



KOLABORASI ANTARA TNI DAN STAKEHOLDERS LAIN DALAM PENANGGULANGAN KRISIS PANDEMI COVID-19

ABSTRAK

Pandemi COVID-19 membawa dampak pada perekonomian global dan berbagai aspek kehidupan masyarakat. Dalam merespon pandemi COVID-19, pemerintah Indonesia melibatkan kolaborasi antara TNI, pemerintah pusat dan daerah, Polri, kementerian kesehatan, dan masyarakat (LSM) untuk memitigasi dan menanggulangi krisis. Penelitian ini bertujuan menganalisis proses kolaborasi TNI dengan pemangku kepentingan lain dalam penanggulangan pandemi COVID-19, dan faktor yang memengaruhi keberhasilan kolaborasi tersebut. Studi ini menggunakan pendekatan kualitatif dan studi kasus yang terfokus pada dinamika dalam *setting* tunggal. Teori Pemerintahan Kolaboratif Ansel & Gash (2008) digunakan untuk menganalisis data. Data dikumpulkan melalui wawancara mendalam terhadap informan terpilih, observasi di lapangan, studi pustaka, dan penelusuran berbagai dokumentasi. Teknik pengumpulan data menggunakan metode triangulasi. Hasil penelitian menemukan bahwa berdasarkan Model Ansel & Gash, kolaborasi TNI dan pemangku kepentingan dilakukan melalui proses dialog tatap muka yaitu pertemuan langsung para pemangku kepentingan (TNI, Polri, pemerintah pusat dan daerah, kementerian kesehatan, dan LSM). Proses pembangunan kepercayaan terbentuk secara gradual seiring berjalannya waktu. Komitmen terhadap proses adalah komitmen setiap aktor selama proses kolaborasi. Pemahaman bersama menyangkut visi misi dan melaksanakan keputusan bersama dan evaluasi secara berkala. Hasil antara adalah keberhasilan menekan penyebaran COVID-19 di Indonesia. Indikator kultur institusi TNI sebagai kebaruan dalam penelitian ini meliputi kekuatan kepemimpinan militer, struktur jaringan institusi, dan kultur prajurit TNI. Faktor-faktor yang mempengaruhi proses kolaborasi dalam penanggulangan COVID-19 terbukti mendukung teori awal yang digagas oleh Ansell dan Gash (2008). Penelitian menemukan *novelty* bahwa kultur institusi didukung dengan peran kepemimpinan TNI, struktur jaringan, dan kultur prajurit TNI sangat signifikan dalam proses kolaborasi. Disimpulkan bahwa kolaborasi antara TNI dan pemangku kepentingan dilakukan melalui proses dialog tatap muka, membangun kepercayaan, komitmen, pemahaman bersama, dan hasil antara. Keberhasilan kolaborasi antara TNI dan pemangku kepentingan didorong oleh empat faktor: kepemimpinan yang fasilitatif, kondisi pendukung awal, desain kelembagaan yang baik, dan kultur institusi TNI.

Kata kunci: kolaborasi, TNI, pemangku kepentingan, COVID-19

COLLABORATION BETWEEN THE TNI AND STAKEHOLDERS IN MANAGEMENT OF THE COVID-19 PANDEMIC CRISIS

ABSTRACT

The COVID-19 pandemic has had an impact on the global economy and various aspects of people's lives. In responding to the COVID-19 pandemic, the Indonesian government is engaging in collaboration between the TNI, central and regional governments, the



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National Police, the ministry of health and the community (NGOs) to mitigate and overcome the crisis. This study aims to analyze the process of collaboration between the TNI and other stakeholders in tackling the COVID-19 pandemic, and the factors that influence the success of this collaboration. This study uses a qualitative approach and case studies that focus on dynamics in a single setting. Ansel & Gash's Theory of Collaborative Governance (2008) was used to analyze the data. Data was collected through in-depth interviews with selected informants, field observations, literature studies, and searching various documentation. Data collection techniques using the triangulation method. The results of the study found that based on the Ansel & Gash Model, collaboration between the TNI and stakeholders was carried out through a face-to-face dialogue process, namely direct meetings of stakeholders (TNI, Polri, central and regional governments, the ministry of health, and NGOs). The process of building trust was formed gradually as the passage of time. Commitment to the process is the commitment of each actor during the collaboration process. Shared understanding regarding the vision and mission and carrying out joint decisions and regular evaluations. The intermediate result is the success in suppressing the spread of COVID-19 in Indonesia. Indicators of TNI institutional culture as novelty in this study include military leadership strength, institutional network structure, and TNI soldier culture. Factors influencing the collaboration process in responding to COVID-19 have proven to support the initial theory initiated by Ansell and Gash (2008). Research found that institutional culture is supported by the role of TNI leadership, the network structure and culture of TNI soldiers are very significant in the collaboration process. It was concluded that collaboration between the TNI and stakeholders was carried out through a process of face-to-face dialogue, building trust, commitment, mutual understanding, and intermediate results. The success of collaboration between TNI and stakeholders is driven by four factors: facilitative leadership, initial supporting conditions, good institutional design, and TNI institutional culture.

Keywords: collaboration, TNI, stakeholders, COVID-19