human resources, community participation, fitness body, competition, budget allocation, and strong local government commitment. This means reconstructing the theory put forward by Farazmand, (2002), which does not include other elements such as commitment in bureaucratic innovation models.

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