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The Policy of PT Len As a Main Integrator on Increasing National Income

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Abstract: PT Len's defense industry policy, in collaboration with Thales, is focused on the development of the national radar industry. The cooperation demonstrates the domestic industry's inability to support the defense industry's independence. The research goal is to give advice to PT LEN on military industry implementation and strategy. The goal of qualitative research is to comprehend phenomena from the perspective of the participants. The results showed that the outcomes are consistent with the implementation theory in terms of communication, resources, personnel, budget, and disposition. To anticipate delays in the revitalization process for the defense industry that is not ready to carry out technology transfer, the strategy requires adequate resources, supporting facilities, and infrastructure, as well as an inventory of national companies engaged in the industrial defense sector.

Keyword: Main Integrator, National Income, Policy

1. Introduction

The Unitary State of the Republic of Indonesia seeks to safeguard all Indonesians and to promote their welfare, as well as to educate the country and state's citizens and to contribute to the maintenance of international order. In order to protect the Indonesian people, it is critical to develop a state defense that is carried out to uphold state sovereignty, maintain the territorial integrity of the Unitary State of the Republic of Indonesia, and protect the entire nation from military and non-military threats, as stated in Law Number 3 of 2002 concerning

The National Defense. Military defense is national defense designed to deal with military threats. According to the 2008 Indonesian Defense White Paper, the aim and goal of Indonesia's defense force growth is to realize the strengths and capabilities that can overcome actual and urgent threats and disruptions.

State defense is presently being challenged on a worldwide scale by the presence of dangers to state sovereignty that are evolving in the direction of technical advancement. Defense technology is currently backed by deterrent capabilities, allowing it to deliver answers to demands and reactions to threats that often change and have ramifications for national defense. It is impossible to separate the growth of the defense industry from the strengthening of national defense through its defense equipment in the framework of national defense. As a result, defense is critical for any country since it is founded on a country with a military sector capable of providing strategic benefits.

According to Law Number 16 of 2012 on the Defense Industry, the "Defense Industry is a national industry consisting of state-owned enterprises and privately-owned enterprises, either individually or in groups determined by the government to partially or wholly produce defense and security equipment, maintenance services to fulfill strategic interests in the defense and security sector located on the territory of the Unitary State of the Republic of Indonesia. Because it is still dependent on other nations, Indonesia cannot be considered entirely autonomous. Whereas the military sector has the ability to contribute to economic growth and national industry by boosting international national growth through increased corporate profits.

The autonomous growth of the military sector has been the spearhead in sustaining the Unitary State of the Republic of Indonesia's sovereignty and defense (Guntur & Saputro, 2018). In order to avoid reliance on other nations, good demands must be met and defensive equipment must be provided in both quality and quantity. Based on research conducted in the defense sector in nations that give evidence and serve as the backbone of the creation of a defense and order form of defense equipment in China and India, where military might is quite strong in Asian countries. With regard to this country, Indonesia has expedited the program to meet the requirement for military strength by issuing a legislative foundation for the growth of the domestic defense industry through Law Number 16 of 2012 about the Defense Industry (Rachmat, 2016).

PT Len Industry is a government business that works in the infrastructure electronics and professional electronics industries (len.co.id). There is a paradigm

in government firms that believes government companies to be part of government agencies. The present governance structure consists mostly on coordinating, managing, influencing, and balancing each of these interactions (Kooiman, 2003).

This trend may be found in Indonesia, where the Presidential Regulation Number 54 of 2010 governs the direct appointment of a supplier of commodities, building work, or services. This direct appointment takes effect when certain conditions, one of which is connected to national defense and security, are met (Saputro & Meirinaldi, 2021). As is the case with the Defense Industry Policy Committee's selection of a primary weapon system integrator. The state minister for State-Owned Enterprises (SOEs), Muhammad Said Didu, indicated as a spokesperson of the military industry policy committee that the manufacturing of the key weapons equipment can only be carried out by SOEs as Lead integrators.

The appointment of the lead integrator of the defense equipment system is one type of policy implementation, namely national policy implementation, which is a type of elaboration of general policies, and in this case, the appointment of lead integrators is an elaboration of Law No. 16 of 2012 concerning the defense industry. The selection of a key military system integrator as a form of policy execution demonstrates the Indonesian government's attention to difficulties in the defense sector. The strategy began with a presidential mandate to rebuild the military sector, which had gone bankrupt following the 1998 monetary crisis. The resuscitation of the defense industry involves all stakeholders, including the ministry of defense, the TNI (as the user), and the defense industry, with the goal of generating the strength of the domestic defense sector (Sjamsoedin, 2013).

The Defense Industry Policy Committee (KKIP), as a party that symbolizes the empowerment of the Defense Industry, plays an essential role in implementing the rejuvenation of the Defense Industry based on Presidential Regulation No. 42 of 2010. KKIP organizes, formulates, executes, and manages national defense industry policy in addition to revival activities. Another major goal is to expand the manufacturing capability of defense and non-defense equipment firms. As part of this responsibility, KKIP has the right to nominate lead integrators of defense equipment, in accordance with Law No. 16 of 2012 on the Defense Industry. KKIP has chosen PT Len, a company in the military industry, to be the principal integrator. PT Len, as a lead integrator, still requires empowerment initiatives in order to improve firm profits and achieve military equipment independence.

Table 1. PT Len's Revenue for the Year 2017-2021

Year	Income
2017	4,25 Trillion
2018	5,3 Trillion
2019	4,2 Trillion
2020	4,2 Trillion
2021	4,78 Trillion

According to table 1, PT Len's revenue in 2017 totaled 4.2 trillion, with the rail transportation industry accounting for the lion's share. Furthermore, revenue increased in 2018, hitting 5.3 trillion. Consolidated income contribution in 2018 comes from multiyear initiatives from the previous year as well as new projects, including the development of the Skytrain, Light Rail Transit (LRT), Star streak Air Defense System, and the Central Package Papala Raja. Several synergies amongst SOEs realized this year increased cohesion and harmony in supporting infrastructure development plans. This is evidenced in the timely completion of major projects like as the South Sumatra LRT and the Soekarno Hatta International Airport Skytrain.

Synergy will be a watershed moment in the possibility of future collaboration in the realization of comparable initiatives in other major cities, potentially on a worldwide scale. However, PT Len's sales fell to 4.2 trillion in 2019. The Jabodetabek Light Rail Transit (LRT), Star streak Air Defense System, Tactical Data Link, PLTS BTS (Solar Power Plant), BMKG Seismic Stations, and Managed Service Partners all contributed to consolidated revenue contributions in 2019. BRI Box In 2020, PT Len concentrated on sustaining revenue from the previous year, which was 4.2 trillion, because to the Covid-19 epidemic, which had a substantial impact on all domestic industries. This circumstance signifies Indonesia's comparative and competitive advantage in the global economic arena (Duha & Saputro, 2022).

PT Len Industri has devised a 2020 fast wins program in order to meet the 2020 aim. One of these plans aims to increase radar manufacturing and the company's position in the military industry, such as becoming Indonesia's leading radar integrator and naval combat system integrator. In 2021, PT Len met its previous year's sales objective of 4.78 trillion. With the arrival of 2022, PT Len is trusted as a lead integrator, which will be an opportunity and a problem as a

strategy in manufacturing military equipment, particularly the GCI radar, with consequences for growing PT Len's income.

As the national radar industry's primary integrator, PT Len has been an indirect key participant in the growth of the radar industry in Indonesia. The creation of a national radar industrial center with the goal of maintaining the Republic of Indonesia's security as well as mastery and independence of technology in order to move the economy in Indonesia and enhance the national defense economy (Saputro, 2019). The existence of challenges such as inadequate radar point coverage, a restricted defense budget, and marketing strategy management that is not ideal and has ramifications for firm profits gives PT Len, as a lead integrator, the chance to recognize and solve these issues. In this situation, PT Len is one of the defense industries that may be utilized as a subject to develop an independent defense industry as a lead integrator. When PT Len realizes this, it will be able to strengthen Indonesia's competitiveness by raising corporate earnings, which will contribute to an increase in state income through PT Lens' defense industry. Based on this, this research is worth investigating in terms of PT Len's policy initiatives as the national radar industry's main integrator in order to improve state income.

2. Methods

The descriptive qualitative research method was employed in this study. Descriptive research is done to characterize and describe the existing status of the study object based on facts (Moleong, 2009). There are four types of triangulations as a strategy for validating data: sources, techniques, investigators, and theory (Moleong, 2009). In this article, data analysis is accomplished by three steps 1) data reduction, 2) data display, and 3) data verification.

3. Results and Discussion

The definition of a policy refers to several phases of the policy process that occur between the formulation and the implications of a policy (Edward III, 1980). A policy's execution is comprised of four interconnected aspects: communication, resources, disposition, and bureaucratic structure (Wahyudi et al., 2021).

The top-down model presented by George C. Edward III (1980) is appropriate for implementation at the level of a structured bureaucracy in a government institution, where each hierarchical level has a part in the creation of

policies that will be executed. implemented and facilitated the implementation of a policy at each level of the bureaucracy, beginning with the departmental level (central government) and progressing to the field implementation level By establishing the function of each variable, Edward III's model leads a knowledge of the factors of policy execution and the link between variables. Every policy implementer must communicate in order to know what to do. Resources ensure that policy implementation is as effective as possible. The bureaucratic structure outlines the policy implementers' task structure, breaks it down into task details, and sets standard operating procedures. According to Edward in (Widodo, 2021), disposition is the willingness, desire, and propensity of policy actors to carry out policies seriously so that the policy's aim may be fulfilled. If policy implementation is to be successful, implementers must not only know what to do and have the will to implement the policy, but they must also have the will to implement the policy (Edward III, 1980).

The first need for effective policy implementation is communication. Communication is defined as the process of conveying information from the communicator to the communicant. The process of transmitting policy information from policymakers to policy implementers is referred to as policy communication. Public policy information must be communicated to policy players so that they may know and comprehend the substance, aims, directions, and target groups of policies, and so that policy actors can properly plan and implement policies. so that the policy's aims and objectives may be met as intended.

Policy communication has several elements, including transformation, clarity, and consistency. The transmission dimension necessitates not just communicating public policies to policy implementers, but also to policy target groups and other interested parties. As a result, policy reform, clarity, and consistency are all part of the communication dimension. The transformation dimension requires that public policies be transformed to implementers, target groups, and other parties with direct or indirect interests so that policies can be clearly accepted so that all parties are aware of the aims, objectives, and targets of the public policy as well as its substance. If there is no clear communication, policy implementers will be unsure of what has to be planned and implemented in order for policy objectives to be met effectively and efficiently (Widodo, 2018).

Communication is critical in policy delivery because it ensures that the policy being transmitted is fully understood by the implementer. All conduct,

including retribution or response to a stimulus or stimuli, is considered communication. This indicates that there is always a connection between the stimuli and the human response (Watson, 1913).

On May 17, 2022, PT Len and Thales signed a Memorandum of Understanding (MoU) indicating good communication. The Memorandum of Understanding included an arrangement for the delivery of 13 GCI (Ground Controlled Interception) radars to the Indonesian Ministry of Defense. The communication policy implemented by PT Len is carried out through partnerships, as shown in the table below:

Table 2. The communication policy implemented by PT Len

Product	**Business Line**	**Customer**
1. System Interlocking 2. Automatic Warning System 3. CTC (Centralized Traffic Control) 4. Level Crossing 5. LED Signal Unit 6. Railway Telecommunication 7. Railway Substation 8. Railway Traction	Railway Transportation (Nisaa et al., 2013)	1. Ministry of Transportation 2. PT Kereta Api Indonesia 3. PT INKA (Persero) 4. Kereta Tanah Melayu Berhad
1. Panel Surya 2. Grid Connection 3. PLTS Centered 4. Solar Home System (SHS) 5. Hybrid Power Plant 6. Solar Street lighting 7. KWH Prepaid Meters 8. Solar Satellite Wartel 9. Solar Water Pump	Renewable Energy	1. Ministry of Development of Disadvantaged Regions 2. Ministry of Research and Technology 3. Marine and Fisheries Ministry 4. BPPT 5. Local Government 6. Ministry of Energy and Resources 7. PT Telkomsel 8. PT Indosat 9. Society

1. FTD (Flight Training Device) 2. Crane Simulator 3. Ship Simulator 4. Weather Radar	Navigation System	1. PT PLN 2. STTD 3. Meteorology and Geophysics Agency 4. Directorate General of Taxation 5. Directorate General of Customs
1. Tactical Radio Communication 2. Combat Management System (CMS) 3. Radar Rapier 4. Intercom System 5. Surveillance System	Defense Economics	1. Ministry of Defense 2. TNI 3. POLRI
1. Digital &Analog TV Transmitter 2. Electronic KTP 3. Enrollment 4. Reader, Printer. 5. SID (Seafarers' Identity Documents) 6. Antenna System	Information and Communication Technology	1. Ministry of Communication and Information 2. Ministry of Transportation 3. Ministry of Internal Affairs 4. TVRI 5. RRI 6. TV & A Radio 7. Local Government

One of the aspects that influences the success or failure of policy implementation is human resources. Staff may be the most significant resource in executing the policy. Human resources must be adequate and capable (Edward III, 1980). According to the study, "no matter how clear and consistent the execution of instructions and how properly they are delivered, if the employees responsible for executing policies lack the resources to execute effective job." The implementation will be ineffective. If this is the case, the efficacy of policy implementation is greatly dependent on the human resources (apparatus) in charge of carrying out the policy.

Even though the rules of the game for policy implementation are clear and policies have been adequately modified, policy implementation will be ineffective if human resources are lacking in quantity and quality. As a result, there must be a balance of appropriateness and appropriateness between the number of employees necessary and the knowledge held in relation to the job responsibilities being handled.

Human Resources refers to integrated skills derived from each person's power of mind and physical strength (Wisastra & Sagala, 2016). Those who do and what is done continue to have intimate ties with their ancestors and their surroundings, while job performance is motivated by a desire to achieve their desires (Malayu, 2003). Human resources are the most important aspect in the success of a firm's actions in expanding the ability to generate The Main Tool of the Indonesian Armed Forces' Weapon System, particularly in the PT Len company (Ridha & Hatta, 2019).

Meanwhile, according to (Boutin, 2009), achieving military industry independence is challenging, even for wealthy countries. The spread of raw resources, technology, and manufacturing efficiency across many nations has prompted certain defense sector actors to collaborate. The difficulties for developing countries to attain full defense industry independence is exacerbated by restricted resources such as funding, technology, and infrastructure.

Employees, according to Len, are assets that sustain the Company's business continuity; hence employee relations and employee safety and health are the Company's top concerns. The organization always adheres with all employment requirements under Law No. 13 of 2003, respects human rights for employees, including equal compensation, opportunity, and appreciation regardless of gender, religion, or ethnicity.

The policy for implementing employment, occupational health, and safety refers to Government Regulation No. 50 of the Republic of Indonesia regulating the Occupational Health and Safety Management System. The Collective Labor Agreement, which is an agreement between Len's management and the Len Employees Association and is ratified by the Head of the Bandung City Manpower Service, also includes employment regulations. 1) recognition of the Len Employees Association's Parties and Facilities; 2) duties and rights of employees in terms of occupational safety and health protection; 3) A career structure; 4) pay; 5) medical facility; 6) working time, overtime, and outside service; 7) holidays, vacation, and leave of absence from work; 8) discipline and

work order; 9) punishment; 10) work termination; 11) complaint resolution; and 12) miscellaneous and closing.

Furthermore, employment rules are governed by the K3L Policy (Occupational Safety, Health, and Environment), which relates to the ISO 45001, PP 50/2012, and ISO 14001 standards and is signed by the President Director. Len helps to satisfy the demands of human resources, which is part of STTD's mission to promote the development of dependable land transportation in Indonesia. STTD, being an official institution under the Ministry of Transportation, is tasked with educating and training these exceptional human resources. Human Resources is a valuable resource for Len. Len's human resources, as a priority asset, are prepared to contribute value to the organization. Len always treats his staff equally as his most precious assets, values every effort made both individually and in groups, and fosters empowerment and professional growth to achieve the highest results.

Aside from human resources, monies have an impact on the success of policy implementation. Because of the restricted money available, the quality of community service that must be performed is similarly constrained (Edward III, 1980). This, in turn, limits the quality of services that implementers may deliver to the public. This circumstance also leads policy actors to be unable to carry out their tasks and functions optimally and to not get the required incentives, resulting in program implementation failure. According to Deputy Minister of Defense Sakti Wahyu Trenggono, in July 2020, he will have the opportunity to discuss the future of this project. According to reports, the advantages to Indonesia from this initiative were minor. Budget limits are a consideration that must be considered.

The activity of the Board of Directors and the Board of Commissioners in carrying out their responsibilities in order to develop a professional, transparent, and efficient company management. The Board of Directors and the Board of Commissioners of PT Len Industry have decided to adopt the Board Manual of PT Len Industry in line with the Company's Articles of Association. The Board of Directors has a work guide (Board Manual) called the Work Procedures for the Board of Directors and the Board of Commissioners that covers, among other things, work ethic arrangements, working hours, and meeting arrangements in order to carry out their tasks.

Members of the Board of Directors and Board of Commissioners of PT Len Industry must comply with the articles of association of BUMN, applicable laws and regulations, and the principles of professionalism, efficiency, transparency,

accountability, responsibility, independence, and fairness in carrying out their duties. As a result of the Covid-19 epidemic, which had a substantial impact on all domestic industries, PT Len Industry revisited its 2020 objective or Corporate Budget Work Plan. The initial income target of Rp. 5,7 trillion has now been reduced to Rp. 4,2 trillion.

PT. Len's efforts to maintain its existence include repairing the TD2000 Composite Cannon System, modernizing the Multi Role Light Frigate (MRLF), repairing the Kolat Armada ATNP Simulator and Kolat Armada NFS Simulator, purchasing Alkom and Intercomm, and participating in the Joint Production project (MALE). PT. Len has also secured new projects in the non-defense sector, including the Serang 6111SR Household Gas Network (Jargas) project, Public Street Lighting (PJU), Signaling and Telecommunications (Sintel) Makassar - Parepare line, Bogor - Cicurug line, and Kedundang - New Yogyakarta route. International Airport (NYIA), maintenance of the BMKG Weather Radar and Earthquake Monitoring System, Len Industry created the 2020 fast wins initiative in order to meet the 2020 objective (Ardyanzah & Soediantono, 2022). One of these plans aims to increase radar manufacturing and the company's position in the military industry, such as becoming Indonesia's leading radar integrator and naval combat system integrator.

Policy implementation success is defined not only by the amount to which policy actors know what to do and are capable of doing it, but also by the willingness of policy actors to have a strong inclination toward the policies adopted. According to Widodo (2021), disposition is the willingness, desire, and proclivity of policy actors to carry out policies seriously in order to achieve the policy's aim. If policy implementation is to be successful and efficient, implementers must not only know what to do and have the will to do it, but they must also have the will to do it (Edward III, 1980).

PT Len Industry is led by competent and experienced individuals and has appropriate manufacturing facilities. Production facilities are employed for both internal production and collaboration with other concepts. Existing manufacturing facilities include: 1) a solar module factory with a 71 MWp annual capacity; 2) a defense communications equipment factory; 3) a railway signaling equipment factory; 4) electronic production; 5) a facility testing environment; and 6) mechanical and painting production facilities.

Len Technopark is part of Len Industry's objective to establish a corporate environment that is free of boundaries in terms of technical innovation. Len

Industry provides unequaled access to construction infrastructure and commercial industries through Len Technopark. Len Technopark provides: 1) secure, comprehensive, and easy-to-access facilities; 2) highest grade of facilities and up-to-date services; 3) optimization of foreign employees/experts; 4) ownership of foreign investors; 5) availability of foreign cash; 6) long-term investment Len Technopark supports industrial facilities in the following sectors: 1) military industry; 2) information and communication technology industry; 3) new renewable energy industry; 4) railway system industry; and 5) electronic components industry.

Bureaucracy is a policy-implementation organization characterized by work processes known as standard operating procedures (SOP) and fragmentation. SOPs will make it easier for implementers to capitalize on available time and conduct standard actions. SOPs are quite likely to impede the deployment of new policies that necessitate new methods of execution. The fragmentation of bureaucratic institutions resulted in a limited perception of them. This would have two negative effects for implementation (Edward III, 1980): 1) No one fulfills a role with split duties; 2) a limited vision of a body stymies change.

According to the Bureaucratic Structure, Kaldor (1986) employs the supply-demand concept in economics and political science to comprehensively understand the process from the establishment of threat perceptions to the procurement process. According to (Kaldor, 1986), there are aspects of demand and supply in military procurement. These two factors must be present for defense acquisition to take place. These two aspects can collide if there is a proxy mechanism in the form of war or a systemic role in the international arena (Kaldor, 1986).

In a war situation, for example, the acquisition of defense will be carried out automatically since it is vital to attack the enemy. According to James Buchanan, the state with political dynamics is a cause of inefficiency (Bell & Hindmoor, 2014). Politics is regarded as one of the failure elements in the development of efficiency (the science of political failure). This demonstrates that political issues cannot be taken out even if cost is the primary motivator for a nation to collaborate with other countries (Guntur & Saputro, 2018), particularly in the procurement of weapons, which are prohibitively expensive in comparison to other items (Hartley & Braddon, 2014).

The standardization of defense equipment technologies is changing (Ambodo et al., 2022). In this sense, the lack of a standard formulation for

standardizing military equipment technology leads the weapons production process to shift. According to the Regulation of the Minister of Defense of the Republic of Indonesia No. 5 of 2019 concerning the Standardization of Indonesian Military Commodities within the Ministry of Defense and the Indonesian National Armed Forces, the purpose of standardization is to avoid overlapping, i.e. to avoid limiting standardization that is useful for the development of national defense. Aside from that, in regard to domestic production empowerment, meaning creating and growing capacities in generating standardization of materials and engineering products of domestic production. This remains a barrier to PT LEN achieving and satisfying these criteria.

Meanwhile, weaknesses in other areas can be seen in 2021 performance, which is influenced by external factors such as the covid outbreak, which resulted in the refocusing and reallocation of the 2021 State Budget, the hampered mobility of goods and labor, the lockdown in export destination countries, and competition in the defense industry, which is increasingly open to foreign competition. Internal problems such as a shortage of operating capital also have an impact on performance.

Len's technology plays a strategic role in: 1) improving people's welfare through renewable energy products; 2) maintaining state sovereignty through defense, transportation, and ICT (Information and Communication Technology) products (Sari, 2018); and 3) manufacturing as technology to support the two roles above (Putri & Hudrasyah, 2022). All of these initiatives eventually led to Len's goal of achieving competitive technical independence.

4. Conclusions

As the national radar industry's primary integrator, PT Len has indirectly become a prominent role in the growth of the radar industry in Indonesia. The creation of a national radar industrial center with the goal of maintaining the Republic of Indonesia's security as well as mastery and independence of technology in order to move the economy in Indonesia and enhance the national defense economy. The existence of challenges such as inadequate radar point coverage, a restricted defense budget, and marketing strategy management that is not ideal and has ramifications for firm profits gives PT Len, as a lead integrator, the chance to recognize and solve these issues.

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