

Analyzing the Role of Research and Development in Policy Making in the Pussenkav

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Abstract

The Cavalry Weapons Center (Pussenkav) of the Indonesian Army Military Command is a special staff of the Kasad in the areas of weapons development and training, military horse training, research and development, and organic training to support the army's main missions. The purpose of this study was to examine the influence of research and development on policymaking in the Pussenkav unit. This study uses a qualitative method with a phenomenological perspective. Purposive sampling was employed by the study's resource personnel, who totaled thirteen. Data collected from interviews, documentation studies, and literature reviews were triangulated and analyzed using Miles and Huberman's theoretical literature. The findings revealed that: Pussenkav's Research and Development Division was not involved in the full policy process, resulting in policies that were both irrelevant and ineffective in solving problems in the Cavalry Unit, Pussenkav's operational management was not properly carried out, and many departments still do not understand each other's processes, tasks, and obligations, and Pussenkav's R&D products or results have not attracted the attention of the leadership in policy development.

Keywords: *Research and Development, Policy, Operations Management.*

I. INTRODUCTION

The Indonesian National Army (TNI), the primary component of the national defense system, is responsible for implementing national defense and security. Defense System. A policy is required for the defense system and its offspring, especially the military. Military policy must take into account ideological, political, economic, social, cultural, and security factors, as well as tactical factors such as weather, terrain, and enemies. Weather, geography, and enemies are three tactical considerations. In addition, in order to support military policy, everything must be prepared in advance, including territorial readiness and combat readiness, which aim to develop military capabilities in the face of various threats that may arise at any time. facing many dangers that may arise at any time.

Military policy, often referred to as defense policy, is a type of public policy that deals with international security and the military. This policy consists of policies and initiatives that the government is pursuing and will continue to pursue. Minister Prabowo Subianto stated

that all aspects of national defense must understand and appreciate the complexity of threats. To this end, the Ministry of Defense continues to formulate and implement national defense strategies and programs (Hartono, 2021). The Ministry of Defense, as a related institution, continues to develop national defense policy by forecasting threats, national defense doctrines, state geographical conditions and state policies to serve national interests. Military defense policies for the main component, reserve component and supporting component are aimed at developing a modern national defense, professional TNI, implementing the introduction and technological innovation of the main weapon system (alutsista), increasing the independence of the defense industry, and encouraging budgeting and defense spending to become defense investments (Hartono, 2021).

For the development, utilization and development of military capabilities, the Ministry of Defense, TNI Headquarters and TNI Army Headquarters must formulate a strategic analysis and analysis of the operational research system, which is carried out by Balitbang Kemhan and the Research and Development Office at TNI Headquarters and TNI AD Headquarters, supported by Balakpus and Puscabfung, which have their respective research and development directorates such as Pussenkav Kodiklat TNI. Sdirbinlitbang Pussenkav Kodiklat TNI AD is responsible for promoting and coordinating the research and development function of the Army Cavalry to serve the Army's primary missions. The Army evaluates and develops people, systems and procedures, and materiel of the Army Cavalry (Hartono, 2021).

In developed countries, the outcomes of R&D findings in the field of military technology have a significant impact on the country's defense strategic planning. significant in establishing the policies of the country's forthcoming military strategic planning (Yedvav et al., 2022). However, until recently, the function of R&D as a think tank team has not been a concern for Indonesian policymakers, including the Pussenkav Unit. The Pussenkav Unit. The fact that there are still overlapping regulations on the development of cavalry weapons is a reflection of this. mistrust of the R&D results of the leadership in the formulation of policies related to the creation, application, and development of the cavalry (Situmeang et al., 2020). Many factors, including those from the management operating system, the regulatory focus system, and the human resources of leaders and R&D activists, contribute to the development, utilization, and growth of the Army Cavalry. These factors also allow the results of research and development to be implemented that do not meet the expectations of this leadership, in order for the leadership not to consider this to be a thorough contribution overall (Maharani & Matthews, 2023).

Management has an impact on research and development (R&D), which, according to previous studies, is not given as much weight in policy decisions. Inadequate operations management has an impact on the policymaking role. Operations management involves several tasks, such as designing, implementing, and improving systems that produce and deliver goods and services (Chase et al., 2018). The achievement of an agency's goals depends on effective and efficient operations management. In order to provide an overview or methodical approach to examining the operations within an organization, operations management needs to be studied. In the absence of regulations and management practices

that remind leaders of their obligation to incorporate research results into policymaking, the results of research and development conducted by each agency's research and development department will not be incorporated into policymaking. The failure of research and development activists to inform leaders about their research and development efforts could be another reason for leadership's lack of interest in this area. As a result, leaders may be less informed about the results of their own research and development efforts.

As a result of the numerous factors that contribute to the lack of influence of research and development on policymaking in the Pussenkav Kodiklat TNI AD, a thorough analysis of the role of research and development in Pussenkav policymaking in the Pussenkav Unit is required in order to identify problems and possible solutions.

II. LITERATURE REVIEW

National defense, as one of the tasks of the government, is an attempt to ensure the integrity and stability of the unitary state of the Republic of Indonesia. The national defense of the Republic of Indonesia refers to all defensive activities based on the people's understanding of their rights and duties and their belief in their own strengths. The State of Indonesia is an archipelagic country with extensive maritime jurisdiction and a diverse population. Indonesia's threats can be both military and non-military, therefore the defense forces must be prepared to meet both types of threats in accordance with Indonesian constitutional provisions. The defense forces are required to respond to both types of threats in accordance with the laws and restrictions.

To deal with potential threats, a reliable national defense with strong deterrence is required. Therefore, the continuous improvement of strength and capacity is essential. As a result, numerous policies must be developed to ensure that national defense is carried out successfully and efficiently.

Role of Research and Development Division

The rapid growth of science and technology corresponds to the progress of the times, and it has implications for the consequences of developing adaptive and responsive troop capabilities in the face of modernization technology. Faced with technological modernization. To cope with the progress of science and technology, innovation, creativity and new ideas are required, which are channeled into research and development activities in accordance with the area of responsibility. with their line of duty. Research, development, deployment and guidance in the military environment are carried out by the Ministry of Defense's Balitbang and the Research and Development Office at the TNI Headquarters and Headquarters and Development Services at the TNI Headquarters and Army Headquarters, as well as supported by Balakpus and Puscabfung, which have their own research and development directorates, such as Pussenkav.

According to the Minister of Defense's Regulation No. 27 of 2008 on the Development of Research and Development of National Defense Material within the Ministry of Defense and

the Indonesian National Army, Research and Development (R&D) is essentially a cycle of R&D activities that include testing, evaluation, and study in the areas of material, human/human systems/methods, and doctrine, each of which can stand alone. The results of R&D are further developed and used for exploitation and improvement.

Sdirbinlitbang Pusenkav Kodiklat TNI AD, as part of Litbang, is responsible for maintaining and organizing the research and development functions of the Indonesian Cavalry. The development function exists to support the Army's primary missions. The Army's primary missions include the evaluation and development of personnel, systems, procedures and materiel. The Army Cavalry. The TNI doctrine is one of the rules for conducting R&D operations. According to the TNI's R&D theory, the R&D strategy includes the following:

1. Supporting defense self-sufficiency by increasing the quality of material R&D products, both through the discovery of new defense equipment and the development of existing defense equipment through engineering/manufacturing R&D activities that produce first articles to be subsequently produced by the defense industry, in order to reduce dependence on foreign defense equipment.
2. To achieve superior and quality systems and methods through the creation and development of new technology-based systems and methods, including doctrine development, software, organization, operations, education and training, and partnership enhancement.
3. The achievement of TNI staff (human) who are tough and professional through continuous and quantifiable improvement. growth that is carried out regularly and quantitatively in accordance with the obligations and responsibilities they perform, as well as improving the level of morale, mental / spiritual / ideological / struggle, psychological, health and physical attributes.

In developed countries, the outcomes of R&D findings in the field of military technology have a significant impact on the country's defense strategic planning. significant in establishing the policies of the country's forthcoming military strategic planning (Yedvav et al., 2022). However, until recently, the function of research and development as a think tank team has not been a concern for Indonesian policymakers, including those at the Pusenkav Institute. This is evidenced by the continued overlap in policies related to the development of cavalry weapons. The leadership's distrust of the results of research and development in policy-making, both in terms of development, use and development of the Indonesian Army Cavalry, is caused by several factors, both from the regulatory emphasis system, management operating system, management operating system, as well as from the human resources of leaders and R & D activists, the output of the implementation of research and development is not in accordance with expectations. So that the leadership does not consider this a thorough input. The main reason why the function of R&D is overlooked in policy making is a bad management structure (Situmeang et al., 2020).

There is a need for a strategy to strengthen the R&D organization, improved human resources, and an understanding of the various limitations of R&D products that have not been further developed in the hope of obtaining quality and useful R&D products for the Army

(Yazul, 2019). The layering system has been effectively implemented by the MEF policy, with no resistance from status quo advocates in the Indonesian military sector. However, there are several drawbacks to using the layering technique, such as limited adherence to new aspects of change (Gunawan, 2017). The implementation of the Maritime Axis Policy still requires the readiness of the implementers as the front line of the policy, as well as the creation of international standard maritime infrastructure (Hidayat and Ridwan, 2017).

Policy Making

Policy can be defined as a set of guidelines for purposeful action by a person in response to a problem or difficulty. Someone actively engages in an action in response to a specific problem or situation. Several issues have arisen. A policy is a set of concepts and values that serve as a guide and foundation for work performance, leadership, and behavior. Policy can also refer to the process of making important decisions within an organization. According to Madison (2020), a policy is a written guideline that is a formal decision of the organization that is enforceable and directs behavior with the goal of creating new values in society. Policies, which are typically problem-solving and proactive, become the primary reference point for the behavior of organizational members.

According to Coulter and Robbins, policy is a guide that defines the parameters for decision making. Policy is a set of decision-making factors (Sugiyono, 2017). According to James E. Anderson, cited by Situmeang et al. (2020), policy is "a purposeful course of action followed by an actor or set of actors in dealing with a problem or matter of concern" (A series of Analysis of the Role of the Research and Development Division in Policy Making in the Pussenkav).

Meanwhile, Amara Raksasataya asserts that knowledge is a method and plan for achieving a goal. A method or approach designed to achieve a specific goal. As a result, a policy must include three (3) components: identification of the goal to be achieved; tactics or strategies for various stages to achieve the desired goal; and provision of various inputs to achieve the desired goal. As a result, it can be concluded that a policy is essentially a written or spoken statement by a person, group, or government that serves as a general guideline. A broad guideline for action, written or verbal, for solving problems and achieving goals.

Policy plays a crucial role, especially in generating thorough, accurate, and up-to-date data as policy-making material, testing the policy before it is adopted, and reviewing the policy's implementation and results. Leaders in business and government organizations, including military organizations such as Pussenkav Kodiklat TNI AD, make policies based on the scope of their responsibilities and power. According to Ryamizard Ryacudu, this year's defense policy aims to manage all national resources and infrastructure to achieve national defense objectives. In order to support national growth, the national defense strategy must be flexible and adaptable, and manifest itself in accordance with the goal to be achieved. According to Tego Suroso (2021: 60-68), the national defense policy of the Republic of Indonesia, which includes Indonesia, has six directions:

1. Continue the development of national defense in accordance with Pancasila, the 1945 Constitution of the Republic of Indonesia and the Republic of Indonesia, and Unity in Diversity.
2. Guided by the vision, mission and priority programs of the government, including the global maritime axis policy and regional development.
3. Continue the development of military defense posture.
4. Strengthen cooperation with friendly countries.
5. Realize a strong, independent and competitive defense industry.
6. To support the development of national character.

However, the current state of policy in Indonesia is still worrisome, and efforts must be made to improve the quality of these policies. According to Anwar Sanusi (2014), policy difficulties in Indonesia are classified into six criteria, which include:

1. Policy emergence occurs at a high frequency. This occurs because the policies implemented are in response to the problems that develop. However, this causes the policy to be implemented as fast as feasible, without prior investigation.
2. Policies are incoherent and overlap with other policies. Inconsistent policies indicate that one policy and another policy are not the same and may even contradict. Overlapping policies imply that the policies created are identical to those already in place. This is possible because no investigation or analysis of current policies is conducted prior to the adoption of a policy.
3. The policy formulation process is ineffective. This may be due to a lack of understanding of the policy formulation process, a lack of time to formulate policy, or a deliberate failure to use a sound policy formulation process.
4. Policies are created based on inaccurate facts. This can happen because there is a lack of comprehensive and reliable information on which to base policy decisions. Or because policymakers do not use the scientific approach, which involves developing sound policies based on data. logical, empirically based, and methodical policies.
5. The policy was canceled. This is possible because policymaking is done in a hurry, policy experts are not involved, and each policy decision is not followed by an examination of potential dangers.
6. Policy conflict occurs when policies are implemented that conflict with other policies. This may be because policymakers ignore other current policies.

Based on the description of the policy situation in Indonesia, it is necessary to develop and strengthen policies, one of which is through policy research. Policy research is conducted. Policy-oriented research seeks to produce knowledge and insights that can be applied to the design, implementation, and evaluation of policies. According to Steven Dukeshire and Jennifer Thurlow in Sugiyono (2017), policy research is beneficial for the following reasons:

1. Understanding key issues. In this scenario, policy research can help provide facts or knowledge about policy concerns and potential solutions.

2. Problem recognition and issue identification. In this scenario, researchers can assist in policy development to identify problems and issues so that action can be taken in policymaking. Researchers highlight specific challenges and issues that influence policymaking.
3. Supporting a Selected Action Plan. Researchers in this scenario encourage policymakers to select a course of action, for example, by helping policymakers choose among different strategies and by gathering evidence to support the many proposed responses.
4. Monitoring process and evaluating impact. Monitoring and analyzing the impact of policies, responding to inquiries, suggesting areas for improvement, and improving the solutions provided.

Policy research can contribute to the development of policy science, which seeks to solve societal problems. Policy science seeks to improve the quality of policymaking through systematic knowledge and structured reasoning. The results of the study are presented in the form of a Dapen Report and a Position Recommendation Report (for officers), which can be used as a reference for management decisions (Yudistira, et.al., 2019).

According to the results of the study, the policy has a positive impact on the industry, including increased cooperation, improved production processes due to product standardization, increased independence, and improved product quality. However, the policy continues to have a negative impact on firms, such as: poor adoption of supply chain management, low use of domestic materials and ship components, and low levels of fair business competition among the domestic defense sector (Anwar, 2018). This analysis concludes that the TNI's policy of military operations against the OPM is governed by domestic law and international humanitarian law. Indonesia has the authority under international humanitarian law to suppress the OPM (Mushael, et.al., 2016).

Operation Management

Operations management is an important aspect of any organization or company because it provides a methodical approach to the organization's operations. The existence of operations management makes it easier for the leader of the organization or company to evaluate and improve the organization's system. Operations management can be defined as a set of activities that include the design, operation, and improvement of systems that produce and deliver products and services (Chase et al., 2018). An agency's goals must be achieved through effective and efficient operations management. Operations management must be studied to provide an overview or systematic approach to the processes in an agency. an organization. Operations management is required to generate something new and to improve product improvements or innovations (Rahmawati, 2017).

Operations management is the practice of developing products and services by transforming inputs into outputs (Heizer and Render, 2018). Operations management is also defined as a set of tasks involving the design, operation, and improvement of systems that produce and distribute goods and services (Chase et al., 2018). Operations management is directly related to an organization's attempts to increase quality, productivity, and customer satisfaction. Operations management that continues to adapt to new changes can help the

organization overcome its problems. Operations management is related to strategy because strategic planners set goals that become strategic conclusions, one of which is a policy at Pusenkav Kodiklat TNI AD.

Operations management is critical to achieving the goals of an agency's operational strategy. Good operations management can help R&D activists stay current and prepared to deal with the many difficulties that may arise. Operations management is seen not only as a place to produce goods and services, but also as a competitive force in business and government. In the absence of operations management, there are no standards or references for the development of policies, allowing managers to develop their own characteristics. Policy making can be more focused, methodical, and better than before thanks to the rules and operations management engaged in research and development. The researchers expect that this research will help military organizations, particularly Pusenkav Kodiklat TNI AD, to incorporate research and development into policy making in order to establish effective, efficient, and fair policies that will achieve Indonesia's defense and military goals.

Akmil's R&D specialists play an essential role in transforming Akmil into a world-class military academy. As a competent military educational institution, Akmil is developing memorandums of understanding with governmental and non-governmental organizations to enhance its competence (Purnama, 2019). The results revealed the need for a strategy to strengthen the organization's research and development, improve human resource capabilities, and understand the limitations of R&D products not yet developed in order to obtain R&D products of high quality and useful to the Army (Yazul, et.al., 2019).

According to the findings of the study, the performance of the operations management of PT Janata Marina Indah Semarang in the repair of KRI Tanjung Kambani 971 was not ideal. This is evident when comparing the planning time with the real time study results, which is due to the condition of the operations management system used by PT Janata Marina Indah Semarang. Then, the ideal management system of PT Janata Marina Indah Semarang can be realized by implementing Flexibility Manufacturing, because Flexibility Manufacturing in resource utilization can be applied flexibly depending on the importance and size of the ship to be repaired (Aritonang and Anwar, 2020). The findings revealed that the Local Content and Offset (IDKLO) policy for the purchase of 155mm Caesar guns was implemented in accordance with laws and regulations, taking into account bureaucracy, resources, disposition/implementers, and communication. The IDKLO policy for the purchase of 155 mm Caesar guns to support national defense is hindered by the need for domestic industry to master the 155 mm Caesar gun KLO technology, as well as the need for integrated military resources. The measures to overcome the hurdles to the fulfillment of the IDKLO policy on the purchase of the 155 mm Caesar gun are intended to strengthen the capabilities of defense resources. defense resources and increase the number of negotiators to ensure that ToT output through offsets is properly implemented to serve the national defense system (Arsita, e.al., 2022).

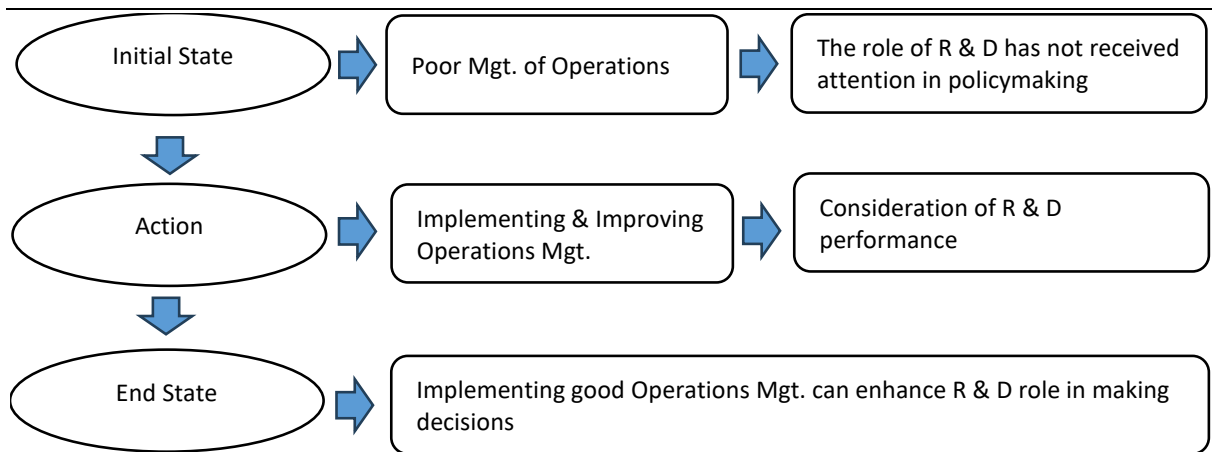


Figure 1. Theoretical Thinking
Source: Authors' creation, 2023

III. RESEARCH METHOD

This section discusses how the research was conducted. The main topics of this section are: (1) study design; (2) population and sample (research objectives); (3) data collection techniques and instrument development; and (4) data analysis procedures.

Research Design

This research used a qualitative method with a phenomenological approach. According to Sugiyono (2017), qualitative research methods are research methods based on the philosophy of positivism, used to study natural object conditions (as opposed to experiments), where the researcher is the main instrument, sampling of data sources is purposive and snowball, collection techniques include triangulation, data analysis is inductive/qualitative, and qualitative research findings emphasize meaning rather than generalization. Phenomenological research aims to understand and explain a person's life experiences. experiences that a person has in this life, including interactions with other people and their environment. Interactions with other people and their environment provide experiences.

Population and Sample

All members of Pussenkav Kodiklat TNI AD in Bandung participated in this study. Purposive sampling was used in this study to select research samples, namely informants. Purposive sampling is a sampling approach that considers certain factors. Sugiyono (2017:85). The informants are the members of the study team. Pussenkav Kodiklat TNI AD has up to 15 employees in charge of R&D.

Data Collection Techniques and Instrument Development

Data collection strategies are the most critical phase of research because the primary goal is to obtain data. Data for this study was collected through interviews, documentation review, and literature review.

Data Analysis Technique

The collected data were analyzed using the triangulation technique, which included triangulation of sources, methods, and time. Sources, procedures and time. Furthermore, it was analyzed using the Miles and Huberman theory, which is conducted interactively and continuously until it is completed, resulting in saturated data. Miles and Huberman's approach consists of data reduction, data display, and inference. Data reduction is the process of selecting, focusing, reducing, abstracting, and manipulating data that occurs in field notes. For ease of interpretation, data are presented in both tabular and narrative text formats. The next stage of data presentation findings is the development of conclusions to address the stated problem.

IV. RESULT AND DISCUSSION

Research and Development Department's role in Pussenkav policymaking

The Cavalry Weaponry Center (Pussenkav) Kodiklat TNI AD, which is directly under the Dankodiklat, is the Kasad's special staff in the fields of weapon development and training, military horse training, research and development, and organic development in support of the Army's primary missions. Cavalry, as a movement unit, fights on land using the main weapon system (Alutsista) of armored combat vehicles (Ranpur) and cavalry horses with mobility, firepower and shock power, supported by modern technological systems and applications. Cavalry's main responsibility is to create and implement cavalry functions in OMP and OMSP using combat vehicles. and OMSP by using combat vehicles (Ranpur) and cavalry horses as the primary equipment to support the main tasks which are to protect the territory and unity of the Indonesian state.

One such initiative is research and development. The Indonesian Army Cavalry has a research and development branch called Litbang, which is responsible for testing, evaluating, studying, creating, and assessing. The division is responsible for testing, analyzing, studying, producing, and evaluating material, human or human systems, techniques, and doctrines found in the Pussenkav environment. R & D institutes must constantly search for breakthroughs in order to obtain new information that can expand science and technology. new information that can expand science and technology, search for the advantages of scientific and technological achievements, as well as create and prepare various parts of their application. Pussenkav R&D, as a think tank, conducts research on challenges experienced by cavalry units for consideration by the commander or Danpussenkav when determining policy.

The role of R&D in policy making is very important. R & D role as a conceptor and presenter of accurate data in the policy-making process. Policy is a set of concepts and principles that become the outline and basis of planning in the implementation of a job, leadership, and the way of planning. basic planning in the implementation of a job, leadership, and how to act, a statement of ideals, goals, principles or intentions. The policy adopted by Pussenkav must be of high quality, applicable and objective, so that it can support the main tasks of the Army. support the main tasks of the Army.

However, the effectiveness of R&D in policy making has not been fully realized. Not all policies implemented involve the R&D department, which makes the policies ineffective and subjective. This problem may be caused by insufficient quantity and poor quality of R&D results, resulting in misalignment with management expectations. Inadequate operational management has resulted in the R&D department not receiving input from management as a basis for conducting research and development within the unit. Research and development within the unit. This may be due to a lack of trust in the R&D department. The R&D department lacks credibility due to the lack of a research base among some of its employees. More emphasis should be placed on the assignment of R&D professionals. R&D staff must have strong skills, a solid foundation in research methodology, extensive experience with a strong work ethic, exceptional critical thinking skills, and a broad knowledge base.

This results in the implementation of rules that are disconnected from the actual situations in the field. Policies are often formulated based on ideology, intuition, experience, public opinion, or political objectives. Therefore, research and development (R&D) plays a crucial role in policy formulation at Pussenkav, as it enables the addressing of issues within the unit and the successful execution of the Army's primary objectives. The primary responsibilities of the TNI AD can be executed.

The Impact of Operations Management on Policy Making at Pussenkav

The application of operations management principles enhances the policy-making process by providing clear direction, methodical approaches, and a focus on continuous improvement. The use of hierarchy in operations management in Pussenkav, however, can result in the formation of obstacles that separate different levels. Nevertheless, this can establish a sense of organization and facilitate effective collaboration in formulating policy. Pussenkav Kodiklat TNI AD has an operational structure that governs each division, ensuring that they can perform their obligations and utilize their knowledge effectively. The working relationship mechanism is intricately connected to operations management, which significantly influences the policy-making process.

The policy is a strategic initiative designed to enhance, cultivate, and propel the units within the Cavalry to ensure their constant preparedness in all circumstances. Thus, policy formulation commences with the discoveries made by the Cavalry Unit, which are acquired through the Binsen Division. The findings will then be coordinated with the R&D Division for thorough investigation, examination, development, and identification of the optimal solution to the problem. Subsequently, the outcomes of the R&D Division will be presented to the Commander (Danpussenkav) for deliberation in policy formulation. Once the policy is formulated, it will be transmitted to the relevant department for direct implementation within the unit.

There is a lack of comprehension among certain divisions within Pussenkav of the protocols, obligations, and accountabilities of each respective division. Each division operates independently, focusing only on its own role and responsibilities. However, there is no ongoing monitoring or follow-up on the outcomes of their work. Certain divisions within Pussenkav

have expressed a desire to engage in a competition to provide policies that are mutually sustainable. Propose policies that are mutually sustainable with other divisions, particularly the R&D division, which is responsible for investigating and assessing current issues.

The R&D Division is excluded from the policy-making process and appears to misuse its authority, resulting in the creation of policies that are perceived as irrational and irrelevant. The R&D Division lacks trust and reliance and is perceived as incapable of resolving current issues. R&D activists, also known as conceptors, are often perceived as lacking the capacity for fundamental research. It is preferable to align the placement of jobs or persons with their respective talents and knowledge. A research and development activist must possess fundamental research skills, demonstrate meticulousness, exhibit a strong sense of interest, display critical thinking abilities, and maintain a commendable work ethic. In order for research and development advocates to create high-quality, legitimate, scientifically rigorous, unbiased, and dependable goods, it is essential that they possess the aforementioned skills. The suboptimal role and function of Research and Development (R&D) in the policy-making process indicates the impact of inefficient operations management at Pussenkav.

The Research and Development Division is dedicated to optimizing the utilization of current resources. R&D enthusiasts, particularly those specializing in materials, are tasked with actively identifying and analyzing issues within the units, seeking to uncover and manipulate relevant data. R&D activists engage in interactions with current units to incorporate recommendations, comments, and address challenges encountered in the field for future research. Nevertheless, the R&D Division continues to strive for coordination with relevant departments in order to avoid any potential misunderstandings. The absence of knowledge and self-reliance has resulted in certain divisions becoming complacent and inclined to merely complete their tasks without taking initiative. This is further compounded by a lack of motivation to implement improvements. Consequently, it is of paramount importance for relevant stakeholders to exert pressure on these divisions to ensure their accountability for the assigned responsibilities and activities. This is essential for the effective functioning of firm management.

The influence of the Research and Development Division's output on policy-making

The findings of research and development in several advanced nations have a significant impact on the formulation of long-lasting national security strategic policies. The findings from research and development may be applied to create and implement new policies that can be systematically examined and assessed, taking into account the issues encountered in the field, in order to fulfill the standards of effectiveness and quality. Research and development (R&D) outcomes inform the formulation of research-based policy. The effective management of research and development within the unit is a crucial element that influences the formulation of practical, valid, and implementable guidelines or rules

Policies derived from the outcomes of research and development are referred to as research-based policies. There is a growing recognition that evidence-based policy making, which relies on factual information and actual circumstances, is crucial and more sought after.

The utilization of imprecise research and development findings in the formulation of policies might lead to policy failure. A shift in policy making towards evidence-based and research-driven approaches presents significant opportunities for researchers to engage in policy making. It is of the utmost importance that researchers and policy makers collaborate closely. However, further efforts are necessary to ensure that research findings are easily accessible to policy makers. In addition, further endeavors are required to guarantee that research is readily available to policymakers, enabling them to successfully utilize the findings.

Indeed, the outcomes of research and development efforts are frequently undervalued or fail to serve as the primary basis for decision-making in policy formation. Typically, policies continue to prioritize authority and conventional methods, often neglecting the needs of individual groups. Some of the outcomes of research and development are deemed implausible and lacking in accountability for their accuracy, primarily due to inadequate operational management.

At Danpussenkav, policymakers express skepticism about the reliability of research and development (R&D) in generating policy-relevant findings. Policymakers often lack comprehensive knowledge of many R&D findings. Efforts should be made to distribute information pertaining to R&D outcomes. R&D advocates showcase their research and development outcomes in both local and national shows. R&D activists are also urged to actively engage in communication and discussion with Cavalry units. By engaging in these activities, issues within the unit may be promptly investigated and assessed, and the outcomes of research and development can be promptly applied within the unit. Facilitating the utilization of technology and social media by disseminating R&D outcomes. The R&D Division conducts a program implementation test at the conclusion to evaluate the success rate of the product, particularly its material component. Should the test be passed, certification will be carried out without delay. The outcomes of research and development may then be taken into account as factors of high quality while formulating policies at Pussenkav.

The consequences of suboptimal R&D outputs arise from the dissatisfaction of policy makers with academic subjects and their belief that their experiential knowledge is adequate for policy decisions. However, this can lead to rules being obsolete and subjective, as advancements and swift progress result in the limits in the sector changing annually. In order to address this, the implementation of adaptable policies is necessary. The lack of integration between research and development (R&D) findings and policy making may be attributed to the discrepancy between the outcomes of R&D and the expectations of leadership. Consequently, the leadership does not perceive these outcomes as comprehensive inputs for policy making.

V. CONCLUSION AND SUGGESTION

Conclusion

The results of the qualitative study on the role of the research and development division in policy making at Pussenkav Kodiklat Army permit several conclusions to be drawn. The following findings are presented:

1. The Research and Development Division (R&D) of Pussenkav plays a pivotal role in the formation of policy by serving as a think tank and providing precise statistics. Nevertheless, their participation in the policy-making process has been suboptimal, resulting in the development of policies that are inconsequential and ineffective in resolving issues within the Cavalry Unit.
2. The inadequate implementation of operations management in Pussenkav has led to the development of policies that lack focus and organization. A significant number of divisions within Pussenkav lack comprehension of the processes, tasks, and obligations associated with each division.
3. The outcomes of the R&D Division have a significant impact on the decision-making process of Danpussenkav in setting policy direction. Nevertheless, the commander, in their role as a policy maker, lacks a comprehensive comprehension of the R&D products. Consequently, it is of the utmost importance to disseminate information on Pussenkav's research and development findings in order to effectively employ them in resolving challenges encountered by Cavalry units.

Suggestion

The study identified numerous unresolved issues, prompting the researcher to submit various recommendations. The following recommendations are as follows:

1. The process of choosing and positioning R&D individuals who possess the necessary expertise, fundamental research skills, prior experience in R&D, strong work ethic, critical thinking abilities, and comprehensive knowledge.
2. There is a significant amount of pressure associated with the tasks, responsibilities, and authority of each division in order to ensure effective functioning of operations management.
3. Dissemination of research and development (R&D) results to policy makers and departments to ensure their inclusion in the policy-making process. Policy formation. Efforts to introduce R&D outputs can be made through participation in exhibitions, engagement in focused discussions with relevant units, conduct of trials and certification of R&D products, and leveraging of technology and social media.

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