

# Implementasi Kebijakan Industri Pertahanan Indonesia dalam Mendukung Pertahanan Udara: Studi Kasus Industri Pertahanan Dirgantara Indonesia (PT DI) Tahun 2010-2015 = Implementation of Indonesia's Defense Industry Policy in Supporting Air Defense: A Case Study of the Indonesian Aerospace Defense Industry (PT DI) 2010-2015

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## Abstrak

Penelitian ini dilatarbelakangi oleh kondisi industri pertahanan nasional yang tertinggal dari industri pertahanan negara-negara di dunia, bahkan dengan negara yang terhitung muda dalam pengembangan industri tersebut, meskipun berbagai kebijakan telah diterbitkan. Kondisi tersebut memunculkan pertanyaan bagaimana implementasi kebijakan industri pertahanan Indonesia. Untuk menjawab pertanyaan tersebut, penelitian ini memfokuskan pada industri pertahanan PT DI dalam mendukung pertahanan udara tahun 2010 s/d 2015. Empat pembahasan utama dalam penelitian yaitu: implementasi kebijakan sinkronisasi rencana kebutuhan dan rencana produksi, serta rencana induk industri pertahanan; pengadaan alat pertahanan; peningkatan kualitas produksi, perluasan usaha dan kapasitas produksi; serta penelitian dan pengembangan.

Teori yang digunakan dalam penelitian ini terdiri atas teori: implementasi kebijakan Meriles S. Grindle, strukturisasi Anthony Gidden, perlindungan industri J.S Mill, serta konflik dan konsensus Maswadi Rauf. Teori implementasi kebijakan dan strukturisasi menjadi teori utama. Sedangkan teori lainnya sebagai teori pendukung. Metode penelitian menggunakan metode kualitatif melalui pendekatan studi kasus. Pengumpulan data dilaksanakan dengan cara observasi dan wawancara yang melibatkan empat belas informan dipilih dengan teknik *purposive*.

Penelitian ini menemukan bahwa antara rencana kebutuhan alat pertahanan dan rencana produksi tidak sinkron, karena penyusunan rencana induk industri pertahanan tidak terjadi kesepakatan antara pemerintah dengan pengguna. Implementasi pengadaan alat pertahanan yang diproduksi PT DI terjadi permasalahan berupa keterlambatan produksi. Sedangkan pengadaan dari luar negeri tidak melibatkan PT DI, baik melalui ToT, ofset maupun kandungan lokal. Untuk peningkatan kualitas produksi dilakukan melalui penerbitan sertifikat kelaikan; perluasan usaha dan kapasitas produksi dilaksanakan dengan cara memberikan pinjaman modal usaha; dan kegiatan litbang PT DI mengandalkan kerja sama dengan pemerintah/lembaga lain.

Implikasi teoritis, yaitu teori implementasi kebijakan Grindle, memperlihatkan tidak seluruh faktor pada variabel isi kebijakan dan lingkungan berpengaruh secara signifikan terhadap implementasi kebijakan, disamping itu terdapat faktor lain yang berpengaruh secara signifikan, namun tidak dijelaskan oleh teori Grindle. Teori strukturisasi Anthony Gidden, terdapat relevansi yang ditunjukkan, yakni tidak adanya perubahan implementasi meskipun struktur telah berubah. Hal tersebut ditemukan pada pengadaan alat pertahanan dari luar negeri. Teori perlindungan industri J.S Mill serta teori konflik dan konsensus Maswadi Rauf cukup relevan sebagai teori pendukung.

.....This research is motivated by the condition of the national defense industry that lags behind the defense industry of countries in the world, even with countries that are relatively young in developing the industry, even though various policies have been issued. This condition raises the question of how to implement

Indonesia's defense industry policy. To answer this question, this study focuses on the defense industry of PT DI in supporting air defense in 2010 to 2015. The four main discussions in the research are: implementation of the policy of synchronizing demand plans and production plans, as well as the preparation of a master plan for the defense industry; procurement of defense equipment; improvement of production quality, expansion of business and production capacity; and research and development.

The theory used in this study consists of theories: implementation of Meriles S. Grindle's policies, Anthony Giddens's structuring, J.S Mill's industrial protection, and Maswadi Rauf's conflict and consensus. The theory of policy implementation and structuring is the main theory. While other theories as supporting theories. The research method uses qualitative methods through a case study approach. Data collection was carried out by means of observation and interviews involving fourteen informants selected by purposive technique.

This study found that the plan for the need for defense equipment and the production plan was out of sync, because the preparation of the master plan for the defense industry did not have an agreement between the government and the user. Implementation of the procurement of defense equipment produced by PT DI encountered problems in the form of production delays. Meanwhile, foreign procurement does not involve PT DI, either through ToT, offset or local content. To improve the quality of production, it is carried out through the issuance of a certificate of eligibility; expansion of business and production capacity is carried out by providing business capital loans; and PT DI's research and development activities rely on cooperation with the government/other institutions.

The theoretical implication, namely Grindle's theory of policy implementation, shows that not all factors in the policy content and environmental variables have a significant effect on policy implementation, besides that there are other factors that have a significant influence, but are not explained by Grindle's theory. Anthony Giddens's structuration theory, there is relevance that is shown, namely there is no change in implementation even though the structure has changed. This is found in the procurement of defense equipment from abroad. J.S Mill's industrial protection theory as well as Maswadi Rauf's conflict and consensus theory are quite relevant as supporting theories.