

# Rekonstruksi kelembagaan di lingkungan kepresidenan kantor kepresidenan : analisis menurut perspektif teori, konstitusi, dan praktik = Institutional reconstruction within the presidential office theoretical constitutional and practical perspective of analysis

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## Abstrak

Tesis ini menganalisis lembaga kepresidenan dalam persepektif konstitusi dan praktik, dengan mengurai pelaksanaan sistem pemerintahan presidensial sesuai konstitusi dengan praktik. Gap yang ditemukan dijadikan langkah awal dalam merekonstruksi kantor kepresidenan. Rekonstruksi dilakukan menggunakan the McKinsey 7S Framework, yang meliputi variabel: style, skills, systems, structure, staff, strategy, dan shared values. Penelitian mengacu pada paradigma kualitatif dan postpositivism, dimana metode pengumpulan data dilakukan melalui studi dokumen, wawancara mendalam, dan diskusi pakar. Praktik lembaga kepresidenan dalam beberapa hal tidak sesuai dengan Undang-Undang Dasar Tahun 1945. Ketidaksihinggaan dapat diakibatkan oleh regulasi, sistem politik, ataupun individu Presiden. Dalam tataran individu Presiden, kelemahan praktik pelaksanaan konstitusi lebih dominan diakibatkan oleh dukungan kantor kepresidenan. Kelembagaan kantor kepresidenan sejauh ini sangat ditentukan oleh keinginan individu Presiden, sehingga efektivitas dukungan kinerja kepada Presiden juga bergantung pada keinginan Presiden. Rekonstruksi kantor kepresidenan antara lain dilakukan terhadap struktur organisasi, sumber daya manusia, business process, payung hukum pembentukannya, dan figur kepala kantornya. Rekonstruksi kantor kepresidenan memerlukan usaha yang besar seperti mengubah peraturan perundang-undangan, merombak kemapanan (status quo), dan terutama keberanian seorang Presiden dalam membuat kebijakan yang belum tentu sesuai dengan harapan para pemangku kepentingan.

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This thesis examines the presidential office using the constitutional and practical perspective by discussing the implementation of the presidential system of government based on Constitution and how it runs on the practical basis. The gap, which is found in the thesis, is used as an initial step in reconstructing the presidential office. The institutional reconstruction is applied by the utilization of the McKinsey 7S Framework, including style, skills, systems, structure, staff, strategy, and shared values variables. The research refers to the post-positivism paradigm and qualitative approach, in which the collecting data method is conducted through the document studies, in-depth interviews, and discussion with the experts. Presidential office, in practice, is not in accordance with the Indonesian Constitution in some ways. This non-compliance is caused by the regulations, political system, or the president as an individual. In terms of the president as an individual, the shortcoming of the application of the Constitution, regarding the presidential office, is dominantly caused by the staffs' support of the presidential office. So far, the institution of presidential office is highly influenced by the inclination of the President as an individual. Thus, the effectiveness of the presidential office in supporting the President

depends on the core concept coming from the President. The presidential office reconstruction is applied to its organizational structure, human resources, business process, and figure of a chief of staff. The presidential office reconstruction requires several considerable efforts, including changing existing laws, changing existing social structure and values (status quo), and more importantly the courage of the President in making policies that do not necessarily correspond to the expectations of stakeholders.