

ABSTRAK

Kebijakan penanganan pandemi akan selalu diikuti upaya penyelamatan ekonomi, maka Pemerintah Pusat selain menetapkan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) secara *top-down*, juga memberi *discretionary power* bagi daerah untuk mengambil keputusan sesuai kebutuhan dan kondisi setempat, baik dari segi kesehatan maupun ekonomi. Penelitian ini berfokus pada implementasi kebijakan COVID-19 dalam industri manufaktur, khususnya selama PPKM Level 4 berlangsung di Kota Batam.

Penelitian ini berkontribusi memberi kritik pada kerangka implementasi Merilee S. Grindle (1980), yang kurang tepat digunakan dalam konteks krisis. Model ini lebih sesuai digunakan pada situasi interaksi normal, sementara dalam krisis, implementasi mengalami *adjustment* mengikuti kebutuhan dan kepentingan publik, demi meminimalisir dampak. Metode penelitian yang digunakan adalah *multiple case study* dengan dua perusahaan manufaktur, yaitu PT. Siix Electronics dan PT Epson Batam, sebagai representasi dari keseluruhan perusahaan bermerek dagang dan non-merek di Kawasan Industri Batamindo.

Hasil Penelitian menunjukkan bahwa implementasi kebijakan yang mengalami penyesuaian untuk menstabilkan antara kesehatan dan perekonomian, berhasil memberikan solusi bersama yang menguntungkan semua pihak serta menciptakan kesejahteraan, karena terbukti meminimalisir dampak dan meningkatkan grafik pertumbuhan perekonomian. Perusahaan berusaha adaptif dan cenderung membuat kebijakan strategis yang menguntungkan bisnis dan menjaga kesejahteraan pekerjanya, sehingga hasil menunjukkan tidak ada dampak yang signifikan bagi para buruh di industri manufaktur dan tidak ada keberpihakan kebijakan antara perusahaan maupun buruh, melainkan penyesuaian kebijakan dilakukan sebagai solusi bersama dalam upaya penyelamatan ekonomi. Pada sisi perusahaan tetap mendapatkan profit saat krisis, di sisi lain pekerja tetap mendapatkan hak-hak kesejahteraannya. Penelitian menyimpulkan karakter industri akan berpengaruh terhadap dampak yang ditimbulkan bagi perusahaan maupun pekerjanya, namun industri manufaktur berhasil adaptif dan produktif dalam era krisis, sehingga meminimalisir dampak buruk yang dapat terjadi.

Kata Kunci: *Implementasi Kebijakan, PPKM, Industri Manufaktur, COVID-19*

ABSTRACT

Policies for handling a pandemic will always be followed by efforts to save the economy, so the Central Government, in addition to establishing a top-down policy of Imposing Restrictions on Community Activities (PPKM), also gives discretionary power to the regions to make decisions according to local needs and conditions, both in terms of health and the economy. This research focuses on the implementation of COVID-19 policies in the manufacturing industry, especially during PPKM Level 4 in Batam City.

This research contributes to criticizing the implementation framework of Merilee S. Grindle (1980), which is not appropriate for use in a crisis context. This model is more suitable for use in situations of normal interaction, while in a crisis, implementation undergoes adjustments according to the needs and interests of the public, to minimize the impact. The research method used is a multiple case study with two manufacturing companies, namely PT. Siix Electronics and PT Epson Batam, as a representation of all trademarked and non-branded companies in the Batamindo Industrial Area.

The research results show that the implementation of policies that experience adjustments to stabilize the balance between health and the economy has succeeded in providing joint solutions that benefit all parties and creates prosperity because it has been proven to minimize impacts and increase the graph of economic growth. Companies try to be adaptive and tend to make strategic policies that benefit the business and maintain the welfare of their workers, so the results show that there is no significant impact on workers in the manufacturing industry and there is no policy alignment between companies and workers, but policy adjustments are made as a joint solution in efforts to save economy. On the company side, they still get profits during a crisis, on the other hand, workers still get their welfare rights. The research concludes that the character of the industry will affect the impact it has on companies and their workers, but the manufacturing industry has been successful in being adaptive and productive in the crisis era, thus minimizing the adverse effects that can occur.

Keywords: *Policy Implementation, PPKM, Manufacturing Industry, COVID-19*