

ABSTRAK

INTERAKSI DAN ADAPTASI APARATUR SIPIL NEGARA DALAM BUDAYA ORGANISASI MILITER DI DIREKTORAT BELA NEGARA, DIREKTORAT JENDERAL POTENSI PERTAHANAN, KEMENTERIAN PERTAHANAN RI: STUDI REFLEKSI MAGANG DARI PERSPEKTIF SOSIOLOGI

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Penelitian ini membahas interaksi dan adaptasi Aparatur Sipil Negara (ASN) dalam budaya organisasi militer di Direktorat Bela Negara, Ditjen Potensi Pertahanan, Kementerian Pertahanan RI. Latar belakang penelitian ini adalah adanya pertemuan dua budaya organisasi yang berbeda, yaitu budaya birokrasi sipil yang prosedural dan fleksibel dengan budaya militer yang hierarkis dan disiplin mutlak dalam satu lingkungan kerja *hybrid*, sehingga menimbulkan dinamika interaksi dan adaptasi yang kompleks bagi ASN. Tujuan penelitian ini adalah menganalisis pola interaksi ASN dengan personel militer, mengidentifikasi hambatan adaptasi, serta merumuskan rekomendasi strategis. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi refleksi magang. Pengumpulan data dilakukan melalui observasi partisipatif pasif, wawancara mendalam terhadap 17 informan yang terdiri dari 9 ASN dan 8 personel TNI, serta dokumentasi. Hasil penelitian menunjukkan bahwa interaksi ASN dengan personel militer berlangsung secara kolaboratif dan saling menghormati, meskipun budaya militer lebih dominan dalam praktik kerja sehari-hari. Proses adaptasi ASN berlangsung melalui dua jalur, yaitu jalur formal melalui Pendidikan Komponen Cadangan (Komcad) dan jalur informal melalui interaksi harian, dengan strategi adaptasi dominan berupa integrasi. Hambatan adaptasi yang ditemukan meliputi perbedaan budaya kerja dan pola pikir, dinamika kerja yang cepat, kesenjangan kompetensi teknis dan SDM, ketegangan psikologis dan ego sektoral, serta perbedaan konsep loyalitas dan tanggung jawab. Dampak positif lingkungan *hybrid* antara lain peningkatan disiplin, produktivitas, dan kekompakan tim, sementara dampak negatifnya berupa tekanan psikologis, cultural shock, dan resistensi halus. Kesimpulan penelitian ini menegaskan bahwa adaptasi ASN merupakan proses negosiasi budaya yang aktif, bukan penyerapan pasif, yang dapat dipahami melalui teori interaksionisme simbolik. Penelitian ini berkontribusi pada pengembangan sosiologi organisasi serta memberikan rekomendasi kebijakan bagi Kementerian Pertahanan dalam meningkatkan sinergi sipil-militer.

Kata Kunci: Interaksi Sosial, Adaptasi, Budaya Organisasi Militer, ASN, Organisasi *Hybrid*

ABSTRACT

INTERACTION AND ADAPTATION OF STATE CIVIL APPARATUS IN MILITARY ORGANIZATIONAL CULTURE AT THE DIRECTORATE OF NATIONAL DEFENSE, DIRECTORATE GENERAL OF DEFENSE POTENTIAL, MINISTRY OF DEFENSE OF THE REPUBLIC OF INDONESIA: AN INTERNSHIP REFLECTION STUDY FROM A SOCIOLOGICAL PERSPECTIVE

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This study examines the interaction and adaptation of State Civil Apparatus (ASN) within the military organizational culture at the Directorate of National Defense, Directorate General of Defense Potential, Ministry of Defense of the Republic of Indonesia. The background of this research is the encounter of two different organizational cultures, namely the procedural and flexible civil bureaucratic culture with the hierarchical and absolute discipline military culture within a hybrid work environment, thus creating complex dynamics of interaction and adaptation for ASN. The objectives of this study are to analyze the patterns of interaction between ASN and military personnel, identify adaptation barriers, and formulate strategic recommendations. This research employs a qualitative approach using a reflective internship study method. Data were collected through passive participatory observation, in-depth interviews with 17 informants consisting of 9 ASN and 8 military personnel (TNI), as well as documentation. The findings reveal that daily interactions between ASN and military personnel are collaborative and mutually respectful, although military culture dominates daily work practices. The adaptation process of ASN occurs through two pathways: formal pathways through the Reserve Component Education Program and informal pathways through daily interactions, with integration as the dominant adaptation strategy. Identified adaptation barriers include differences in work culture and mindset, fast work dynamics, technical competence and human resource gaps, psychological tension and sectoral ego, as well as differing concepts of loyalty and responsibility. Positive impacts of the hybrid environment include increased discipline, productivity, and team cohesion, while negative impacts include psychological pressure, cultural shock, and subtle resistance. This study concludes that ASN adaptation is an active cultural negotiation process, not passive absorption, which can be understood through symbolic interactionism theory. This research contributes to the development of organizational sociology and provides policy recommendations for the Ministry of Defense in enhancing civil-military synergy.

Keywords: Social Interaction, Adaptation, Military Organizational Culture, State Civil Apparatus, Hybrid Organization