



Jurnal Pertahanan

Media Informasi tentang Kajian dan Strategi Pertahanan yang Mengedepankan *Identity*, *Nationalism* dan *Integrity*
e-ISSN: 2549-9459

<http://jurnal.idu.ac.id/index.php/DefenseJournal>



THE POLICY OF JOINT DEFENSE REGIONAL COMMAND I OF THE INDONESIAN MILITARY (KOGABWILHAN I TNI) IN SUPPORTING STATE DEFENSE

Yudhi Chandra Jaya¹, Guntur Eko Saputro², Cakrawati Sudjoko³

Republic of Indonesia Defense University

IPSC Area, Sentul, Sukahati, Citeureup, Bogor, West Java, Indonesia 16810

yudhy.chandra@gmail.com¹, gunturekosaputroarm95@gmail.com², cakrawati.sudjoko@gmail.com³

Article Info

Article history:

Received : May 15, 2022

Revised : July 11, 2022

Accepted : August 28, 2022

Keywords:

Kogabwilhan,
Kotamaops,
Natuna,
Policy Implementation,
TNI

Abstract

Joint Defense Regional Command I (Kogabwilhan I) is the Operation Main Command (Kotamaops) of the Indonesian National Armed Forces (TNI or *Tentara Nasional Indonesia*) which is directly under the Commander of the Indonesian National Armed Forces. Kogabwilhan I's task is to act as an initial follower and restorer in the event of a conflict in its territory, both for War Military Operations (WMO) and Military Operations Other Than War (MOOTW) as well as a deterrent in the event of a threat. The current phenomenon is that the organizational readiness of units in the Natuna area is not yet ideal, the readiness of human resources, especially the Indonesian National Armed Forces units in the Natuna area, is still limited, and the support for facilities and infrastructure of the Indonesian National Armed Forces units in the Natuna area is not adequate, and the implementation of operational activities in the Indonesian National Armed Forces units in the Natuna area. Natuna is not optimal. The purpose of this study is to provide government input on the implementation of Joint Defense Regional Command I (Kogabwilhan I) policies in supporting the national defense. This study uses a qualitative method which is an understanding of social phenomena from several participant perspectives. The results achieved are by the theory of Policy Implementation related to Resources, Communication, Disposition, and Bureaucratic Structure, a strategy is needed to revamp the bureaucratic structure and recalculate budget resources.

DOI:

<http://dx.doi.org/10.33172/jp.v8i2.1696>

© 2022 Published by Indonesia Defense University

INTRODUCTION

Indonesia National Defense is one of the government's functions which is carried out through the Universal People's Defense System (*Sishanta*) which aims to maintain

and protect the sovereignty of the state, the territorial integrity of the Unitary State of the Republic of Indonesia, and the safety of the entire nation from all forms of threats (Rani, 2012). To realize this effort, a

universal defense system has been prepared as regulated in the dictum of Article 30 paragraph (2) of the 1945 Constitution of the Republic of Indonesia (Peraturan Panglima Tentara Nasional Indonesia Nomor 30 Tahun 2020 Tentang Organisasi Dan Tugas Komando Gabungan Wilayah Pertahanan, 2020).

Based on Presidential Regulation Number 78 of 2005, Indonesia has 92 outermost small islands that need to be managed and secured, 12 of which are vulnerable or have the potential to become a source of conflict, so their existence needs to be maintained because they are a form of state sovereignty. One of the areas that are currently getting a lot of attention from the public is the Natuna area which is facing threats and is being contested by various parties because of its strategic area and borders on the South China Sea and has abundant energy potential in it. So, there is a need to be a strong defense to defend Natuna Island. Meanwhile, the current condition of readiness of human resources, especially the Indonesian National Armed Forces units in the Natuna area is still limited. This causes a separate threat to Indonesia's defense in the Natuna waters. Problems that are currently a threat in Natuna. Apart from human resource issues, the support for facilities and infrastructure for the Indonesian National Armed Forces units in the Natuna area has not been adequate. Thus, giving an influence on the weakness of strength in the defense sector.

The state defense system as regulated in the Law of the Republic of Indonesia Number 3 of 2002 concerning National Defense, is a universal defense system involving all citizens, territories, and all other national resources and prepared early by the government and carried out in a total, integrated, and comprehensive manner, directed and continued. Every citizen has the right and must be actively involved in maintaining and protecting state sovereignty, territorial integrity, and the safety of the entire nation (Marwasta, 2016). Strategy is also the direction and

scope of an organization within a certain period to achieve the goals of the organization through the configuration of resources and certain rules that are by the stages to achieve goals (Johnson and Shcoles, 2016). The rights and obligations of citizens are realized through active participation in national defense efforts which are attitudes, behaviors, responsibilities, and honors that are imbued with awareness and love for the Unitary State of the Republic of Indonesia. All citizens according to their roles and functions are prepared or prepared to face various threats that disrupt national stability and state security as a consequence of the development of an increasingly dynamic strategic environment (State Defense Doctrine 2015).

National threats in Indonesia can be shown in the phenomenon of horizontal conflicts, racial conflicts, terrorism, drugs, the Free Papua Organization, natural disasters, and so on (Kantor Staf Presiden Republik Indonesia, 2019). Defense and security are no longer only related to the military or state apparatus in protecting and defending a region or security and defense no longer only places the state as the main actor, in security but must also involve other actors besides the state such as individuals and community groups (Alfajri, Setiawan, & Wahyudi, 2019). Buzan (1983) criticizes traditional security procedures that are considered too state-centric and military-centric and then divides them into five things that should be involved in dealing with threats and state resilience. Those five things are military, environmental, economic, social, and political.

China's Nine Dash Line (PRC) policy which is in the shape of the letter U and nine dotted lines has made tensions in the South China Sea conflict escalate. This can happen because many countries oppose it and feel disadvantaged due to increased economic and military activities carried out by China (PRC) in the South China Sea (Maksum, 2017). According to Budiardjo (2007), national defense is seen as all efforts

in maintaining territorial integrity, state sovereignty, and national safety against all disturbances and threats to the integrity of the nation and state. Meanwhile, based on the Policy Implementation Theory, it can be seen that the formation of the Joint Command for Defense Area I has several problems, including Human resources, facilities, and infrastructure, logistics operations.

The Indonesian National Army ensures that organizational development in these military institutions has been adapted to the complexity of future challenges. One of the new organizations formed within the Indonesian National Armed Forces is the Joint Regional Defense Command (Kogabwilhan). The formation of the Kogabwilhan is enshrined in Presidential Decree No. 66/2019 concerning the Organizational Structure of the Indonesian National Armed Forces. The efforts of the Indonesian government that has been implemented so far in supporting defense in the North Natuna Sea area can be said to be not ideal. In addition, there is a phenomenon where the operational activities of the Indonesian Military units in the Natuna area have not been optimal. This can be seen in the deployment of Indonesian Military forces as a response to the violation of sovereignty by China, which is a reactive-reactionary step that is not composed of a systematic and long-term scheme. How easy it is for traditional Chinese fishermen to enter the North Natuna Sea and carry out fishing activities illegally shows that there is a big gap in the management of the Natuna area, both the management carried out by the central government, regional governments, and related institutions in the implementation of national defense.

The formation of the Kogabwilhan was stipulated by Presidential Decree No. 27 of 2019 (Keputusan Presiden Nomor 27 Tahun 2019 tentang Pembentukan Komando Gabungan Wilayah Pertahanan dan Peningkatan Status 23 Komando Resort Militer dari Tipe B Menjadi Tipe A., 2019)

concerning the Establishment of the Joint Defense Area Command and the Upgrade of the Status of the 23 Military Resort Commands from Type B to Type A. The Joint Defense Area Command I or Kogabwilhan I is the main command for operations at the Indonesian National Armed Forces Headquarters, a new unit directly under the command of the Military Commander. The function and role of the Kogabwilhan will integrate various Indonesian National Armed Forces bases such as those in Natuna, Morotai, and Biak. It formed based on Presidential Regulation of the Republic of Indonesia number 66 of 2019 concerning the Organizational Structure of the Indonesian National Armed Forces dated 18 October 2019.

In carrying out its duties, the Joint Defense Regional Command I (Kogabwilhan I), the Indonesian National Armed Forces Operations Municipality, focuses on preparing the capabilities and strengths to be able to carry out the activities assigned to it as well as possible. The target of capacity building is aimed at ensuring the implementation of the Indonesian National Armed Forces operations in the jurisdiction of Kogabwilhan I by the orders of the Military Commander. Meanwhile, the target for strength development is focused on the organization, personnel, defense equipment, non-defense equipment, facilities and services, systems and methods, as well as operations and training.

Joint Defense Regional Command I (Kogabwilhan I) is the Operation Main Command (Kotamaops) of the Indonesian National Armed Forces which is directly under the Commander of the Indonesian National Armed Forces with the task of acting as an initial follower and restorer in the event of a conflict in its territory, both for War Military Operations (WMO) and Military Operations Other Than War (MOOTW) as well as a deterrent in the event of a threat. Operation Main Command (Kotamaops) is also formed to anticipate national security disturbances and is

expected to anticipate various vulnerabilities that arise, both potential threats originating from outside and within the country, including acting as a restoring force to the disturbed state security condition due to security disturbances in its territory carried out and accordance with the policy of the Commander of the Armed Forces.

The Kogabwilhan I policy that will be analyzed in this research is Presidential Decree No. 27 of 2019 (Keputusan Presiden Nomor 27 Tahun 2019 tentang Pembentukan Komando Gabungan Wilayah Pertahanan dan Peningkatan Status 23 Komando Resort Militer dari Tipe B Menjadi Tipe A., 2019) concerning the Establishment of the Joint Defense Area Command and the Upgrade of the Status of 23 Military Resort Commands from Type B to Type A. The policies to be looked at are related to resources, communication, disposition, and bureaucratic structures.

There are several previous studies which related to this study. Priyantoko, Armawi, Kurniadi, & Wahidin (2021) discussed about optimizing the implementation of the Kogabwilhan that also has an impact on the resilience of the defense territory of the Republic of Indonesia. The Kogabwilhan needs to maximize the performance of defense institutions, both military, and non-military. Protection of public safety from crime and illegal activities, and environmental conservation are also important. The capability of anchoring facilities has a positive and significant effect on operational readiness Kogabwilhan I. The value of the regression coefficient is positive, meaning that with an increase, the capability of the anchoring facility is getting better, and the readiness for operation of Kogabwilhan I is also getting better. Debriefing support has a positive and significant effect on operational readiness Kogabwilhan I. The value of the regression coefficient is positive, meaning that with increasing, the better supply support, the better the operational readiness of Kogabwilhan

(Mawanto, 2020).

Subekti (2014) discusses the implementation of the assistance duties of the Military to the Police in the Special Capital Region of Jakarta in the Regional Autonomy Era. This study discusses the assistance tasks carried out by the Jaya Regional Military Command by applying the theoretical concept of George Edward II. This study focuses on the implementation of TNI assistance tasks carried out by Kodam Jaya to the Polda Metro Jaya in the Special Capital Region of Jakarta in security services in maintaining the security situation in the Special Capital Region of Jakarta. This study found criteria for implementing policies, namely the need for improvement of bureaucracy and communication in assistance tasks. In correlation with the formation of Defense Area Joint Command I with Edward III's theory, there are not yet adequate facilities and infrastructure for Indonesian Military units in the Natuna area.

Research conducted by Armandos, Yusnaldi, & Purwanto (2017) on the implementation of marine defense policies in supporting maritime security on Natuna Island illustrates that it is important to look at several criteria in implementing policies so that they can provide input for the government, especially in the field of bureaucracy and budgetary resources in supporting maritime security in Indonesia. The correlation with the formation of the Joint Regional Defense Command I based on the Kogabwilhan Implementation theory is that the implementation of operational activities in Indonesian Military units in the Natuna area is not optimal.

Saputro, Andreas, & Yulivan (2021) studied about the implementation of economic policy in facing the U.S-China trade war in the context of non-military defense. The results achieved are by the theory of Policy Implementation related to resources, communication, disposition, and bureaucratic structure, a strategy is needed to revamp the bureaucratic structure and recalculate budget resources. Effectiveness

is a measure that describes a target that has been achieved, the productivity of human resources is a benchmark for a company to achieve its vision and mission (Gomes, 2003).

Based on the description and explanation above, therefore this study is conducted to provide government input on the implementation of Joint Defense Regional Command I (Kogabwilhan I) policies in supporting the national defense.

METHODS

The research method used in this study is a descriptive qualitative approach. The location of this research is on the island of Natuna, by taking several sources related to the research, namely the commander who knows about Kogabwilhan I. Data collection is carried out by using interviews, observation, and documentation. Descriptive research is research conducted to describe and describe the current state of the object of research as it is based on the facts (Moleong, 2018). Denzin distinguishes four kinds of triangulation as a technique for checking the validity of the data that utilizes sources, methods, investigators, and theory (Moleong, 1994). Data analysis is carried out through: 1) data reduction by summarizing, sorting out the main data, then focusing and compiling the data systematically; 2) display data, which presents certain data in the form of matrices, graphs, charts, or networks if needed; and 3) verify data.

The data used in this study were obtained through two sources, namely primary data and secondary data. The primary data in this study was obtained by using in-depth interviews with informants/relevant field sources to be interviewed. Meanwhile, secondary data was obtained through other related parties, literature studies, brochures, magazines, newspapers, and the internet including websites. The research design started with expert, main, and supporting informants related to rifle technology. The data selected in this study came from the internal organization of the Regional 1 Joint Command.

The model proposed by Edwards (1980), is top-down and suitable to be implemented at a structured bureaucratic level in a government institution, where each hierarchical level has a role the function in policy elaboration. that will be implemented and facilitate the implementation of a policy at each level of the bureaucracy starting from the departmental level (central government), to the implementation level in the field. Edward III's model directs an understanding of the variables of policy implementation and the relationship between variables by determining the role of each variable. Communication is needed by every policy implementer to know what to do. Resources ensure the support for the effectiveness of policy implementation. The bureaucratic structure explains the task structure of the policy implementers, breaks them down into task details, and sets standard operating procedures.

RESULT AND DISCUSSION

Research on Kogabwilhan 1 is most highlighted by scientists and practitioners because the problem of public administration lies in the low attention to implementation. This is George Edward III's statement quoted by Syahrudin (2019), "Without the effective implementation of the decision of policymakers will not be carried out successfully". According to George Edward III, four variables determine the success rate of policy implementation are communication, resources, attitudes and commitments from implementing programs or bureaucratic policies (disposition), and bureaucratic structures or operating standards that regulate work and management (bureaucratic structure). The function and role of the Kogabwilhan will integrate various TNI bases such as those in Natuna, Morotai, and Biak. Kogabwilhan formed based on Presidential Regulation of the Republic of Indonesia number 66 of 2019 concerning the Organizational Structure of the Indonesian National Armed

Forces dated October 18, 2019. The Joint Regional Defense Command I or Kogabwilhan I is the main operations command for TNI Headquarters, a new units directly under the command of the TNI Commander. The function and role of the Kogabwilhan will be to integrate various TNI bases such as those throughout Indonesia. The location of the Joint Defense Area Command I is in the Tanjung Pinang area, Riau Islands.

Components of the Policy Implementation System

The Joint Regional Defense Command I located in the Riau Islands region is indicated to be included in three categories of strategic environmental development, namely global, regional and national development. So that the region has a strong policy implementation, especially in dealing with threats and challenges that may occur in the region. With the Joint Defense Area Command I operating in Natuna waters, it can help support in terms of defense. Table 1 describes the combined command area of defense area I and several related elements.

Kogabwilhan I has 18 programs that have been implemented and are still ongoing. This is done as an effort to protect the community from potential and factual threats so that the 18 programs are classified as routine operations. In addition, Kogabwilhan I has program implementing elements, namely related units in the process of implementing the program. In addition to 18 routine operations, Kogabwilhan I also carries out Humanitarian Operations and Disciplinary Operations for the COVID-19 Health Protocol. As a supporter of military duties in operations other than war. The establishment of the program is influenced by the development of the strategic environment in terms of social, political, economic, technological, and cultural aspects. Operational activities of Kogabwilhan I that have been carried out,

Table 1. Composition of the Joint Defense Regional Command I.

No	Unit	Amount
1	Military Main Command	8
2	Military Area Command	6
3	Naval Main Command	1
4	Air Force Command	1
5	Iskandar Muda Military Area Command Aceh	1
6	Military Area Command 1 Bukit barisan medan	1
7	Military Area Command 2 Palembang	1
8	Military Area Command 3 Bandung	1
9	Military Area Command 12 Tanjungpura	1
10	Military Area Main Command	1
11	Naval Main Command Jakarta	1

Source: Operations Staf Defense Area Joint Command (Kogabwilhan I), 2022.

including (Operations Staf Defense Area Joint Command, 2022):

1. The operation to evict fishing boats and the Chinese Coast.
2. Guard in the North Natuna Sea from December 2019 to January 2020.
3. Operations for humanitarian assistance for the evacuation and observation of Indonesian Students from Wuhan in Natuna in February 2020.
4. Operations humanitarian assistance for the evacuation and observation of Indonesian Citizens from KMV. World Dream and KMV. Diamond Princess on Sebaru Island in the Thousand Islands in March 2020.
5. Routine operations in the 2020 fiscal year.
6. Sea Combat Alert Operations carried out throughout the year.
7. RI-Malaysia Land Border Security Operations in West Kalimantan Region carried out throughout the year.
8. RI Border Security Operations Thailand carried out throughout the year.

9. the RI-Singapore Border Security Operation is carried out throughout the year.
10. The Malacca Strait Sea Patrol Coordinated Patrol Operation (MSSP)
11. The Optima Coordinated Patrol Operation (RI-Malaysia Maritime Action Operation) is carried out 2 times a year.
12. Malindo Coordinated Patrol Operations are carried out twice a year.
13. Coordinated Patrol Operations are carried out once a year.
14. Malsindothai's Eye in the Sky (EIS) operation is carried out twice a year.
15. The Outermost Island Security Operations (Rondo Island, Sekatung Island, Berhala Island, and Nipah Island) are carried out throughout the year, Marine Security Operations are carried out throughout the year.
16. Indonesian Archipelago Sea Lane I Security Operations are carried out throughout the year.
17. Operation for Safeguarding Vital Objects of PT. Pindad, Gupusmu, PT. DI, and PT. Dahana is carried out throughout the year.
18. Bogor Palace and Cipanas Installation Security Operations.
19. VVIP Security Operations are carried out throughout the year.
20. Air Patrol Operations are carried out throughout the year.
21. Air Surveillance and Reconnaissance Operations are carried out throughout the year and Air Transport Operations are carried out throughout the year (Operations Staf Defense Area Joint Command, 2022)

Communication

In producing success in Kogabwilhan I, communication is needed to support the planned program. The communication carried out in Kogabwilhan I is based on the communication variable, and the implementation of the policy has been carried out properly. In the Kogabwilhan I Environment, communication in carrying

out operations uses a command and control system (Subekti, 2014). The communication carried out at Kogabwilhan I is an element that can support the national defense system.

In each Joint Defense Regional Command I (Kogabwilhan I), there is already a control command post available as a means of communication to the upper unit, in this case, the Indonesian National Armed Forces Headquarters, or to the lower unit or ranks of the Kogabwilhan I unit. The above statement directly or indirectly proves that the communication in Kogabwilhan I has been going well, although there are no obstacles.

The implementation of the Kogabwilhan I deployment policy which has an impact on the condition of the national defense system, especially in the western part of Indonesia, certainly has implications for the community. Kogabwilhan I in carrying out its duties, has carried out the task of communicating well by the program that has been compiled. This is confirmed by the majority of respondents to the online questionnaire who answered positively about the communication from Kogabwilhan I. However, there are a small number of respondents who do not know about the deployment policy of Kogabwilhan I so Kogabwilhan I in communication to the public needs to be further improved.

In terms of resources

The existing resources in Kogabwilhan I consist of several resources. The resources in question are human resources and financial resources that are strongly related to defense equipment, facilities, or infrastructure. The existence of these resources is managed so that the performance of policy program implementers can be accommodated optimally.

Human resources in Kogabwilhan I can be defined as human resources who work in Indonesian National Armed Forces and are tied to Kogabwilhan I and play an important

role in supporting the national defense system. Human resources are owned by Indonesian National Armed Forces units and can be used to support the national defense system.

In terms of quantity, the number of human resources in Kogabwilhan I has not been fulfilled 100%. This indicates that in Kogabwilhan I there is still a shortage of personnel. Human resources are also being prepared, including personnel completeness of personnel in Kogabwilhan by the list of existing personnel compositions, but it is possible that it may not be 100% fulfilled because the other units that have been around for a long time cannot fulfill their personnel structure perfectly. In supporting the strength of the joint command of the defense area I, the fulfillment of the quality and potential of adequate human resources is one of the important elements to be fulfilled. The joint defense area command I require a strong defense force starting from the number of personnel, capabilities, and expertise of human resources, and adequate military facilities and infrastructure. If all components can synergize and work together, it can increase defense from other military threats.

One of the priority programs in the Indonesian National Armed Forces General Planning Staff (GPS) is to complete or in this case fulfill the existing development facilities in the Kogabwilhan I, II, and III. Priority programs, of course, the prepared budget will certainly be prepared in a more prioritized manner as well as according to the priority scale. Other needs, such as other facilities, are also included in the priority program at the Indonesian National Armed Forces General Planning Staff (GPS).

The statement above provides an understanding that Kogabwilhan I in terms of financial resources to run programs is supported by the Indonesian National Armed Forces Headquarters. Although Kogabwilhan I is one of the priority programs so far, the financial resources have not been optimal related to the budget affects development progress. This includes

facilities and infrastructure. Facilities and infrastructure have many limitations, one of which is the problem of office buildings. Initially, Kogabwilhan I was based next to fleet command in the new market area, but since September 2019 it has moved to Tanjungpinang, which still occupies a temporary office at the Tanjungpinang Military Command health.

The resources in Kogabwilhan I according to the community's view, especially most respondents to the online questionnaire have the same perception that it is good but needs to be improved by implementing strategic steps. Management of resources to implement the policy can be done by conducting internal Focus Group Discussions with discussions covering what needs are needed if the policy is implemented in real-time. Do you need reserve component personnel, the addition of infrastructure facilities, the calculation of the defense budget, and others? All are shared policies by defense experts. But all will return to the defense budget.

The attitude and commitment of the Program Implementers (Disposition)

The attitude and commitment of program implementers at the Indonesian National Armed Forces-based Kogabwilhan I use one command. Kogabwilhan I one command. Commitment goes well in carrying out this work program activity. This statement is indicated by the attitude and commitment in the form of support from the Indonesian National Armed Forces Headquarters. In essence, there are already laws and regulations in the form of presidential decree 66 of 2019 regarding the new Kogabwilhan organization. the Indonesian National Armed Forces Headquarters General Planning Staff (GPS) supports and strives to complete the needs of the Kogabwilhan. Policy or implementation must be supported because it has been formed in the Presidential Decree 66 of 2019, one of which is the Kogabwilhan.

The support from the Indonesian

National Armed Forces Headquarters to program implementers, in this case, Kogabwilhan I, certainly has a positive influence, namely the realization of high loyalty, integrity, and professionalism from the implementation of one command within the Indonesian National Armed Forces. The attitude and commitment of the integrated three armed forces (*tri matra*), so far have all been going well. In addition, Kogabwilhan I is free from corruption because within Kogabwilhan I itself there is already a director general of the inspectorate general who carries out internal control within Kogabwilhan I itself.

The attitude and commitment in Kogabwilhan I which is oriented to one command is certainly carried out quickly and precisely. This is carried out in operations as an effort to maintain national security and defense. The attitude and commitment in implementing the program to support national defense are to implement an integrated operational program between dimensions quickly and accurately in overcoming various forms of threats that occur in the Kogabwilhan I area. The attitude and commitment of Kogabwilhan I in carrying out the program have been well implemented. The good attitude and commitment of Kogabwilhan I in carrying out its policies were also rated positively by all respondents, so it needs to be maintained so that the defense of Indonesia is getting stronger, especially for the future of the national defense system.

Bureaucratic Structure

The bureaucratic structure of Kogabwilhan I has been structured. This is because it has been stated in the Decree of the President of the Republic of Indonesia Number 27 of 2019 (Keputusan Presiden Nomor 27 Tahun 2019 tentang Pembentukan Komando Gabungan Wilayah Pertahanan dan Peningkatan Status 23 Komando Resort Militer dari Tipe B Menjadi Tipe A., 2019) concerning the Establishment of a Joint Defense Area Command and the Upgrade of the Status of 23 Military Resort

Commands from Type B to Type A. In addition, it is strengthened by the Regulation of the Commander of the Indonesian National Armed Forces Number 30 of 2020 concerning Organizations. And the Defense Area Joint Command Task Force (Peraturan Panglima Tentara Nasional Indonesia Nomor 30 Tahun 2020 Tentang Organisasi Dan Tugas Komando Gabungan Wilayah Pertahanan, 2020).

The bureaucratic structure of Kogabwilhan I is directly related to the Indonesian National Armed Forces Commander. In this case, Kogabwilhan I related to the implementation of the policy of being responsible as a command unit to the Military Commander. In addition, the bureaucratic process cannot be separated from coordination with the relevant Indonesian National Armed Forces Headquarters. The bureaucratic structure in Kogabwilhan I can be seen in the organizational structure which is a line of command in carrying out operations. The existing bureaucratic structure is carried out by the integrated three armed forces (*tri matra*). The organizational structure of Kogabwilhan I is the line of command in carrying out operations led by Pangkogabwilhan I overseeing the Indonesian National Armed Forces operational units located in the Indonesian Archipelago Sea Channel I area consisting of land, sea, and air units. This illustrates that the bureaucratic structure in Kogabwilhan I consists of three dimensions at once. Therefore, the large number of multi forces makes Kogabwilhan I need adaptation between dimensions so that the bureaucratic structure can be carried out properly.

CONCLUSIONS, RECOMMENDATION AND LIMITATION

The implementation of the Joint Regional Defense Command System I (Kogabwilhan I) has had an impact on the community in supporting the national defense system. Kogabwilhan I tries to maximize the

defense element in the border areas, especially in the Natuna waters, and the Riau Islands, although the strength of human resources in Kogabwilhan I have not yet reached 100%, there are still limited facilities and infrastructure, as well as communication and coordination networks with agencies other than the military that have not been maximized. In planning the preparation of the War Military Operations (WMO) and Non-War Military Operations (MOOTW) programs for one year, the organization provides analysis results on the implementation of the policy of deploying the Regional Joint Defense Command (Kogabwilhan) to support the national defense system. In addition, it is necessary to coordinate directly with TNI Headquarters tactically and strategically in supporting the direction of the line of command and coordination. The bureaucratic structure of Kogabwilhan I has been structured. This is because it has been stated in the Presidential Decree of the Republic of Indonesia Number 27 of 2019 concerning the Establishment of the Joint Regional Defense Command and the Upgrade of the Status of 23 Military Resort Commands from Type B to Type A. In addition, this is reinforced by the TNI Commander Regulation Number 30 of 2020 concerning Organizations.

This study provides some recommendations, first, for the Joint Defense Area Command I (Kogabwilhan I) which needs to pay attention to the elements of resources, especially human resources and budgetary resources to support the main tasks of the military. Second, Kogabwilhan needs to maximize the tasks it carries out, such as carrying out tasks in the field by carrying out the task of preparing unit organizations in the Natuna area. Kogabwilhan I is necessary to optimize military tasks in the border areas, especially in the Natuna Islands to maintain defense from foreign military threats. In addition, it is recommended to the government and leaders in Kogabwilhan in supporting military facilities, facilities, and

infrastructure at every military base on the border and providing capabilities regarding military resources.

The Kogabwilhan I is an important element in supporting the military elements in the Natuna Islands region. So that an increase in the ability of military resources, facilities and infrastructure, and operations can help create the potential of Kogabwilhan I in Natuna. With the increase given, it will help as a support for military defense.

REFERENCES

- Alfajri, Setiawan, A., & Wahyudi, H. (2019). Sinergitas Pembangunan Tata Ruang Pertahanan Daerah dalam Menghadapi Ancaman Non-Militer di Indonesia. *Global & Strategis*, 13(1), 103–122. Retrieved from <https://e-journal.unair.ac.id/JGS/article/view/11762/7158>
- Armandos, D., Yusnaldi, & Purwanto. (2017). Implementasi Kebijakan Pertahanan Laut dalam Mendukung Keamanan Maritim di Pulau Nipa. *Jurnal Keamanan Maritim*, 3(2), 39–56. Retrieved from <https://jurnalprodi.idu.ac.id/index.php/KM/article/view/112/96>
- Budiardjo, M. (2007). *Dasar-Dasar Ilmu Politik*. Jakarta: PT Gramedia Pustaka Utama.
- Buzan, B. (1983). *People, States, and Fear: The National Security Problem in International Relations*. Chapel Hill: University of North Carolina Press.
- Edwards, G. C. (1980). *Implementing Public Policy*. Washington, D.C.: Congressional Quarterly Press.
- Gomes, F. C. (2003). *Manajemen Sumber Daya Manusia*. Yogyakarta: Andi.
- Kantor Staf Presiden Republik Indonesia. (2019, June 26). *Pemindahan Pusat Pemerintahan: Analisis dan Perspektif Pertahanan & Keamanan*. Retrieved from <https://docplayer.info/180090639-Pemindahan-pusat-pemerintahan->

- analisis-dan-perspektif-pertahanan-keamanan.html
- Keputusan Presiden Nomor 27 tahun 2019 tentang Pembentukan Komando Gabungan Wilayah Pertahanan dan Peningkatan Status 23 Komando Resort Militer dari Tipe B menjadi Tipe A.*, (2019).
- Maksum, A. (2017). Regionalisme dan Kompleksitas Laut China Selatan. *Jurnal Sospol*, 3(1), 1–25. Retrieved from <https://ejournal.umm.ac.id/index.php/sospol/article/view/4398/4857>
- Marwasta, D. (2016). Pendampingan Pengelolaan Wilayah Perbatasan di Indonesia: Lesson Learned dari KKN-PPM UGM di Kawasan Perbatasan. *Indonesian Journal of Community Engagement*, 1(2), 204–216.
- Mawanto, A. (2020). Pengaruh Dukungan Logistik Terpadu di Wilayah Natuna terhadap Kesiapan Operasi KOGABWILHAN I. *Jurnal Logistik Indonesia*, 4(2), 146–153. <https://doi.org/10.31334/Logistik.V4I2.1116.G601>
- Moleong, L. J. (1994). *Metodologi Penelitian Kualitatif*. Bandung: PT Remaja Rosdakarya.
- Moleong, L. J. (2018). *Metodologi Penelitian Kualitatif*. Bandung: PT. Remaja Rosdalarya.
- Peraturan Panglima Tentara Nasional Indonesia Nomor 30 Tahun 2020 tentang Organisasi dan Tugas Komando Gabungan Wilayah Pertahanan.*, (2020).
- Priyotantoko, A., Armawi, A., Kurniadi, B. D., & Wahidin, D. (2021). Establishment of Kogabwilhan in Supporting the Defense Area's Resilience. *Indonesian Journal of Social Science Research*, 2(2), 65–75. Retrieved from <https://ijssrjournal.org/index.php/ijssr/article/view/26/14>
- Rani, F. (2012). Strategi Pemerintah Indonesia dalam Meningkatkan Keamanan Wilayah Perbatasan Menurut Perspektif Sosial Pembangunan. *Jurnal Transnasional*, 4(1).
- Saputro, G. E., Andreas, D., & Yulivan, I. (2021). Implementation of Economic Policy Facing the China American Trade War in the Framework of Nirmilitary Defense. *International Journal of Social Science And Human Research*, 04(12), 3709–3716. <https://doi.org/10.47191/ijsshr/v4-i12-36>
- Subekti. (2014). Implementasi Kebijakan Tugas Perbantuan TNI kepada Polri di Wilayah DKI Jakarta dalam Era Otonomi Daerah: Studi Kasus Tugas Perbantuan oleh Kodam Jaya. *Jurnal Pertahanan & Bela Negara*, 4(1), 1–32. <https://doi.org/10.33172/JPBH.V4I1.320>