

## The Role of Government Policy Onmanagement State-Owned Enterprises in Increasing State Income (Study at PT Kawasan Berikat Nusantara Persero)

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### Abstract

*The problems that entangle State-Owned Enterprises in fulfilling their obligations as mandated by Law Number 19 of 2003 concerning State-Owned Enterprises which also apply to all provisions stipulated in Law Number 40 of 2007 concerning Limited Liability Companies are; the weak implementation of the digitalization system in the management of State-Owned Enterprises, so that there are still constraints on efficiency and increasing company productivity, as well as the ability of HR-State-Owned Enterprises to innovate in maintaining the existence of State-Owned Enterprises as a support for state revenue. The research method is a mindset, which is well prepared to conduct research and to achieve research objectives. Research itself is a scientific work that must be carried out in a systematic, orderly, orderly manner, both regarding the procedure and in thinking about the material. Research can be defined as an effort to find, develop and test the truth of a knowledge that is carried out through scientific methods. Therefore, in carrying out research, one must pay attention to scientific principles which consist of collecting data, classifying, analyzing, and also interpreting the facts and connecting them with empirical reality to test their truth. Based on the description above, using qualitative research through a descriptive approach, the researcher can see the problems that exist in the field, then describe the phenomena and analyze the relationships that occur between related phenomena and are contained in the background of the problem, the formulation of the problem. , and also the focus of this research. The results show that the collaborative process of the public sector often reflects implicitly its relationship to the hierarchy of actors. Governments (or public services) are externally often a burden on collaborative structures, especially the public sector. This is a fact especially in state-owned companies. In accordance with the results of observations made during the research process, it was also found that the bureaucracy, in fact, can be a (secret) power in accessing information directly to the Minister of State-Owned Enterprises (Government) who based on the law is declared as the owner of the company.*

### Keywords

Role; government policy; state revenue.



## I. Introduction

It should be noted that PMN, which is the government's policy response as part of the PEN program, was given to PT Bahana Pembinaan Usaha Indonesia (BPUI) in the amount of Rp. 6 trillion to guarantee the KUR program, to PT Permodalan Nasional Madani (PNM) of Rp. 1.5 trillion to increase distribution. credit to MSMEs, to the Indonesian Export Financing Agency (LPEI) amounting to Rp 5 trillion and PT Penjaminan

Infrastruktur Indonesia amounting to Rp 1.57 trillion for the implementation of corporate guarantees.

The provision of government investments made in 2020, both in the form of PMN and IPPEN, shows a strong commitment from the government to provide strengthening support to SOEs/Institutions, so that they can play an optimal role in the process of economic recovery and/or be able to maintain the quality of services to the community. Therefore, investment is a creative effort made by the government, so that the support provided by the State Budget can be optimized by SOEs/Institutions, among others through the process of leverage or further funding. "The government will continue to monitor the performance of SOEs/Institutions that have received financial support through performance reports submitted periodically, so that the support that has been provided is used according to the intended use," he said.

Of the 118 State-Owned Enterprises (BUMN) with the amount of funds in the State-Owned Baudan Usana as stated above with human resources reaching 4,537 personnel, they should have the potential to contribute positively in increasing state revenue. According to data from the Central Statistics Agency (BPS) in 2019, the number of people with disabilities who work is 9.91 million people. The number of open unemployment of persons with disabilities is 289 thousand people. This shows that the government still has a lot of homework to do to create an inclusive work environment, so that unemployment can be minimized.

Regarding the description of the background for the establishment of State-Owned Enterprises as stated above, it is hoped that the formation of State-Owned Enterprises (BUMN) will support the increase in state revenues to meet the needs of the community. This is then translated as a form of "pioneering" business by the State which makes State-Owned Enterprises become agents of development. Therefore, the mission carried out by State-Owned Enterprises is to seek as much profit as possible, so that it can support the increase in state revenues for the administration of government.

Company Companies, including PT. Nusantara Bonded Zone, which is a State-Owned Enterprise (BUMN) to create a national economy that supports the increase in state revenue to realize community welfare, especially in the implementation of quality public services for the community. For this reason, the management of production branches and economic resources that are important for national economic development becomes the basis for the management of State-Owned Enterprises in Indonesia, although there are still various problems that still need basic handling.

State-Owned Enterprises (BUMN) are also a significant source of state revenue in the form of various types of taxes, dividends and privatization proceeds. The implementation of the role of State-Owned Enterprises (BUMN) is manifested in business activities in almost all economic sectors, such as agriculture, fishery, plantation, forestry, manufacturing, mining, finance, post and telecommunications, transportation, electricity, industry and trade, construction and rental as done by PT. Nusantara Bonded Zone (Persero).

The problems that entangle State-Owned Enterprises in fulfilling their obligations as mandated by Law Number 19 of 2003 concerning State-Owned Enterprises which also apply to all provisions stipulated in Law Number 40 of 2007 concerning Limited Liability Companies are; the weak implementation of the digitalization system in the management of State-Owned Enterprises, so that there are still constraints on efficiency and increasing company productivity, as well as the ability of HR-State-Owned Enterprises to innovate in maintaining the existence of State-Owned Enterprises as a support for state revenue.

It should be noted that the capability of HR-State-Owned Enterprises is required to innovate to succeed in the form of public benefits/public services which is a special obligation attached to state-owned companies. This is related to the existence of a special assignment to the State-Owned Enterprise, by the Government providing compensation for all costs incurred by the State-Owned Enterprise if this assignment is not financially profitable for the State-Owned Enterprise. For this reason, the problems that urgently need to be addressed in the management of State-Owned Enterprises are; (1) ethics and management of company leadership within State-Owned Enterprises that still require serious attention, (2) low awareness of State-Owned Enterprises employees in guiding the ethics of leadership of State-Owned Enterprises, (3) synergy of company personnel to achieve maximum performance, and (4) an entrepreneurial spirit that can contribute positively to the company's existence so that an increase in income in a business activity that has been carried out for a certain period is very important for every company, especially State-Owned Enterprises, because one of the goals and reasons for establishing a business or owned company state, among others, to increase revenue which will support state revenue for the administration of government. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. However according to Kasmir (2016) that performance is the result of work and work behavior of a person in a period, usually 1 year. Then the performance can be measured by the ability to complete the tasks and responsibilities given. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance.

Based on the facts in the field during field research, several facts were found, that the increase in income as a form of the existence of company management (State-Owned Enterprises) is largely determined by various dimensions related to government policies, and political economy stability, as well as human resources.

If Maslow's thinking as quoted by Kooiman (2012) above is used as one of the references in developing State-Owned Enterprises in Indonesia, then the basic strategy that needs to be developed is how to integrate the relevant flows within State-Owned Enterprises to become a unifier in supporting the State's opinion to people's welfare, demand (market product perspective; market carrying capacity) for State-Owned Enterprises. In line with that, the government's policy framework related to the existence of State-Owned Enterprises needs to be integrated into government policies so that State-Owned Enterprises can play a balancing role between the demand side, supply side, and become a filter in government policy instruments.

The opinion of Osborne and Plastrik (1997:39) suggests that the things that categorize the main drivers of change are interesting to observe in improving the management of State-Owned Enterprises in general, and PT. The Archipelago Bonded Zone in particular, so that it can play an important role in contributing to increasing state revenues for the administration of government.

In addition to Weber and Karl Marx, Guy Peters in Ndraha (2003:512) also defines bureaucracy as: "an organization with a pyramidal structure of authority, which utilizes the enforcement of universal and impersonal rules to maintain that structure of authority, and which emphasizes the monidirectionary aspects of administration".

The thoughts of Brad Hams (2012:215) above inspire that employees in the company do not only intend to earn a salary, but more than that, the intention is to maintain the existence of the company, the purpose of establishing a State-Owned Enterprise is to support the increase in state revenue for the implementation of government. This can be

interpreted to mean that if this State-Owned Company obtains the maximum profit, it is intended for state revenue.

The thoughts as stated by Hams, Brad (2012) above can be used as one of the guidelines in maintaining the existence of companies, especially companies that are within the scope of State-Owned Enterprises (BUMN) in Indonesia, including PT. Brikat Nusantara Region, because the thoughts above can inspire how to bring the company into existence so that it can fulfill its function, which is to support the increase in state revenue for the welfare of the Indonesian people.

## **II. Research Method**

The research method is a mindset, which is well prepared to conduct research and to achieve research objectives. Research itself is a scientific work that must be carried out in a systematic, orderly, orderly manner, both regarding the procedure and in thinking about the material. Research can be defined as an effort to find, develop and test the truth of a knowledge that is carried out through scientific methods. Therefore, in carrying out research, one must pay attention to scientific principles which consist of collecting data, classifying, analyzing, and also interpreting the facts and connecting them with empirical reality to test their truth.

This research is classified based on its level, namely descriptive analytical research because by its nature it is only limited to describing or describing a phenomenon or object as it is without an intention to draw general conclusions. In addition, the reason for using this type of descriptive-qualitative research is because this research aims to capture various information phenomena, especially those related to the focus and locus of research. In addition, this approach can provide a holistic or comprehensive form in analyzing a social phenomenon related to the management of State-Owned Enterprises (BUMN) as a support for increasing state revenues for government administration.

Widodo and Mukhtar in Harsono (2006:109) state that descriptive research method is a method used to find the broadest knowledge of the object of research at a certain time. Furthermore, Nawawi in Harsono (2006:110) states that the descriptive method can be interpreted as a problem-solving procedure investigated by describing or describing the state of the subject or object of research at the time of research based on the facts in the field.

Based on the description above, using qualitative research through a descriptive approach, the researcher can see the problems that exist in the field, then describe the phenomena and analyze the relationships that occur between related phenomena and are contained in the background of the problem, the formulation of the problem and also the focus of this research.

## **III. Result and Discussion**

The development of the Nusantara Bonded Zone has long been a form of government policy to facilitate the trade process, especially foreign trade and domestic trade. For this reason, the State-Owned Enterprises, especially PT. The Archipelago Bonded Zone (KBN) requires regulations to maintain its existence in order to support state revenue for the administration of government;

### 3.1 The existence of PT. Nusantara Bonded Zone as BUMN

The existence of PT. Kawasan Berikat Nusantara (PT. KBN) as one of the State-Owned Enterprises which is expected to be a supporter of increasing state revenues for financing government administration requires the presence of the state (Government) to carry out proper regulations and realize leadership qualities that can bring this State-Owned Company to be more advanced and growing.

It should be noted that the existence of the company, in addition to regulation and quality management, must also be supported by funds, protection and transparency. Therefore, if PT. The Nusantara Bonded Zone (PT. KBN) is intended to be a support for increasing state revenue for the administration of government, then; regulation and management quality, as well as financial support, protection, and transparency need serious attention, because without serious attention, PT. The Nusantara Bonded Zone (PT. KBN) will not be able to carry out its function as a supporter of increasing state revenue for the administration of Indonesian government. For this reason, the presence of the state (government) in managing the company is absolutely necessary so that the burden of social responsibility according to the purpose of its establishment, both to the government and to the community as a State-Owned Enterprise will be realized as expected.

According to an important official (1) at PT. Kawasan Berikat Nusantara (PT. KBN) interviewed at his office on March 8, 2021 stated that:

"PT. Nusantara Bonded Zone (PT. KBN) as one of the State-Owned Enterprises has a very strategic meaning as an institution that supports increasing state revenues for the benefit of administering the Indonesian government. In addition, social responsibility in realizing quality services to the community cannot be ignored. For this reason, the presence of government policies in conducting regulations and management quality, as well as financial support, protection, and transparency are the key words".

If PT. Nusantara Bonded Zone (PT. KBN) as a State-Owned Company which is expected to be a supporter of state revenue for the administration of government in Indonesia, it is necessary to have a government policy that can cover the management of State-Owned Enterprises (BUMN). a State-Owned Enterprise can be implemented based on the applicable laws and regulations.

According to Official (2) PT. Kawasan Berikat Nusantara interviewed in the meeting room of PT. Nusantara Bonded Zone (PT. KBN) on March 9, 2021 Said that:

"The existence of SOEs in general, and at PT. The Nusantara Bonded Zone in particular, requires regulation and quality management in its management, as well as financial support, protection, and transparency that are packaged in government policies as the basis for company development, in order to continue to exist as a state-owned company. It should be noted that the State-Owned Company is in a dilemmatic path, because on the one hand, it is expected to continue to exist in business life (seeking as much profit as possible). Meanwhile, on the other hand, state-owned companies are bound by their social functions, namely, taking an active role in realizing the welfare of the community.

The opinion expressed by official (2) above shows that the legal umbrella for P.T. Nusantara Bonded Zone (PT. KBN) as a State-Owned Enterprise in its management to maintain its existence so that it becomes a supporter of increasing state revenue for the benefit of the Indonesian government, requires a legal umbrella as a basis for running its business, because without a legal umbrella as a basis for activities, then it is very possible to give birth to legal problems which in turn PT. The Nusantara Bonded Zone (PT. KBN) faces threats that will disrupt its activities. For this reason, Officer (3) P.T. Nusantara Bonded Zone who was interviewed at his office on March 9, 2021 said that:

"That the presence of the state (government) in the management of P.T. Nusantara Bonded Zone (PT. KBN) as a "State-Owned Enterprise" as a supporter of increasing state revenue for the benefit of government administration, is required to play an active role in accordance with the functions and objectives of its establishment, including the social functions attached to a State-Owned Enterprise. Therefore, PT. Nusantara Bonded Zone (PT. KBN) as a State-Owned Enterprise requires support in the form of regulation and quality management, as well as funding support, protection, and transparency because this becomes significant to the company's existence, so that therefore, the obligation of PT. The Nusantara Bonded Zone as a State-Owned Enterprise can be realized properly and correctly".

Official Opinion (3) P.T. Kawasan Berikat Nusantara (PT. KBN) as a State-Owned Company as stated above, convinced researchers that State-Owned Enterprises have a very important role in supporting the increase in state revenues for the administration of government. Therefore, State-Owned Enterprises need to be further developed, so that their active role in supporting state revenues is more reliable.

A reliable State-Owned Enterprise is a Business Entity that can contribute to increasing state revenues for the administration of Indonesian government. Please note that P.T. Nusantara Bonded Zone (PT. KBN) as a State-Owned Company can be a mainstay in supporting the increase in state revenue for the administration of government if it manages to maintain its existence in global competition.

The process of public sector collaboration often reflects implicitly in its relationship to the hierarchy of actors. Governments (or public services) are externally often a burden on collaborative structures, especially the public sector. This is a fact especially in state-owned companies. In accordance with the results of observations made during the research process, it was also found that the bureaucracy, in fact, can be a (secret) power in accessing information directly to the Minister of State-Owned Enterprises (Government) who based on the law is declared as the owner of the company.

### **3.2 Regulation**

That PT. Nusantara Bonded Zone as a State-Owned Enterprise, for the first time regulated in Government Regulation No. 22 of 1986 concerning Bonded Zone (Bonded Zone). Regulation comes from a variety of sources, but the most common forms are government regulation and self-regulation. It should be noted that the Government Regulation which is the basis of regulation in business (especially for State-Owned Enterprises), is an extension of the law which is intended to carry out business-related regulations, including business conducted by State-Owned Enterprises such as PT. Nusantara Bonded Zone (PT. KBN) and the private sector to control several ways that can be done by businesses or individuals to comply with legal rules in conducting business.

This policy arose because of the government's desire at that time to develop foreign and domestic trade as well as develop domestic production in order to increase economic activity. To that end, Officer (1) PT. Nusantara Bonded Zone (PT. KBN) who was interviewed in his office on March 18, 2021 stated that;

As an institutional facility in the economic and trade fields, Bonded Zones play an important role in the framework of efforts to increase and develop goods traffic in international trade (imports, exports, and re-exports), general trade, domestic production, and the economy in general. It is hoped that the establishment and development of these institutional facilities in Indonesia will be able to support and encourage the implementation of national economic development and development for the prosperity and welfare of the Indonesian people. Although the Bonded Zone is located within the customs

area, the method of entry of goods into the area is different from the way of entry of goods into the ordinary customs area, which is mainly due to the nature and title of the entry which is still temporary.

Description As stated by Official (1) above, it is regulated through government policy, where a bonded zone is defined as an area with certain boundaries within the Indonesian customs area in which special provisions in the customs sector apply, namely for goods imported from outside the customs area. or from within other Indonesian customs areas without first being subject to customs, excise and/or other state levies until the goods are issued for the purpose of import, export, or re-export. Article 4 The regulation gives the authority to form a special SOE in the management of the Bonded Zone. For this reason, Officer (2) PT. The Archipelago Bonded Zone interviewed on March 17, 2021 stated that based on the regulations established by the government that provide regulation of the Bonded Zone for several advantages, including: 1) Within the Bonded Zone, processing of all types of goods can be carried out by processing companies within the Zone; 2) The management of the company in its processing can employ foreign experts according to the need; 3) Business permits and other permits for activities are granted by the Bonded Zone entrepreneur on behalf of the Minister/head of the relevant agency; 4) Permits to construct buildings and permits for disturbances for companies that carry out activities in the Bonded Zone are given by the Bonded Zone entrepreneurs on behalf of the head of the region concerned.

In the institutional aspect and restructuring as the object of regulation related to BUMN, there is also government attention from the governance aspect. This can be seen from the Decree of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs as amended by the Decree of the Minister of State-Owned Enterprises Number: PER-09/MBU/2012. Regulations regarding GCG itself are not new. Previously, regulations regarding GCG had existed and were pursued in this direction, namely with the issuance of the Decree of the Minister of State-Owned Enterprises Utilization No. 23 of 1998 which requires transparency among SOE management. This was followed by the issuance of Decree Number: KEP-117/M-MBU/2002 concerning the Implementation of GCG Practices in BUMN.

In line with the opinion of Official (3) PT. Nusantara Bonded Zone above, then Official (4) PT. The Nusantara Bonded Zone as a State-Owned Enterprise further states that:

"The GCG principles referred to in the regulations governing the implementation of GCG practices in SOEs have five principles. First, the principle of transparency, namely openness in carrying out the decision-making process and openness in disclosing material and relevant information about the company. Second, the principle of accountability, namely the clarity of functions, implementation and accountability of organs so that the management of the company is carried out effectively. Third, the principle of responsibility (responsibility), namely conformity in the management of the company to the laws and regulations and the principles of a healthy corporation. Fourth, the principle of independence, which is a condition in which the company is managed professionally without conflict of interest and influence/pressure from any party that is not in accordance with the laws and regulations and sound corporate principles. Finally, fifth, the principle of fairness, namely justice and equality in fulfilling the rights of stakeholders that arise based on agreements and laws and regulations.

The five principles of implementing GCG in SOEs, as stated above, have actually been proclaimed in the ministerial decree, so that they can be directed at managing SOEs

that are more competitive. Trust from foreign and domestic parties is a priority to be restored after the slump in the business sector that occurred in Indonesia due to the 1988 crisis that hit Indonesia. For that, the Official (5) PT. Nusantara Bonded Zone as a State-Owned Enterprise who was interviewed at his Office on March 17, 2021 stated that:

“Internal credibility within SOEs must be immediately addressed and rebuilt consistently and sustainably. So what are the achievements in implementing GCG in the management of SOEs in accordance with what is the purpose of enacting the ministerial decree regarding the implementation of GCG. The purpose of implementing GCG principles in SOEs can be seen in Article 4 of the Decree of the Minister of State for SOEs Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance.

That the regulations made by the government on State-Owned Enterprises certainly cannot be separated from the linkage of government entities that work in policies and institutional environments that are well designed, maintained, and adapted, and are intended to increase accountability, and improve corporate governance to be better. , so that the company can fulfill its obligations to the state as a support for state revenue for the administration of government. For this reason, the Official (9) of PT. Nusantara Bonded Zone (PT. KBN) as a state-owned company interviewed at his office on March 18, 2021 stated that:

“Regulations carried out by the government are based on an assessment of the company's policies and institutional environment, especially on State-Owned Companies which are expected to be more successful in supporting state revenues for the administration of government. Therefore, it must be committed to; (1) responsible entity as the company's steering holder, (2) support (including training) that allows the company entity to be more successful in bringing the company to profit, so that the company can play its business role in the global trade arena, (3) incentives that can realize new innovations , (4) control that can ensure that all corporate entities function properly and correctly, thus giving birth to honesty and efficiency in the management of the company”.

#### IV. Conclusion

Based on the results and discussion, there were several deconstructions of social views of women in the first novel *Biography of Jejak Sang Pencerah* by Didik L Hariri, the deconstruction of social views that consider women to be identical with housewives and uneducated. Second the deconstruction of the social view that men are prioritized to get an education. Third, the deconstruction of the idea that women could not be respected figures. Fourth, deconstruct the culture that giving birth to the first child with a female gender is a disgrace. Sixth, the deconstruction of the social view that women cannot organize. Seventh, the cultural deconstruction of a patriarchal society is described with noble tasks. Eighth, deconstruction of social views which is also shown by diplomacy carried out by women. The results of this study can be integrated into courses, especially the subject of the Study and Appreciation of Fiction Prose.

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