

**SECURITY SECTOR REFORM ANALYSIS CASE STUDY OF PLACEMENT  
OF ACTIVE TNI MEMBERS IN THE POSITION OF BUMN  
COMMISSIONERS**

**ABSTRACT**

*This study analyzes the dynamics of security sector reform (SSR) in Indonesia through a case study of the placement of active Indonesian National Armed Forces (TNI) personnel in commissioner positions in State-Owned Enterprises (BUMN). The study begins with post-1998 institutional changes (the elimination of the dual function, the separation of the TNI and Polri, and the establishment of a new legal framework) and the revision of the TNI Law (Law No. 3/2025), which opened up new space for military involvement in several ministries/institutions. The study uses a qualitative approach with document analysis and in-depth interviews Commission I of the Indonesian House of Representatives, academic source, and military to evaluate the legality, implications for BUMN governance, and consequences for civil-military relations.*

*The results indicate that, the practice of placing active Indonesian National Armed Forces (TNI) personnel in BUMN has the potential to create role conflicts and undermine the principles of good corporate governance due to competency mismatches and the risk of conflicts of interest, normatively, there is tension between the 2004 TNI Law and recent regulatory changes the 2025 revision introduces administrative mechanisms (e.g., mandatory resignation before placement) but also expands the list of institutions that can be filled by personnel with a military background, Civilian oversight (DPR/Commission I) is still limited so that substantive control over this practice is inadequate. The study recommends tightening substantive rules (a strict ban on non-defense positions), increasing transparency in the selection process and public audits, and strengthening legislative oversight capacity to protect SSR objectives namely civilian supremacy, military professionalism, and good governance of state-owned enterprises.*

**Keywords:** Security Sector Reform, Civil-Military Relations, Active TNI, State-Owned Enterprise Commissioners, Civilian Supremacy.

# **ANALISIS REFORMASI SEKTOR KEAMANAN STUDI KASUS PENEMPATAN TNI AKTIF DI JABATAN KOMISARIS BUMN**

## **ABSTRAK**

Penelitian ini menganalisis dinamika reformasi sektor keamanan (RSK) di Indonesia melalui studi kasus penempatan personel TNI aktif pada jabatan komisaris Badan Usaha Milik Negara (BUMN). Kajian bermula dari perubahan institusional pasca-1998 (penghapusan dwifungsi, pemisahan TNI-Polri, dan pembentukan payung hukum baru) hingga munculnya revisi Undang-Undang TNI (UU No. 3/2025) yang membuka ruang baru bagi keterlibatan militer pada beberapa kementerian/lembaga. Penelitian menggunakan pendekatan kualitatif dengan analisis dokumen dan wawancara mendalam termasuk Komisi I DPR RI, akademisi, dan Militer untuk mengevaluasi legalitas, implikasi tata kelola BUMN, dan konsekuensi terhadap hubungan sipil-militer.

Hasil menunjukkan bahwa praktik penempatan TNI aktif di BUMN berpotensi menimbulkan konflik peran dan melemahkan prinsip good corporate governance karena ketidaksesuaian kompetensi dan risiko konflik kepentingan, secara normatif ada ketegangan antara UU TNI 2004 dan perubahan regulatif terkini revisi 2025 memperkenalkan mekanisme administratif (wajib mundur sebelum penempatan) namun juga memperluas daftar lembaga yang dapat diisi oleh personel berlatar militer, pengawasan sipil (DPR/Komisi I) masih bersifat terbatas sehingga kontrol substantif atas praktik ini belum memadai. Studi ini merekomendasikan pengetatan aturan substantif (larangan tegas untuk jabatan non-pertahanan), peningkatan transparansi proses seleksi dan audit publik, serta penguatan kapasitas pengawasan legislatif untuk melindungi tujuan RSK yakni supremasi sipil, profesionalisme militer, dan tata kelola BUMN yang baik.

**Kata kunci:** Reformasi Sektor Keamanan, Hubungan Sipil-Militer, TNI Aktif, Komisaris BUMN, Supremasi Sipil.