

INTISARI

HUBUNGAN KELEMBAGAAN ANTARA KEMENTERIAN PERTAHANAN DENGAN TENTARA NASIONAL INDONESIA DALAM PEMBANGUNAN KEKUATAN POKOK MINIMAL TENTARA NASIONAL INDONESIA

Kemhan RI dan TNI menetapkan kebijakan pembangunan Kekuatan Pokok Minimal (KPM TNI) periode 2010 - 2024 sebagai strategi militer di mana ditargetkan tercapai 100% pada akhir tahun 2024, tetapi hingga akhir tahap 2015-2019 baru tercapai 62,15% dari yang direncanakan 75,54%. Penelitian ini bertujuan untuk mendeskripsikan dan menganalisis: (1) kinerja program kebijakan pembangunan KPM TNI; (2) hubungan kelembagaan antara Kemhan dan TNI; (3) kepemimpinan strategis di lingkungan Kemhan dan TNI; dan (4) struktur dan kultur organisasi di lingkungan Kemhan dan TNI dalam implementasi kebijakan pembangunan KPM TNI.

Metode penelitian menggunakan metode kualitatif deskriptif melalui studi kasus di mana hasil pengumpulan data diolah dengan teknik triangulasi untuk mendapatkan gambaran fenomena secara utuh yang selanjutnya dianalisis berdasarkan teori-teori yang relevan, sehingga memperoleh kesimpulan hasil penelitian.

Hasil penelitian menunjukkan kinerja program kebijakan pembangunan KPM TNI pada akhir tahap kedua periode tahun 2015 sampai dengan tahun 2019 belum tercapai dengan faktor yang mempengaruhinya adalah: (1) hubungan kelembagaan antara Kemhan dan TNI; (2) kepemimpinan strategis di lingkungan Kemhan dan TNI; dan (3) struktur dan kultur organisasi di lingkungan Kemhan dan TNI, di mana kepemimpinan strategis merupakan pengaruh paling dominan. Selain itu, ditemukan bahwa pengukuran KPM TNI belum valid. Rekomendasi yang disarankan di antaranya: (1) merevisi parameter pengukuran agar lebih valid dan dapat menggambarkan program KPM TNI secara lebih akuntabel; (2) untuk penelitian yang akan datang dapat menambahkan porsi penelitian yang bersifat kuantitatif; (3) perlu dipertimbangkan opsi reorganisasi penggabungan kembali Kemhan dan TNI di bawah satu pimpinan dan komando Menhankam/Panglima TNI.

Kata kunci: implementasi kebijakan; Kekuatan Pokok Minimal (KPM TNI); hubungan kelembagaan; kepemimpinan strategis; struktur dan kultur organisasi.

ABSTRACT

INSTITUTIONAL RELATIONSHIP BETWEEN THE MINISTRY OF DEFENSE AND INDONESIA NATIONAL ARMED FORCE IN THE DEVELOPMENT OF MINIMUM ESSENTIAL FORCE OF THE INDONESIA NATIONAL ARMED FORCE

The Ministry of Defense (MoD) and Indonesian Armed Forces (TNI) have established the Minimum Essential Force (MEF TNI) development policy for the period 2010 - 2024 as a military strategy where the target is to achieve 100% by the end of 2024, but until the end of the 2015-2019 stage only 62.15% of the planned 75.54% had been achieved. This research aims to describe and analyze: (1) the performance of the MEF TNI development policy program; (2) institutional relations between the MoD and the TNI; (3) strategic leadership within the MoD and TNI; and (4) organizational structure and culture within the MoD and TNI on the implementation of MEF TNI development policy.

The research method uses descriptive qualitative methods through case studies where the results of data collection are processed using triangulation techniques to obtain a complete picture of the phenomenon which is then analyzed based on relevant theories, thereby obtaining research conclusions.

The research results show that the performance of the MEF TNI development policy program at the end of the second stage for the period 2015 to 2019 has not been achieved with the influencing factors being: (1) institutional relations between the MoD and the TNI; (2) strategic leadership within the MoD and TNI; and (3) organizational structure and culture within the MoD and TNI, where strategic leadership is the most dominant influence. In addition, it was found that the MEF TNI measurements were not valid. Recommendations include: (1) revising measurement parameters so that they are more valid and can describe the MEF TNI program in a more accountable manner; (2) for future research can adding a quantitative research portion; (3) it is necessary to consider the reorganization option of re-merging the MoD and the TNI under one leadership and command of the Minister of Defense and Security/Commander of the TNI.

Key words: policy implementation; Minimum Essential Force (MEF TNI); institutional relationships; strategic leadership; organizational structure and culture.