# ISRG Journal of Arts, Humanities and Social Sciences (ISRGJAHSS)

OPEN ACCESS

**ISRG PUBLISHERS**

Abbreviated Key Title: ISRG J Arts Humanit Soc Sci

**ISSN: 2583-7672 (Online)**

Journal homepage: https://isrgpublishers.com/isrgjahss

Volume – III Issue -III (May-June) 2025

Frequency: Bimonthly



## NAVIGATING CIVIL-MILITARY AIRSPACE: THE ROLE OF AIRPORT DEVELOPMENT IN THE SMOOTH OPERATION OF AIR FORCE FLIGHTS


**Yudhi Bandung Sukarmanto[1*], Bonaventura Ngarawula[2], Catur Wahyudi[3]**

[1,2,3] University of Merdeka Malang



| **Received:** 03.05.2025 | **Accepted:** 10.05.2025 | **Published:** 17.05.2025



***Corresponding author:** Yudhi Bandung Sukarmanto

University of Merdeka Malang



## Abstract

*This study analyzes the impact of the development of Dhoho Kediri International Airport on Indonesian Air Force operations in East Java, specifically at Iswahjudi (Madiun), Abdulrachman Saleh (Malang), and Mulyono (Surabaya) Air Force Bases. Using a descriptive qualitative approach and Miles and Huberman's analysis model, data were collected through in-depth interviews, observations, and document analysis. Findings reveal that the airport's development significantly affects military flight operations, particularly regarding airspace utilization and training schedules. The realignment of civil flight paths has reduced military training zones, resulting in longer travel distances and increased operational costs. These changes have caused a threefold rise in training budgets due to the need for additional logistics and infrastructure adjustments. Although the airport contributes positively to regional economic growth, it challenges the Air Force to maintain operational efficiency and national defense readiness. In response, the Air Force has implemented strategic adjustments, including flight path rerouting, modifications in educational programs, and the establishment of a memorandum of understanding for integrated airspace management. This study contributes to the broader discourse on civil-military airspace coordination by emphasizing the importance of policy development, human resource preparedness, infrastructure support, and joint training initiatives. It underscores the need for collaborative mechanisms that align civil aviation expansion with national defense priorities to ensure Indonesian airspace's safety, efficiency, and sovereignty.*



***Keywords:*** *Airport Development, Air Force Flight Operations, Airspace Management*





**DOI: 10.5281/zenodo.15449049**

# 1. INTRODUCTION

Transportation infrastructure development, especially airports, has a crucial role in improving connectivity between regions, which in turn can accelerate economic growth. One of the ongoing national strategic projects is the construction of Kediri Airport. The selection of Kediri as the location for the construction of a new airport is based on considerations of land feasibility, budget, and significant regional economic potential. The airport is expected to accelerate the mobility of people and goods in the southern region of Java Island, which was previously less accessible by air transportation. The development of Kediri Airport will reduce dependence on Juanda Airport in Surabaya and significantly impact local economic development. It will also open up new investment and job creation opportunities, especially in transportation, trade, and tourism.

The economic impact generated by the development of Kediri Airport is expected to be considerable through the multiplier effect. Increased investment activities resulting from the airport development will open up opportunities for related economic sectors, such as the property sector, hospitality services, restaurants, and air transportation. In addition, with increased connectivity between regions, new jobs are expected to be created, increasing local communities' income. This aligns with the government's goal to spur equitable development and create more equitable economic growth throughout East Java, especially in the southern region, which has been less developed.

However, constructing Kediri Airport brings challenges, especially regarding civil and military aviation coordination. The construction of this new airport will add civilian flight paths that have the potential to disrupt military flight paths used by the Indonesian Air Force. Kediri Airport will directly impact the training and flight operations schedule conducted by Air Squadrons at air bases such as Iswahjudi Air Base, Abdulrachman Saleh Air Base and Surabaya Air Base. Therefore, it is important to evaluate the impact of this airport development on military aviation operations so that airspace arrangements can be carried out efficiently and do not interfere with important missions of the Air Force.

The impact of Kediri Airport development is limited to the economic and defense sectors and affects socio-economic changes in the communities around the project area. Most land previously used for agricultural and plantation activities is now diverted for airport development projects and related infrastructure. This has resulted in livelihood changes for people who previously depended on the agricultural sector. Instead, they began to shift to the service sector, opening rented houses, restaurants, and coffee shops, many of which were established to meet the needs of project workers. While these changes may increase the community's income, the long-term impact on the sustainability of the agricultural sector and the community's welfare must be taken seriously.

The development of Kediri Airport, which is part of the National Strategic Project (PSN), is expected to contribute significantly to economic growth and equitable development in East Java. However, the impacts caused by this development cannot be ignored, especially its influence on Air Force flight operations. Therefore, this study aims to examine the impact of Kediri Airport development on Air Force flight operations and find optimal solutions for regulating airspace so that civil and military aviation activities can run harmoniously without disrupting the interests of both sectors.

This research aims to identify and analyze the impact of Kediri Airport development policies on Air Force flight operations. This research provides theoretical benefits in enriching public policy studies, especially evaluating the impact of often overlooked policies. This research also serves as additional literature that broadens the horizons of public policy studies. This research contributes to evaluating and improving the Air Force's flight operations. In addition, the results of this study also contribute to the thinking of researchers and as a form of concern and devotion of the Air Force to the community.

# 2. LITERATURE REVIEW

Public policy is a formal decision made by the government to regulate public behavior to create a new value system in society (Dunn, 2005). This policy is proactive, problem-solving, and adaptive, which is different from laws and regulations that are more rigid. Dye (2005) explains that public policy is the government's choice to act or not act. In its implementation, the policy aims to influence people's behavior by applying rewards and sanctions (Eulau & Prewith, 2012). Rahayu (2010) identifies essential policy elements such as objectives, proposals, programs, decisions, and effects. In addition, Soebarsono (2005) argues that the public policy framework consists of various variables, such as the complexity of objectives, value preferences, resource availability, quality of policymakers, socio-political environment, and implementation strategies that will determine the success and performance of the policy.

Public policy has several important interrelated characteristics, such as continuous decisions, guidelines for action or inaction, dynamic in nature, and designed to carry out government tasks (Sasmita, 2014). The public policy process consists of five main stages: agenda setting to attract government attention, policy formulation to formulate policy options, policy making to select actions to be taken, policy implementation to carry out the decisions made, and policy evaluation to assess policy outcomes or performance (Howlett & Ramesh, 1995). Types of public policies include substantive, procedural, distributive, regulatory, re-distributive, material, symbolic, public goods policies, and private goods policies. Policy implementation is important in realizing the goals set through programs, projects, and operational activities involving the government and the community (Mazmanian & Sabatier, 2008).

Public policy evaluation is a crucial stage in the policy process that aims to understand and analyze the consequences of the policy (Lester & Stewart, 2000). According to Anderson (1979), evaluation includes an assessment of policy implementation and impacts, both positive and negative. The evaluation process is carried out throughout the policy cycle, not only at the final stage, to ensure that the policy aligns with the objectives. Evaluation objectives include determining the level of policy performance, measuring efficiency through cost and benefit analysis, and measuring policy outcomes. Evaluation also aims to detect deviations between goals and target achievements, which can be the basis for future policy improvements. Thus, policy evaluation has an important role in improving the effectiveness and quality of future policies and ensuring that policies remain relevant to the needs of society.

Policy impact evaluation focuses on the changes that occur physically and socially due to the policy, including expected and unexpected impacts (Anderson, 1984). These impacts can occur on


**DOI: 10.5281/zenodo.15449049**

individuals, organizations, communities, or broader social systems, including psychological, economic, social, and environmental impacts. Impact evaluation also identifies policy waste that affects groups outside the policy target (Wibawa, 1994). The impact analysis process begins by determining the policy being analyzed, including the technology and implementation steps and the physical and economic impacts. The next step is a detailed description of social impacts involving the affected social units. Finally, individual and group responses to the policy are analyzed to assess their attitudes and adaptations. Based on this information, policy adjustments can be made regarding policy objectives, procedures, and instruments to achieve more effective results.

# 3. RESEARCH METHOD

### 3.1 Research Design

This research uses a descriptive-qualitative method. Sugiyono's (2009) opinion is that this method is suitable for researching natural object conditions, where the researcher acts as a key instrument. Data collection techniques are done through triangulation, a combination of various methods, with inductive and qualitative data analysis to interpret natural phenomena through various methods. This approach was chosen to describe and evaluate the impact of changes related to policy implementation. Researchers used in-depth interviews to gather primary data information. Field research, which included observations, questionnaires, and interviews with key informants, was the primary focus, while desk research was used to obtain fundamental theories and concepts.

### 3.2 Research Location

This research was conducted at Dhoho Kediri International Airport, which was chosen as the research location based on its potential impact on three operational airstrips of the Indonesian Air Force in East Java Province, namely Iswahjudi Madiun Airbase, Abdulrachman Saleh Airbase in Malang, and Mulyono Airbase in Surabaya. The focus of the research is to evaluate the impact of the Kediri Airport development policy on Air Force flight operations, including the impact on aircraft operational traffic and the Air Force operational budget. In addition, this research also aims to analyze the policy adjustment steps needed to maintain the smoothness and effectiveness of Air Force operations.

### 3.3 Data Analysis Technique

This research adopts the interactive qualitative data analysis model proposed by Miles, Huberman, and Saldana (Sugiyono, 2014), which continues until the data reaches saturation point. The data analysis consists of several stages, including data collection through observation, in-depth interviews, and relevant documentation. Next, data condensation was carried out by selecting and filtering important information, which was then presented in a structured narrative form to facilitate understanding. In the final stage, temporary conclusions are made, which are dynamic and can change if not supported by substantial evidence but will be considered credible if supported by valid and consistent data.

# 4. RESULTS AND DISCUSSION

### 4.1 Research Results

This research was conducted at Dhoho Kediri International Airport, which is located in Grogol District, Kediri Regency, East Java, and is the first airport in Indonesia to be built entirely by the private sector through an unsolicited Public Private Partnership scheme. The development of Kediri Airport is part of a national strategic project that aims to fulfill basic needs and improve the community's welfare. This project is implemented by the Government, Regional Government, and/or business entities that strategically encourage economic growth and equitable development. The main objective is to improve the community's welfare and support overall regional development.

The Air Operations Command II of the Indonesian Air Force is one of the central cooperation commands with strategic responsibilities in developing and operational preparedness of Indonesian Air Force units in the central part of Indonesia. The main tasks of The Air Operations Command II include carrying out air operations to uphold state sovereignty in the air and supporting operations on land and sea. In addition, The Air Operations Command II has an important role in fostering the ability and preparedness of Indonesian Air Force units within its ranks, thus contributing significantly to maintaining national air security and defense and supporting synergies between sectors to face strategic challenges in the central part of Indonesia.

The construction of Dhoho Kediri Airport is a strategic step to support equitable development in the East Java region, mainly by providing the facilities and infrastructure the community needs. This airport facility aims to facilitate population mobility, which can encourage increased economic and social activities in the vicinity. One of the policies in developing this airport involves cooperation with PT Gudang Garam to manage and develop airport infrastructure in Kediri. This development is expected to have a significant impact not only on the economic and social sectors but also on the defense sector, especially related to the operations of the Air Force. This study will examine in depth the impact of the development of Dhoho Kediri Airport on the operations of the Air Force, which includes aspects of preparedness and efficiency in supporting national defense tasks.

Airport development can affect the regional environment, including airspace used by various parties. This development's impact can be positive and negative, so wisdom is needed to handle it. The addition of Dhoho Airport in the Kediri area, in particular, impacts national air defense because it is within the area of operations and training of the Air Force, including at Iswahjudi Airbase, Abdulrachman Saleh Airbase, and Surabaya Airbase. The opening of new civil flight paths can disrupt the Air Force's military training and operations schedule, given that civil flight routes share airspace with military flight routes. As is known, a flight route is an aircraft trajectory that connects the airport of origin and destination through a predetermined path, so changes in this path can affect the efficiency of military operations.

An informant from Lanud Iswahjudi Madiun said: *"The development of Kediri Airport has many impacts on the Madiun airspace and its surroundings. This impact is in the form of increased flight traffic as well as changes in flight routes"*. Another informant adds: *"Various forms of impact as a consequence of the existence of Kediri Airport must be anticipated by Lanud Iswahjudi Madiun. A good impact can be optimized while an inhibiting impact must be overcome immediately"*. Furthermore, *"Since the existence of Kediri Airport, there has been a significant change in the operational program of the Air Force, especially regarding training for pilots. Because the flight route to Kediri Airport cuts the path of training and flight of Air Force aircraft, it impacts the intensity and area of Air Force aircraft training. The development of Indonesian Air Force aviators will*


**DOI: 10.5281/zenodo.15449049**

*not run optimally, so there needs to be alternative planning related to changes in routes and training areas "*.

Meanwhile, an informant from Mulyono Surabaya Air Base said: *"Yes, we cannot avoid the fact that with the construction of a new airport, a new air route is also opened. The newly opened Kediri Airport has a significant impact on the operational traffic of the Air Force, considering that the airspace used by this airport is in the airspace area commonly used by several air bases in East Java such as Surabaya, Madiun and Malang, it will have a significant impact on flight operational routes"*. *"This air flight route has an impact on military flight operations, especially the Air Force because there are several air bases which are the headquarters of several Air Force Air Squadrons. The Kediri Airport area is adjacent to Iswahjudi Madiun Airbase, Mulyono Surabaya Airbase and Abdulrachman Saleh Malang Airbase,"* he said.

Kediri Airport, which is located about 25 to 30 miles from Iswahjudi Air Force Base, can impact the Air Force's operations, especially in the training area east of Iswahjudi. This relative proximity has rendered a quarter of the training area unusable, forcing the Air Force to look for more distant training locations when the airport is operational. An informant from Lanud Iswahjudi Madiun said: *"Actually, the impact on the budget or operational costs has already been conveyed that the Kediri Airport area has been a maneuver training area for fighter aircraft flown from Iswahjudi Airbase, Magetan Regency. If the airport operates, the F-16 aircraft can no longer fly in the sky of Kediri. As a consequence, the Air Force's training airspace must be moved, which causes operational costs to increase. It can be seen that the impact is that the Air Force must spend three times as much. And it is real that there is budget swelling in the operation of the Air Force"*.

The Minister of Transportation pointed out that the airport development project could be a pilot project for private parties wanting to improve land, sea, and air connectivity. The government supports private participation and is committed to providing supportive regulations (Ponorogo News, September 17, 2023). Another informant from Lanud Iswahjudi Madiun explained: *"The Indonesian Air Force, through Lanud Iswahjudi, has been in negotiations with the airport, including PT Gudang Garam, to discuss the impact of the Kediri Airport development on the Indonesian Air Force's operations, especially so that the fighter aircraft training area is not disrupted. This disruption to operations can have an impact on other sectors, including the budget"*. In addition, he added that: *"The Air Force recognizes that Kediri Airport can improve the regional economy, but the operational interests of the Air Force seem to be ignored, resulting in losses, especially in terms of loss of training areas and route changes"*.

An informant from Lanud Iswahjudi Madiun stated, *"In dealing with this situation, rerouting and changes to education programs, both in flight coaching and aircraft maintenance, must be carried out adaptively to avoid potential risks, without reducing the quality of training for Air Force pilots"*. According to him, diversion and flight route planning are non-negotiable steps to maintain flight safety. Given the increasing number of flight routes to Kediri Airport, the density of air routes in the region is also increasing. Therefore, adaptation to these changes is necessary to maintain the smooth operation of the Air Force, especially in ensuring that aircraft training and maintenance programs continue to run optimally. Flight safety and training efficiency must remain a priority despite changes in available airspace.

An informant from Abdulrachman Saleh Air Base in Malang explained, *"The development of Kediri Airport triggered a study related to the diversion of safe flight routes to ensure flight safety. For example, during Exercise Sikatan Daya, there were significant route changes after the Kediri Airport became operational"*. Furthermore, he added, *"In the official news of the Air Force and media coverage, it has been informed that the Air Force Chief of Staff and representatives of PT Gudang Garam Tbk have signed a Memorandum of Understanding (MoU) related to the operation of Dhoho Airport, Kediri. This MoU covers several important aspects, namely: first, the management of Dhoho airspace by taking into account defense interests and flight safety; second, the construction of Air Force facilities to support operations; third, joint use of airport facilities for defense purposes; and fourth, the development of human resources (HR) to support airport operations"*.

Furthermore, another informant from Lanud Iswahjudi Madiun stated, *"To optimize the tasks and functions of Lanud Iswahjudi's aviation operations, it is necessary to immediately conduct a study to overcome the impact that can affect the flight program and operations to be carried out by the Air Squadron, both in Madiun and from Abdulrachman Saleh Malang"*. Another informant added, *"Policies often tend to only pay attention to one side. For example, the construction of Kediri Airport facilitates transportation to and from the Kediri area and surrounding areas, provides a variety of faster transportation options, and has the potential to improve the community's economy. However, we must also consider its impact on state sovereignty and security. Therefore, the impacts that arise must be immediately solved, considering that threats to air sovereignty can develop dynamically due to geopolitics and global conflicts."*

The impact of the Kediri Airport development on the Air Force's operations has become a significant discussion, given the importance of considering various factors, including the interests of national air defense. Kediri airspace, which has been a training area for TNI-AU combat aviators, is disrupted by the presence of Dhoho Airport. An aviation observer who once served as an aviator at Iswahjudi Air Base proposed four solutions. First, using Kediri airspace should be regulated by setting the timeline and flight altitude of civilian aircraft that will land. The second is implementing a time block system for aircraft that will take off or land. Third, the Ministry of Transportation must provide radar to monitor Kediri airspace. Fourth, the Ministry of Transportation must design air routes that do not interfere with TNI-AU flight procedures for the arrival and departure of aircraft from Kediri Airport.

### 4.2 Discussion of Research Results

The development of Kediri Airport is based on the Decree of the Minister of Transportation of the Republic of Indonesia regarding establishing a new airport location in Kediri Regency, East Java Province. Dunn argues that policy is a formal organizational decision that is binding and aims to create a new value system in society (Subarsono, 2005). Policies are generally problem-solving, proactive, and more adaptive and interpretive than rigid laws and regulations. Government policy regarding the development of Kediri Airport aims to support equitable development by providing infrastructure facilities that facilitate the mobility of the population of Kediri and its surroundings, which previously had to go to


**DOI: 10.5281/zenodo.15449049**

Juanda Airport in Sidoarjo. In addition, access to air transportation is expected to improve the community's welfare. However, in this research, the focus of the study lies on the impact of the development of Dhoho Kediri Airport on the operations of the Air Force.

Based on the research results, the development of Kediri Airport significantly impacts the regional environment, including the airspace used by the Air Force. The impacts can be positive, such as easy access to air transportation, or negative, such as disrupting military operations. This study focuses on the impact of airport development on the operational traffic of the Indonesian Air Force and its impact on the operational budget. The presence of Kediri Airport, located in an area also used for Air Force operations and exercises at Iswahjudi Airbase, Abdulrachman Saleh Airbase and Surabaya Airbase have significantly changed the schedule of military exercises and operations. The increase in civil aviation traffic and changes in flight routes disrupt the readiness and smoothness of the Air Force's military operations, which requires special attention.

Lanud Iswahjudi Madiun must carefully anticipate the impact of the construction of Kediri Airport on Air Force operations. According to informants, the positive impacts of the airport's presence can be optimized, but the disruptive negative impacts must be addressed immediately. The airspace used by Kediri Airport overlaps with the airspace used by Indonesian Air Force air bases in the East Java region. As a result, one of the largest airspace areas used for Air Squadron operations at Lanud Iswahjudi Madiun has been lost, reducing the intensity and size of the Air Force's aircraft training area. This affects the effectiveness of aviator development and necessitates changes in training routes that take longer, as well as alternative planning that needs to be implemented immediately so that the training and preparedness of the Air Force remain optimal.

In addition, airport development significantly impacts operations, mainly due to changes caused to the regional environment, including airspace. These impacts can be both positive and negative, and wisdom is required to handle them and balance the benefits and losses that arise. This study specifically focuses on the impact of Kediri Airport development on Air Force operational traffic and its impact on the operational budget. As part of the National Strategic Project, the development of Kediri Airport aims to accelerate equitable development throughout Indonesia. Improving infrastructure is expected to increase accessibility and support economic growth. However, the impact on Air Force operations must be carefully considered, given the potential disruptions to operations and operational cost overruns.

One important aspect of the public policy process is evaluation, as Anderson (1979) described, which aims to assess the success or impact of policies and understand the consequences. In the context of the development of Kediri Airport, a policy evaluation is needed to assess its direct impact on the Air Force. The airport's proximity to Iswahjudi Airbase led to the loss of a quarter of the fighter training area east of Iswahjudi, which was previously used as a training area for the Air Force. This impact requires the Air Force to look for alternative training locations further away, which certainly disrupts the effectiveness and efficiency of training. Therefore, an in-depth evaluation is needed so that airport development policies pay attention to economic aspects and their impact on the national defense sector, which is one of the top priorities.

The consequence of these changes is a significant increase in the operational costs of the Air Force. Previously, the area around Kediri Airport was used as a training space for fighter aircraft, such as the F-16, which was flown from Iswahjudi Airbase. After the airport became operational, Indonesian Air Force fighter aircraft could no longer fly there. Hence, the Indonesian Air Force had to look for more distant and expensive training locations. This resulted in a tripling of operational costs. The Air Force has raised this point in negotiations with the party building Kediri Airport. The impact on the Indonesian Air Force budget highlights the need for a more comprehensive policy in planning airport development, considering civilian benefits and the operational needs of the military and national defense.

The Indonesian Air Force realizes that Kediri Airport can positively impact the economy of Kediri and surrounding areas by facilitating access to air transportation for people who previously had to go to Juanda Airport in Sidoarjo. However, the construction of this airport also brings disadvantages to the Air Force's operations, especially related to the loss of training areas and the need to change flight routes. From a policy implementation perspective, it involves the changes that occur after the policy is implemented and its impact on society (Solihin, 2008). Feedback from implementing the Kediri Airport development policy is important for policymakers to review and improve the processes and mechanisms of policies that have been implemented. The results of this evaluation will provide recommendations for further, more sustainable policies and consider all parties' interests.

The construction of Dhoho Airport in Kediri as part of the National Strategic Project has a significant economic impact, primarily through the concept of multiplier effect. This concept refers to a series of multiplier effects of an economic activity that can increase national spending, income, consumption, and community welfare. In this context, airport development carried out through cooperation between the government and the private sector, namely PT Gudang Garam, not only expands transportation infrastructure but also encourages private investment growth and increases government spending, tax revenues, and subsidy distribution. Tangible impacts can be seen from Pakingki's research (2023), which shows significant changes in land use, shifts in residents' livelihoods, increased income, and a surge in land values. Thus, Dhoho Airport has catalyzed change in the local economy.

Beyond its economic benefits, the construction of Dhoho Airport also poses strategic challenges for the defense sector, particularly the Air Force. The new airport has led to overlapping airspace between civil and military aviation, forcing the Air Force to readjust training routes, operational zones, and aviator education programs. This adaptation is necessary to ensure that aircraft training and maintenance activities continue without compromising safety and effectiveness. Route changes became inevitable as air traffic density increased due to the new airport. This process certainly requires careful planning and cross-sector coordination not to reduce the quality of the Air Force's aviator development. Thus, rearranging airspace is a strategic step to maintain military operational stability and ensure national aviation safety.

In an official statement released by the Air Force and reinforced by various national media reports, it was revealed that the Air Force Chief of Staff and representatives of PT Gudang Garam Tbk had signed a Memorandum of Understanding (MoU) containing strategic cooperation in the operation of Dhoho Airport in Kediri, East Java. This MoU substantially contains four main aspects that


**DOI: 10.5281/zenodo.15449049**

reflect the synergy between national defense interests and civil aviation needs. First, airspace management is carried out with careful attention to defense aspects and national aviation safety. Second, the construction and maintenance of Indonesian Air Force military facilities are directed to support airport operational security. Third, joint use of airport facilities for national defense was agreed upon. Fourth, there is a commitment to assigning and developing human resources to strengthen operational capacity and increase the personnel's professionalism.

The statement indicates that systematic and strategic steps have been taken to resolve potential problems arising from the operation of Dhoho Airport against the mission and interests of the Air Force. This MoU reflects a form of cross-sector coordination that emphasizes administrative collaboration and covers substantive aspects such as national security and civil aviation safety. A joint commitment to manage airspace in an integrated and mutually supportive manner is essential in increasingly complex national airspace dynamics. One concrete form of this understanding is the effort to strengthen the capacity of human resources through training, special assignments, and continuous professional development. With the proper and consistent implementation of this policy, it is expected that the smooth operation of the Air Force can be guaranteed, as well as that airspace safety in the Kediri area and its surroundings can be guaranteed in the long term.

The development of Kediri Airport is a strategic policy with broad implications for various aspects of community life, the environment, and regional spatial planning. Therefore, it is necessary to anticipate carefully and balance this policy so that it does not cause prolonged negative impacts. In this case, the government and stakeholders need to develop derivative policies responsive to changes in actual conditions and future challenges. One important approach in supporting decision-making is through policy impact analysis. The first step in this process is to identify the policy to be analyzed, including examining the technology used, the stages of implementation, and the social and geographical context. Furthermore, evaluating the potential physical, economic, and environmental impacts that may arise from implementing the policy systematically and measurably is necessary.

The next stage in policy impact analysis is to identify and describe social impacts in more detail and specifically. If, in the previous stage, the analysis was still macro and touched on physical and economic aspects, then at this stage, it needs to be focused on a deeper social dimension. This analysis has two main components: affected units and impact aspects. Affected units include individuals, families, local communities such as villages or sub-districts, organizations, social groups, and institutions. Meanwhile, the impact aspects include economic, political, and social dimensions regarding social interaction, community cohesion, and local culture. Understanding the configuration of these social impacts is important so that policy responses can be tailored to the community's real needs and not lead to greater social inequality or conflicts of interest in the future.

The third step in this series of analyses is to evaluate the responses of individuals and groups in the affected units to the implemented policies or programs. This response includes perceptions, attitudes, and forms of community participation toward the program's sustainability. In addition, it is also important to assess the perceptions of the wider community, program users, and government officials as policy implementers. This evaluation provides an overview of the extent to which the community accepts, rejects, or adapts the policy. It also includes policy modification efforts by affected groups to adjust to local needs. Based on the overall analysis results from the three stages, recommendations for policy adjustments can be formulated by revising objectives, rearranging implementation time, improving technical procedures, detailing regulations, or providing compensation or direct assistance as a complementary instrument for affected groups.

According to Anderson (1984), policy impact can be analyzed through several dimensions that reflect the complexity of its measurement and evaluation. First, policy impacts are divided into two main categories, expected and unexpected, which can positively and negatively affect policy outcomes. Second, policies often have side effects on individuals or groups that are not the main target of the policy, which are external impacts that need to be taken into account. Third, policy impacts can be felt in both the short and long term, with effects that occur in the present and future. Fourth, policies create direct costs that must be managed, and indirect costs are often overlooked in policy evaluation. These dimensions show the importance of a holistic approach in measuring and evaluating policy effects.

Sasmita (2014) explains that public policy has several principal characteristics that describe its role in the government process. First, public policy consists of a series of interrelated and continuous decisions. Each policy produced is usually accompanied by detailed implementation instructions, which become an integral part of the policy and support its implementation in the field. Second, public policy functions as a normative guideline that regulates specific actions and becomes the basis for implementing government activities. Third, public policy is dynamic and can develop and change by changing societal situations and conditions, so it is not static. Fourth, public policies are formulated to carry out government tasks and become the basis used by the government to carry out the wheels of government effectively and efficiently to achieve sustainable development goals.

## 5. CONCLUSIONS AND SUGGESTIONS

Based on the results and discussion of the research, it can be concluded that the development of Kediri Airport has a significant impact on the operations of the Indonesian Air Force (AU), especially in terms of operational traffic and military training schedules. The addition of the airport caused changes to civil flight paths that directly impacted the airspace previously used by the Air Squadron at Iswahjudi Madiun Air Base. This impact reduces the size and intensity of the Air Force's aircraft training area, affecting the effectiveness of aviator training. This reduction in training area also extends the distance fighter aircraft must travel to train, thus reducing training time and increasing the costs incurred for training planning and implementation. Therefore, alternative planning efforts are needed to overcome these problems and ensure optimal sustainability of aviator training.

Another impact of Kediri Airport is the Air Force's operational budget swelling. Previously, Kediri airport served as an airspace for maneuver training of fighter aircraft, such as F-16s, flown from Iswahjudi Airbase. However, with the airport's operation, these aircraft can no longer train in the Kediri area. As a result, the Air Force was forced to move the training airspace to a more distant area, significantly increasing operational costs. Moving the training


**DOI: 10.5281/zenodo.15449049**

airspace requires adjustments to infrastructure and logistics, which in turn requires considerable additional costs. In this case, the Air Force is estimated to have to spend three times the budget compared to the operational costs previously incurred, thus adding to the budget burden that must be managed efficiently.

The Air Force, through Lanud Iswahjudi, in negotiations with Kediri Airport and PT Gudang Garam as the principal investor, said that the construction of Kediri Airport could hurt fighter training operations. Disruption to the airspace previously used for training Air Force fighter aircraft can reduce the effectiveness of aviator training and disrupt the smooth running of military operations. This impact also affects the budget sector, given the change in flight routes and the inevitable increase in operational costs. Although the Air Force recognizes the airport's positive contribution to the economy of Kediri and surrounding areas, on the other hand, the Air Force's operational interests are in danger of suffering losses. Economically, although the airport boosts the local economy, the Indonesian Air Force faces significant additional costs due to the loss of training areas and necessary flight route changes.

Based on the multiplier effect of the Kediri Airport development carried out through the cooperation of the government and PT Gudang Garam, the Air Force has taken several operational adjustment measures. These measures include flight rerouting and changes to education programs to support flight coaching and aircraft maintenance. In addition, the Air Force is re-adapting to avoid potential risks without reducing the quality of aviator training. The Air Force also signed a Memorandum of Understanding (MoU) with PT Gudang Garam, which regulates strategic cooperation related to the operation of Dhoho Airport, Kediri. The MoU regulates the management of airport airspace by considering the interests of national defense and security, construction and maintenance of facilities for flight safety, joint use of airport facilities for defense purposes, and development of human resources to support airport operations.

Based on the research findings related to the impact of the Kediri Airport policy on Indonesian Air Force flight operations, several suggestions can be made, among others: first, the need for a comprehensive study of the impact of the existence of Kediri Airport on Indonesian Air Force operations, with a focus on human resource preparation and operational readiness of Air Squadrons at Iswahjudi Madiun Airbase, Mulyono Surabaya Airbase, and Abdulrachman Saleh Malang Airbase. Second, it is recommended that a policy or standard operating procedure be developed that involves collaboration between relevant parties to ensure flight safety in the Kediri airspace and smooth flight traffic for the Air Force. Third, improving the quality of human resources and air traffic control facilities in the Air Squadron operation area is necessary. Fourth, joint training between Kediri Airport staff and Air Force personnel is recommended to create safe air traffic and ensure optimal flight safety.

## REFERENCES


1. Abdul Wahab, Solichin. 2008. *Analisis Kebijakan dari formula ke Implementasi Kebijaksanaan Negara*. Jakarta: PT. Bumi Aksara.
2. Afrizal J, Rozy. 2009. Kualitas Pelayanan Publik Kecamatan Setelah Perubahan kedudukan dan Fungsi Camat sebagai Perangkat Daerah. *Jurnal ilmu Administrasi dan Organisasi*, Volume 16 Nomor 2
3. Agustino, Leo. 2012. *Dasar-Dasar Kebijakan Publik*. Bandung: Alfabeta.
4. Akib, H. 2010. Implementasi Kebijakan: Apa, Mengapa dan Bagaimana, Jurnal. *Ilmu Administrasi Publik*. Vol 1. No 1. Hal 1-11.
5. Amri, Marzali. 2012. *Antropologi Dan Pembangunan Indonesia*. Jakarta: Kencana.
6. Anderson, James. 1979. *Public Policy Making (Second ed)*. New York: Holt.
7. Arifin, Tahir. 2014. *Kebijakan Publik dan Transparansi Penyelenggaraan Pemerintahan Daerah*. Bandung: Alvabeta
8. Barata, Atep Adya. 2006. *Dasar-dasar Pelayanan Prima*. Jakarta: PT Elex Media Komputindo
9. Bugis, Asri. 2020. Implementasi Kebijakan Pelayanan Publik Berbasis Aplikasi Pada Era Covid-19 Di Kota Cimahi Provinsi Jawa Barat. *Jurnal Visioner* Vol. 12 \ No.4\ Desember 2020: 695–712
10. Christianingsih, Endah. 2018. Implementasi Kebijakan Administrasi Kependudukan Di Kabupaten Bandung. *Jurnal Ilmiah Magister Ilmu Administrasi*. Vol 12, No 2 (2018).
11. Hairia, Sasmita. dkk 2014. Pengaruh Keterampilan Mengajar Guru terhadap Motivasi Belajar Siswa pada Mata Pelajaran IPS Terpadu di Kelas IX MTs Negeri Bolangitang Timur. *Jurnal Universitas Negeri Gorontalo*. Vol 2, No.1
12. Hamdi, A. S. 2014. *Metode Penelitian Kuantitatif Aplikasi Dalam Pendidikan*. Yogyakarta: CV Budi Utama.
13. Howlett, Michael dan M. Ramesh. 1995. *Studying Public Policy: Policy Cycles and Policy Subsystems*. Toronto: Oxford University Press.
14. Hurriyati, Ratih. 2014. *Bauran Pemasaran dan Loyalitas Konsumen*. Bandung: Alfabeta.
15. Istianto, Bambang. 2011. *Manajemen Pemerintahan Dalam Perspektif Pelayanan Publik*. Jakarta: Mitra Wacana Media
16. Kapioru, Evan Harlan. 2014. Implementasi Peraturan Daerah Kota Kupang Nomor 15 Tahun 2011 Tentang Retribusi Pelayanan Parkir Di Tepi Jalan Umum. *Jurnal Nominal*/Volume III Nomor 1.
17. Kartasasmita, Pius Suratman. 2006. *Bringing the Public Back In: Revitalisasi Konsep Publik dalam Pemikiran dan Praktek Administrasi Publik di Indonesia*. Yogyakarta:Graha Ilmu.
18. Lupiyadi, Rambat. 2006. *Manajemen Pemasaran Jasa Teori dan Praktik*. Jakarta:Salemba Empat
19. Miles, M. B., Huberman, A. M., & Johnny Saldana. 2014. *Qualitative Data Analysis: A Methods Sourcebook (3rd ed.)*. Sage Publication.
20. Moleong, Lexy J. 2010, *Metodologi penelitian kualitatif*, Bandung:Remaja Rosdakarya,
21. Mulyadi, D. 2015. *Perilaku Organisasi dan Kepemimpinan Pelayanan*. Bandung: Alfbeta.
22. Naditya, Rochyani, Suryono, Agus dan Rozikin, Mochamad. 2013. Implementasi Peraturan Daerah Kota Malang Nomor 10 Tahun 2010 Tentang Pengelolaan Sampah (Suatu Studi Di Dinas Kebersihan Dan Pertamanan (DKP) Dalam Pelaksanaan Program Bank Sampah Malang (BSM) Di Kelurahan Sukun Kota



**DOI: 10.5281/zenodo.15449049**

Malang). *Jurnal Administrasi Publik (JAP)*, Vol. 1, No. 6.
23. Nastia. 2014. Implementasi Perda No. 02 Tahun 2004 Tentang Rencana Tata Ruang Wilayah Kota Baubau (Studi Penggunaan Lahan Dalam Pengembangan Wilayah). *Journal of Governance And Public Policy* Volume 1, Nomor 1.
24. Nazila, Yesi. 2021. Evaluasi Kebijakan Kebandarudaraan Pada Bandar Udara Tempuling Di Kabupaten Indragiri Hilir. *Jurnal Niara*. Vol.13 No.2 (2021)
25. Nila, Oktasari. 2015. Penerapan Cooperative Learning Tipe Group Investigation Untuk Meningkatkan Motivasi dan Hasil Belajar. *Jurnal Pedagogi* Vol.4 No.1 Universitas Lampung
26. Nugroho. 2014. *Kebijakan Publik di Negara-Negara Berkembang*. Yogyakarta:Pustaka.
27. Pratama, M Arszandi. 2015. *Menata Kota Melalui Rencana Detai Tata Ruang (RDTR)*. Yogyakarta:Andi.
28. Rahayu. 2010. *Perpajakan Indonesia: Konsep dan Aspek Formal*. Yogyakarta: Penerbit Graha Ilmu.
29. Rahardjo, Susilo dan Gudnanto. 2011. *Pemahaman Individu Teknik Non Tes*. Kudus: Nora Media Enterprise
30. Ratminto dan Winarsih, Atik Septi. 2005. *Manajemen Pelayanan*. Yogyakarta: Pustaka Pelajar
31. Ratri, Dwi Kartika. 2014. Implementasi Peraturan Walikota Probolinggo Nomor 36 Tahun 2013 tentang, Kebijakan Kota Layak Anak. *Jurnal Mahasiswa Ilmu Pemerintahan Universitas Brawijaya* 10 September 2014.
32. Rohman, Didik Fatkhur, Imam Hanafi dan Minto Hadi. 2013. Implementasi Kebijakan Pelayanan Administrasi Kependudukan Terpadu (Studi pada Dinas Kependudukan dan Catatan Sipil Kota Malang). *Jurnal Administrasi Publik (JAP)*, Vol. 1, No. 5, Hal. 962-971
33. Siahaan, Putri Melati. 2019. Imlementasi Kebijakan Standar Pelayanan Publik dalam Meningkatkan Mutu Pelayanan di Bandara Internasional Sisingamangaraja XII. *The Social Perspective Journal*, 1(2) 2019, 145–163.
34. Sinambela, Lijan Poltak. 2006. *Reformasi Pelayanan Publik*. Jakarta: Bumi Aksara
35. Sirajuddin, Ilham Arif. 2014. Implementasi Kebijakan Pemerintah Daerah Dalam Pelayanan Publik Dasar Bidang Sosial di Kota Makassar. *Jurnal Administrasi Publik*, Volume 4 No. 1 Thn. 2014
36. Sugandi, Yogi Suprayogi. 2011. *Administrasi Publik Konsep Perkembangan dan Ilmu di Indonesia*. Yogyakarta: Graha Ilmu
37. Suseno, Magnis Franz. 1986. *Kuasa & Moral*. Jakarta: PT. Gramedia Pustaka Utama
38. Subarsono. 2005. *Analisis Kebijakan Publik Konsep, Teori dan Aplikasi*. Yogyakarta: Pustaka Pelajar.
39. Sugiyono. 2009. *Metode Penelitian Bisnis (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung: Alfabeta
40. Susanti, Agustriani, Heri Kusmanto dan Usman Tarigan. 2018. Implementasi Kebijakan Pelayanan Administrasi Terpadu Kecamatan (PATEN) Terhadap Kualitas Pelayanan Publik Di Kecamatan Sidikalang Kabupaten Dairi. *Jurnal Ilmu Administrasi Publik* 6 (1) (2018): 47-57
41. Sutojo. 2015. *Good Corporate Governance*. Jakarta: PT Damar Mulia Pustaka
42. Syahida. 2014. Implementasi Perda Nomor 14 Tahun 2009 Tentang Pengelolaan Sampah Di Kota Tanjungpinang (Study Kasus Di Kelurahan Tanjung Unggat). *Jurnal Umrah* Vol.8 No.17 Tahun 2014
43. Taufik, Muhammad dan Isril. 2013. Implementasi Peraturan Daerah Badan Permusyawaratan Desa. *Jurnal Kebijakan Publik*, Volume 4, Nomor 2.
44. Thoha, Miftah. 2008. *Ilmu Administrasi Publik Kontemporer*. Jakarta:Kencana
45. Tjiptono, Fandy. 2007. *Pemasaran Jasa*. Malang: Bayumedia Publishing.
46. Waluyo. 2007. *Perpajakan Indonesia*. Jakarta: Salemba Empat.
47. Winarno, Budi. 2008. *Kebijakan Publik Teori dan Proses*. Jakarta: PT Buku Kita.
48. Walgito, Bimo. 2010. *Bimbingan dan Konseling Studi & Karir*. Yogjakarta: Andi


**DOI: 10.5281/zenodo.15449049**