

Analisis restrukturisasi organisasi Sekretariat Jenderal Dewan Ketahanan Nasional = Analysis of organizational restructuring of the Secretariat General of the National Security Council / Fahrul Azmi

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Abstrak

ABSTRAK

Tesis ini membahas restrukturisasi organisasi Sekretariat Jenderal Dewan Ketahanan Nasional yang merupakan lembaga kesekretariatan dari Dewan Ketahanan Nasional. Organisasi Sekretariat Jenderal Dewan Ketahanan Nasional (Setjen Wantannas) dihadapkan pada kondisi yang cukup dilematis. Di satu sisi status kelembagaan Setjen Wantannas tidak relevan dan belum sepenuhnya mengadopsi kebijakan kelembagaan pemerintah kekinian. Sementara di sisi lain, unsur-unsur organisasi Setjen Wantannas juga masih mengalami beberapa permasalahan pada tataran dimensi struktural.

Penelitian ini ditujukan untuk menganalisis: a. dimensi struktural Sekretariat Jenderal Dewan Ketahanan Nasional yang berlaku saat ini; b. efektivitas pelaksanaan tugas dan fungsi Sekretariat Jenderal Dewan Ketahanan Nasional dengan struktur organisasi dan tata kerja yang berlaku saat ini; dan c. kebijakan restrukturisasi organisasi Sekretariat Jenderal Dewan Ketahanan Nasional ke depan.

Penelitian ini menggunakan pendekatan kualitatif dengan metode pengumpulan data studi kepustakaan, wawancara, dan focus group discussion. Berdasarkan hasil penelitian, struktur organisasi Setjen Wantannas saat ini masih diliputi permasalahan kelembagaan yang mendasar yaitu kebijakan kelembagaan yang tidak harmonis hingga berdampak kepada fragmentasi dan overlapping tugas dan fungsi antar unit organisasi internal maupun dengan kementerian/lembaga terkait. Ditinjau dari sisi pendekatan tujuan, efektivitas organisasi Setjen Wantannas sudah cukup baik. Namun, dari sisi pendekatan sistem, efektivitas organisasi Setjen Wantannas masih tergolong rendah. Selain itu, kebijakan restrukturisasi organisasi Setjen Wantannas pada prinsipnya terbagi dua yaitu restrukturisasi skala besar (perubahan menjadi Dewan Keamanan Nasional) dan restrukturisasi skala kecil (penataan organisasi Biro di lingkungan Setjen Wantannas). Restrukturisasi skala besar memerlukan upaya yang cukup berat dan waktu yang panjang mengingat restrukturisasi tersebut terkait dengan pembahasan RUU Keamanan Nasional. Untuk itu, agar penyelenggaraan pemerintahan dapat berjalan efektif, maka pada jangka pendek restrukturisasi difokuskan pada penataan kembali unit organisasi Biro. Penataan organisasi Biro masih cukup relevan mengingat perubahannya hanya membutuhkan penyesuaian kebijakan kelembagaan di tingkat Sekretaris Jenderal dengan persetujuan Presiden.

ABSTRACT

This thesis discusses the organizational restructuring of the Secretariat General of the National Security Council which is an agency secretariat of the National Security Council. Organization of the Secretariat General of the National Security Council faced with a dilemma condition. On the one hand the institutional the Secretariat General of the National Security Council is irrelevant and not yet fully adopted the policy of

the present government institutions. While on the other hand, the elements of the organization Secretariat Wantannas also still having some problems at the level of structural dimensions.

This study aimed to analyze: a. structural dimensions of the Secretariat General of the National Security Council that apply today; b. the effectiveness of the implementation of the tasks and functions of the Secretariat General of the National Security Council with the organizational structure and working procedures that apply today; and c. organizational restructuring policy of the Secretariat General of the National Security Council in the future.

This study used a qualitative approach to data collection methods such as literature studies, interviews, and focus group discussion. Based on the results of the research, organizational structure of the Secretariat General of the National Security Council is still covered fundamental institutional problems. The institutional policies that are not in harmony impact the fragmentation and overlapping of tasks and functions between internal organizational units and with the ministry / agency. Viewed from the side of the goal approaches, the effectiveness of the organization of the Secretariat General of the National Security Council has been quite good. However, in terms of system approach, the effectiveness of the organization of the Secretariat General of the National Security Council is still relatively low. In addition, the policy of restructuring the organization of the Secretariat General of the National Security Council was divided in two types. Large-scale restructuring (changes into the National Security Council) and small-scale restructuring (Bureau organizational management within the Secretariat General of the National Security Council). Large-scale restructuring require long time efforts considering the restructuring related to the discussion of the National Security Bill. Therefore, in order to be effective governance, then in the short term restructuring is focused on the realignment of the Bureau organizational unit. Organizing Bureau still quite relevant given the changes only require adjustments in the level of institutional policies Secretary General with the approval of the President.