



The Implementation of Policies in the Management of Private Company based on the Regional Regulation of The Province of East Kalimantan, of Indonesia

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ABSTRACT

The findings of the BPK dated June 29, 2020 against Migas Mandiri Pratama LTD East Kalimantan which revealed that the net income deposit to the East Kalimantan Provincial Government Cashier was still lacking, the management of 10% PI Mahakam Block was not in accordance with the provisions, there were concurrent positions in the president director and on the operational director, as well as the existence of unprofessional corporate governance, inspired this study. Using a qualitative approach of the descriptive type, the purpose of this study is to describe and analyze the implementation of policies on the management of Migas Mandiri Pratama LTDEast Kalimantan based on the Regional Regulation of the Province of East Kalimantan Number 9 of 2018, as well as to describe and analyze the factors that support and impede the implementation of the policy. First, the implementation of policies on the management of Migas Mandiri Pratama LTD East Kalimantan based on Regional Regulation of the Province of East Kalimantan Number 9 of 2018 when viewed from the "policy content" indicator and "implementation environment" indicator has been successful, but there are still obstacles. Second, in the implementation of policies regarding the management of Migas Mandiri Pratama LTD East Kalimantan in accordance with the Regional Regulation of East Kalimantan Province Number 9 of 2018, there are supporting factors, namely already having complete regulations, providing adequate infrastructure, having sufficient business capital, having a harmonious working relationship between the implementers, and having a sufficient opportunity to expand the company's business network. There are still some inept company directors, some company trainers who do not get the notion of the corporation, interference from the interests of dishonest officials, and business competition between comparable companies.

Keywords: Management, Regionally Owned Enterprises, Public Policy.

1. INTRODUCTION

Article 18 of the 1945 Constitution of the Republic of Indonesia stipulates that the formed areas must be allowed to regulate and manage their own families as effectively as possible in accordance with the decentralization principle. Through regional autonomy, regions are granted a great deal of control over their government. Regional autonomy can be interpreted as an obligation that authorizes autonomous regions to regulate and manage their own government affairs and the interests of the local community in accordance with the desires of the community in order to improve the effectiveness and outcomes of government administration in the context of providing services to the community and implementing development in accordance with statutory regulations.

This expansive role of government is a manifestation of the concept of a contemporary legal state, sometimes known as the concept of a welfare state, which holds the government accountable for the wellbeing of its citizens. The government is therefore actively involved in efforts to improve all elements of people's lives, including economic, social, legal, and security challenges. The administration of government, which is founded on the notion of decentralization, grants local governments certain control rights over the state to participate in carrying out economic functions, particularly the state entrepreneurship function.

To achieve regional autonomy, it is vital to have financial resources that enable the regions in question with appropriate capacity and strength. As a result, the regions form their own corporate units as a source of regional revenue. Prior to the enactment of the law on regional government, Law Number 5 of 1962 concerning Regional Enterprises defined the purpose of regional companies as being to participate in implementing regional development in particular and national economic development in general within the framework of a guided economy to meet the needs of the people by prioritizing

industrialization and peace, and the pleasure of working within the company, in order to achieve a just and prosperous society. Nevertheless, the law on regional corporations has been repealed in accordance with Law No. 6 of 1969 on the Statement of Inapplicability of Various Laws and Government Regulations in Lieu of Laws. On the basis of the Minister of the Interior's Instruction No. 5 of 1968, a list has been compiled of previously established regional companies that require immediate adjustments to their form and field of business in accordance with the meaning of Presidential Instruction No. 17 of 1967, which was later enacted as Law No. 9 of 1969 concerning State-Owned Enterprises.

Nonetheless, following the implementation of Legislation No. 5 of 1962, there is no longer a particular statute controlling regional firms, therefore this law remains the basis for the formation of regional companies. The Minister of Home Affairs Regulation No. 3/1998 on the Legal Form of Regional-Owned Enterprises introduced the term Regional-Owned Enterprises. In this ministerial decree, the legal structure of Regional-Owned Enterprises is specified as either a regional corporation or a limited liability company. Regional-Owned Enterprises in the form of a regional company is subject to the applicable laws and regulations governing regional companies, whereas Regional-Owned Enterprises in the form of a limited liability company is subject to Law Number 1 of 1995 pertaining to Limited Liability Companies, which was replaced by Law Number 40 of 2007 pertaining to Companies Limited.

The goal of this study is to describe and analyze the execution of management policies at Migas Mandiri Pratama East Kalimantan in accordance with East Kalimantan Provincial Regulation No. 9 of 2018. Describe and analyze the supporting and hindering variables in the application of management policies for Migas Mandiri Pratama East Kalimantan, based on East Kalimantan Provincial Regulation No. 9 for 2018. Academic Contributions Theoretically, it is anticipated that the outcomes of this study will advance public policy theory in relation to the execution of Regional-Owned Enterprises management policies. In practice, it is anticipated that the results of this study will serve as input for the Provincial Government of East Kalimantan in an endeavor to improve the quality of management at Migas Mandiri Pratama East Kalimantan as a healthy Regional-Owned Enterprises capable of contributing to the increase of Original Local Government Revenue.

2. LITERATURE REVIEW

In the literature, both broad and specific definitions of public policy have been provided. Dye (in Young & Quinn, 2002: 5) defines public policy broadly as "anything the government chooses to do or not do." Anderson (2006) defines public policy more precisely as "a purposeful course or action pursued by an individual or group of actors in addressing a problem or topic of concern" (a deliberate action or action that is followed by an actor or a series of actors in turning off with the problem or problem of concern).

Sadhana (2011: 46) explains in his book "The Reality of Public Policy" that public policy is one of the most commonly researched aspects of the science of public administration by specialists and scientists. In addition to interdependence (dependence), characteristics of public problems that must be overcome are also dynamic; therefore, solving the problem requires a holistic approach, i.e., an approach that views the problem as an activity from a whole that cannot be separated or measured separately from other factors. For this reason, public policy is required to achieve government objectives.

According to Subarsono (2005: 3), public policies can take the shape of Laws, Government Regulations, Provincial Government Regulations, City/Region Government Regulations, and Mayor/Region Decrees, as well as the utterances of public figures. The premise is that public officials are one of the policy players who contribute to the actual implementation of the policy. According to the many definitions, public policy is a sequence of activities or procedures aimed at achieving goals and overcoming existing impediments.

According to Wahab (1990:123-125), policy implementation is a combination of action and administration. This idea is consistent with the opinion of Peter S. Cleaves, according to whom implementation entails a "process of moving policy objectives through administrative and political procedures. Thus, the success or failure of implementation can be determined by its capacity to effectively run previously developed programs.

3. METHODOLOGY

3.1 Investigate Sites

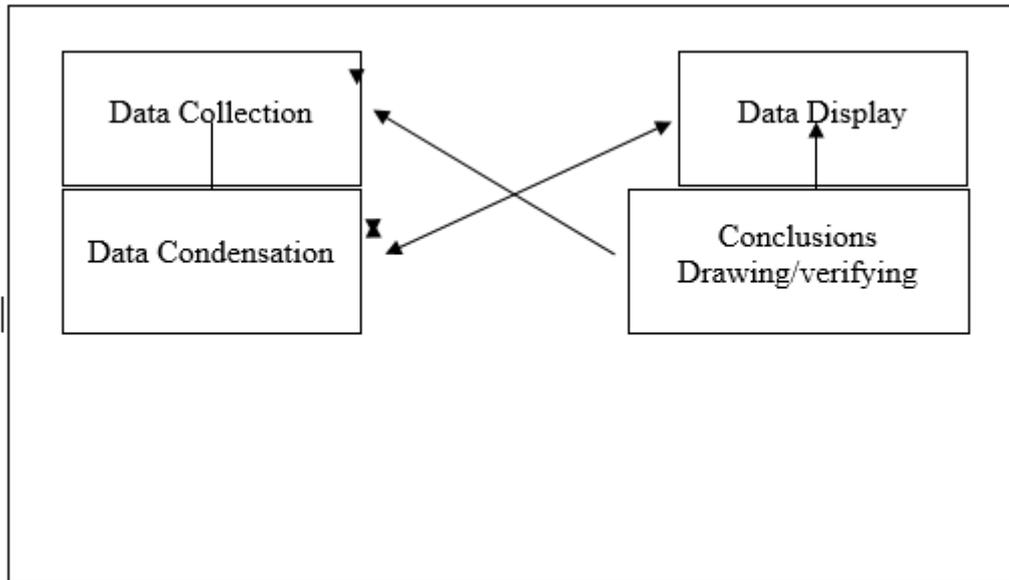
The research was conducted at Migas Mandiri Pratama East Kalimantan (Perseroda), having its address at Jl. Teuku Umar Number 9, Karang Anyar, Sungai Kunjang District, Samarinda City, East Kalimantan Province. The selection of the area is predicated on the fact that Migas Mandiri Pratama East Kalimantan is the largest Regional Owned Enterprise in the Province of East Kalimantan.

3.2 Informant

Informants in this study are regarded knowledgeable and capable of providing information pertinent to the subject under investigation. Five employees of Migas Mandiri Pratama East Kalimantan were selected as sources of information.

3.3 Conclusions Reached

The researcher collected data from the outset, seeking for understandings that lacked a pattern, noting the consistency of explanations, and tracing the chain of causation, which culminated in the researcher's overall data collection.



Picture 1. Inter-Interactive Data Analysis Scheme of Miles, Huberman, and Saldana

Source : Miles, Huberman, and Saldana (2014)

4. RESULTS

Implementation of Migas Mandiri Pratama East Kalimantan's Management Policy. In study on the execution of policies governing the administration of Migas Mandiri Pratama East Kalimantan in accordance with East Kalimantan Provincial Regulation No. 9 of 2018, indicators policy substance and implementation environment will be examined. The Contents of the Policy, In this policy content indicator, the sub-indicators will reveal the interests of the target group, the type of benefits, the desired degree of change, the location of decision- making, program implementation, and the sources. resources involved in implementing policies on the management of Migas Mandiri Pratama East Kalimantan in accordance with East Kalimantan Provincial Regulation No. 9 of 2018.

Group-Specific Interests; the results of interviews with informants regarding the sub-indicators of interest to the target group in the implementation of policies governing the management of Migas Mandiri Pratama East Kalimantan in accordance with Regional Regulation of the Province of East Kalimantan Number 9 of 2018 are presented below. Mr. Edy Kurniawan (President Director of Migas Mandiri Pratama East Kalimantan's stated: "It is evident that the target audience has interests. However, we continue to strive for consistency and professionalism in operating MMP in accordance with existing legislation. This indicates that we are not swayed by the interests of groups or persons whose intentions are unethical. Because it may be deceptive" (Conversation with Mr. Edy Kurniawan, 11 February 2022).

Vice Chairman of Commission II of the East Kalimantan Provincial Regional House of Representatives from the PAN Faction, Mr. Baharuddin Demmu, stated: "Yes, when we discuss MMP, we begin with the hiring of MMP officers. Additionally, there are numerous hobbies there. In Commission II, it was extremely difficult to obtain interview and test results for candidates for director positions. Considering the implementation, there is. Evidently, the provincial government is eager to see its execution. We only hope that we don't end up interfering with the bill's policies to the point that it affects MMP's operations (Interview with Mr. Baharuddin Demmu, 10 April 2022).

Mr. Rusman Jacob (Former Chairman of Commission II of the Provincial Regional House of Representatives of East Kalimantan, PPP Faction) stated: "Yes, I believe there must be, yes, there are interests that, when evaluated from this perspective, could endanger the institution's viability and could also be used for personal gain. Both could be possible. Examining the regulations, it is evident that the determining factor is how MMP as a Perusda must carry out its primary function, i.e., how to generate as much profit as possible in order to become a local government revenue generator. Because municipal governments are prohibited from conducting commerce. In consequence, Perusda became the money-printing machine. I believe that is the primary objective. However, the issue is that when it comes to its interests, there are always two opposing sides" (Interview with Mr. Rusman Yakub, 10 April 2022).

Mr. Bagus Susatiyo (Secretary of Commission II of the Provincial Regional House of Representatives of East Kalimantan, Gerindra Faction) stated: "Therefore, it should be evident that first and foremost, MMP enterprises require human resources, even if specific positions do not fit their qualifications. However, it is hoped that East Kalimantan's human resources will be a priority in this endeavor. Then there is the problem of taxation; the tax revenue must be returned to the East Kalimantan tax. Therefore, the first business data is sent to Original Local Government Revenue. Second, the activities must be designed to be able to employ East Kalimantan residents. Third, all taxes must be returned to the respective areas" (Interview with Mr. Bagus Susatio, 31 May 2022). The results of interviews with informants discussing the types of sub-indicators of advantages in the implementation of policies for the management of Migas Mandiri Pratama East Kalimantan based on East Kalimantan Provincial Regulation No. 9 of 2018 are shown below.

Mr. Edy Kurniawan (President Director of Migas Mandiri Pratama stated: "If the good impact is many things, in fact. For instance, we were instructed to administer the Mahakam Block based on upstream, downstream, and supplementary operations. In this upstream operation, we handle the Mahakam Block in order to receive funds from K3S's national management. Downstream, we endeavor to generate jobs while also increasing dividends. Consequently, the management of the MMP in East Kalimantan has numerous good effects (Interview with Mr. Edy Kurniawan, 11 February 2022).

Vice Chairman of Commission II of the East Kalimantan Provincial Regional House of Representatives from the PAN Faction, Mr. Baharuddin Demmu, stated: Before discussing the beneficial impact, we shall discuss the policy. With the establishment of this regional legislation, the allocation of regional funds is transparent. Well, even though we observe it occasionally, it is not optimal. We are extremely sure that the policies of the MMP's directors and commissioners are effective so that the Original Local Government Revenue targets may be met to promote East Kalimantan's development" (Interview with Mr. Baharuddin Demmu, 10 April 2022).

Desired Level of Alteration; The results of interviews with informants regarding the sub-indicators of the desired degree of change in the implementation of policies pertaining to the management of Migas Mandiri Pratama East Kalimantan based on East Kalimantan Provincial Regulation No. 9 of 2018 are shown below. Mr. Edy Kurniawan (President Director of Migas Mandiri Pratama stated: "Therefore, the priority scale is dependent on the provincial government or interested parties. They are aiming it in our direction. For example, we attempt to optimize F and P dividends upstream. If this is possible, we will attempt to create new employment prospects and tighten the situation from the downstream side. Therefore, the scale is apparent; we want the priority scale. Everything must go to payouts and the field of labor as a top priority. Indeed, this is the situation. Therefore, they devote extra attention to us, as K3S dictates. We depend on the center, both Pertamina as K3S and SKK as well as the Ministry of Energy and Mineral Resources, because oil and gas management is centralized. Consequently, the governor emphasizes the priority scale policies. (Conversation with Mr. Edy Kurniawan, 11 February 2022).

Vice Chairman of Commission II of the East Kalimantan Provincial Regional House of Representatives from the PAN Faction, Mr. Baharuddin Demmu, stated: "When it comes to implementation, we anticipate that MMP will no longer be one of Perusda's major contributors to regional income. We hope that big changes will occur. Prior to MMP, there was not a great deal of income. This is a separate board of directors from PI. We expect them to make a significant contribution to changes in our Original Local Government Revenue " (Interview with Mr. Baharuddin Demmu, 10 April 2022).

Mr. Rusman Jacob (Former Chairman of Commission II of the Provincial Regional House of Representatives of East Kalimantan, PPP Faction) stated: "Yes, if it can be observed and quantified based on annual accomplishments. From the successful completion of the program, we may observe the deposited benefits. What is the size of the contribution, and is there an upward trend? This indicates that the company's performance is satisfactory if the trend of growth per year is consistently upward. However, the definition of "business" is typically fluid. For this reason, the action depends on whether or not each year exhibits a rising tendency. Since the implementation of the Perda policy modification, however, I believe there has been an increase. Nevertheless, the growth did not occur promptly, in my opinion. The rise is somewhat gradual. Perhaps we can determine what and where the problem is" (10 April, 2022, Interview with Rusman Yakub).

Mr. Bagus Susatiyo (Secretary of Commission II of the Provincial Regional House of Representatives of East Kalimantan, Gerindra Faction) stated: "In these actions, the legislation already takes into account the current laws. The MMP represents the Government of East Kalimantan in management decisions. And MMP is part of the agreed-upon distribution, thus its execution must be maximized. Whenever necessary, more than 10 percent may be required. Ten percent of the transaction is shared with nine districts. Yes, more if possible; this is the bare minimum. More than 10 percent should be fought for" (Conversation with Mr. Bagus Susatio, May 31, 2022). Mr. Ali Hamdi (Commission II Members of the East Kalimantan Provincial Regional House of Representatives from the PKS Faction) disclosed: "The priority scale that must be accomplished is dividends that improve the wellbeing of our community. Additionally, they do not want to perform optimally if there is no profit." (Conversation with Mr. Ali Hamidi, 3 July 2022).

Location of Determination; The results of interviews with informants regarding the sub-indicators of the location of decision-making in the implementation of policies governing the management of Migas Mandiri Pratama East Kalimantan based on East Kalimantan Provincial Regulation No. 9 for 2018 will be reported below. Mr. Edy Kurniawan (President Director of Migas Mandiri Pratama) stated: "The governor is an investor. The location of the MMP is determined by the governor. If the President-decision Director's pertains to the RKP, it will continue to involve commercial development. However, the point is that decisions are made based on the governor's policy. After F's entrance, I spoke with the governor. This is what matters most. Because Pertamina, ESDM, and SKK Migas are inextricably linked to the governor's views. Surely, if the governor instructed them to include us, they would. The Deputy Governor is the governor's representative. Who can represent the governor? The Regional Secretary, Assistant II, Regional Economic Bureau, and the Department of Energy and Mineral Resources" (Interview with Mr. Edy Kurniawan, 11 February 2022).

Vice Chairman of Commission II of the East Kalimantan Provincial Regional House of Representatives from the PAN Faction, Mr. Baharuddin Demmu, stated: "If you look at it now, it's the Annual Meeting of Shareholders, correct? It evidently adopted its policy there. There, the MMP's work direction was determined. Well, the other members of the board of directors are currently engaged in improvisational activities; for instance, he will create little gas stations and Prestashops in multiple locations in the future. I believe that this is a new aspect of MMP, and we expect that it can help increase Original Local Government Revenue from previous activities" (Interview with Mr. Baharuddin Demmu, 10 April 2022).

Mr. Rusman Jacob (Former Chairman of Commission II of the Provincial Regional House of Representatives of East Kalimantan, PPP Faction) stated: "Actually, such matters at the annual meeting are merely a matter of general policy. However, this responsibility is with the board of directors, as it is the directors who operate and manage the corporation. It is in the essence of the GMS to evaluate and compile frameworks for the future. Therefore, their performance, including that of the directors, will be evaluated. Therefore, I believe that the most accountable individuals are the directors, whose performance is expected" (Interview with Mr. Rusman Yakub, 10 April 2022).

Mr. Bagus Susatiyo (Secretary of Commission II of the Provincial Regional House of Representatives of East Kalimantan, Gerindra Faction) stated: "In actuality, if we want to be professional, the directors should have an interest. The Commissioner is in charge of overseeing the policy's implementation. Therefore, these directors must be engaged. The second observation is that the income is still burdened by Pertamina determined expenses of recovery. This, however, must be questioned. This cost of recovery should be ten percent, with no reductions. If you truly want this recovery cost to be equitable, it should not exceed 10 percent and should not continue to be shared in an uncertain manner. This includes, in my judgment, Perusda, a firm created by the government of East Kalimantan to serve economic interests. Since the government cannot conduct business. Therefore, we must be professional. Give them the confidence to carry out their tasks, but there must be objectives to be met. If the objective is not met, there should be consequences" (Conversation with Mr. Bagus Susatio, May 31, 2022)

Program Implementation; The results of interviews with informants about the sub-indicators of program implementation in the implementation of policies for the management of Migas Mandiri Pratama East Kalimantan in accordance with East Kalimantan Provincial Regulation No. 9 of 2018 will be provided below. Mr. Edy Kurniawan (President Director of Migas Mandiri Pratama) stated: "In terms of human resources, we are already experts, Lord willing. However, they are not all experts. Regarding construction, we still require capital. But we are professionals in regards to quality, the calculation of oil and gas tax charges, etc. The management of this company is complete, the organizational structure is perfect, and we even have SPI, our client governance, as it has been conducted properly. And only Regional-Owned Enterprises in East Kalimantan has SPI, with the exception of Bank Kaltim, which is regulated by OJK. If we are under the supervision of SPI, the Internal Supervision Unit. An internal auditor exists. God bless you, to what extent is it backed by the implementation resources? It's only our coaches; not all of our coaches wish to comprehend the corporate component" (Interview with Mr. Edy Kurniawan, 11 February 2022).

Vice Chairman of Commission II of the East Kalimantan Provincial Regional House of Representatives from the PAN Faction, Mr. Baharuddin Demmu, stated: "The resources are unquestionable if one examines the chosen candidates. However, it remains inextricable from true kinship links. For instance, the current director of the MMP should be aware of our membership in

the party. Then he should be able to demonstrate that he is no longer in a position to participate in the party. And I, as a member of Commission II, never thought it should have been a requirement yesterday that it be made public that he is no longer a member of the party. Therefore, if we discuss interests, there are factors that influence them (Interview with Mr. Baharuddin Demmu, 10 April 2022).

Mr. Rusman Jacob (Former Chairman of Commission II of the Provincial Regional House of Representatives of East Kalimantan, PPP Faction) stated: "There has just been a change in management. Therefore, this will be observed in the final year of the current book. This means that the new board of directors has only been in place for a few months, not a year. Therefore, we will not know until the end of the year what the book and accomplishments are like. For instance, a growth in excess of 20 to 30 percent from the preceding year indicates a positive trend. Consequently, the issue must be thoroughly investigated" (10 April 2022) Interview with Mr. Rusman Yakub.

Expenditures Involved; The results of interviews with informants addressing the sub-indicators of the resources involved in implementing policies governing the management of Migas Mandiri Pratama East Kalimantan in accordance with East Kalimantan Provincial Regulation No. 9 of 2018 are shown below. Mr. Edy Kurniawan (President Director of Migas Mandiri Pratama) stated: "Already. So, let's simply run it again. Because the utilization of earnings is indeed governed in terms of size and regional development policies, for instance. For this reason, for instance, the 4-5-5 policy is inappropriate. Because of this, and this is one example, not all of us earn money from labor activities. However, if you do not receive money, how will you handle it? Thus, these are the suggestions. I believe that the facilities and infrastructure are adequate. It only depends on our coaches' will" (Interview with Mr. Edy Kurniawan, 11 February 2022).

Vice Chairman of Commission II of the East Kalimantan Provincial Regional House of Representatives from the PAN Faction, Mr. Baharuddin Demmu, stated: "As far as amenities go, I believe that's sufficient. The only thing that has to be emphasized is the connection between the facilities and the human resources. Well, for the individuals on the inside, we wish to avoid the existence of inoperable deposits. In executing the strategy of resource support for both infrastructure and facilities, we trust that this PI's funds are appropriate. And there used to be a substantial amount of investment capital, 160 billion dollars, in addition to private investment capital. We certainly trust that what is not deposited is governed by the Regional Regulation. We hope that the funds that are not deposited will be utilised to construct Original Local Government Revenue -generating facilities. Since the objective is for Perusda to contribute to regional earnings" (Interview with Mr. Baharuddin Demmu, 10 April 2022).

Mr. Rusman Jacob (Former Chairman of Commission II of the Provincial Regional House of Representatives of East Kalimantan, PPP Faction) stated: "I believe it is still a ways off. If you want Ansich to see the oil and gas industry, there are still many things that need to be changed, both in terms of human resources and facilities and infrastructure. Moreover, entering the oil and gas industry requires a substantial investment. This is a capital-intensive enterprise, thus it will also require dependable personnel. Therefore, The existing MMP is still a long way off. Nevertheless, it must be accompanied by preparations for enhancing performance, and an improvement in the quality of human resources must be requested (Interview with Mr. Rusman Yakub, 10 April 2022).

Mr. Bagus Susatiyo (Secretary of Commission II of the Provincial Regional House of Representatives of East Kalimantan, Gerindra Faction) stated: "This company was founded with initial funding. The expectation is that there will be no operational expenses, which are rumored to be challenging, because this is merely a profit-making endeavor. Therefore, a portion of the profits should be used for investment or firm growth. Yes, if you expect government funding, it is no longer conceivable. They must have the ability to maximize their income" (Interview with Mr. Bagus Susatio, 31 May 2022). Mr. Ali Hamdi (Commission II Members of the East Kalimantan Provincial Regional House of Representatives from the PKS Faction) disclosed: There are still numerous infrastructures that require improvement. (Conversation with Mr. Ali Hamidi, 3 July 2022).

On the basis of the research results on the above-mentioned indicators of policy content, it can be concluded that in the implementation of policies concerning the management of Migas Mandiri Pratama East Kalimantan in accordance with Regional Regulation of the Province of East Kalimantan Number 9 of 2018: is unaffected by some group and personal interests that jeopardize the company's continued existence. There are benefits that demonstrate the company's positive impact, such as raising the Original Local Government Revenue of East Kalimantan Province and producing jobs for locals. Significant progress has been made by the company, particularly in its efforts to increase Original Local Government Revenue and provide employment opportunities for locals. The company's highest-level decisions are made at the General Meeting of Shareholders (GMS). In the GMS, a company framework for the following year was developed, and the previous year's performance of the board of directors was evaluated. The business has not been adequately supported by qualified executives (board of directors). In actuality, a system of selection has been utilized in the recruitment of these implementers. And the company has appropriate facilities and infrastructure to sustain its operations. However, it must be improved and developed once more. The business has not been adequately supported by qualified executives (board of directors). In actuality, a system of selection has been utilized in the recruitment of these implementers. And the company has appropriate facilities and infrastructure to sustain its operations.

However, it must be improved and developed once more. The company has not been adequately supported by competent executives (the board of directors). And the company has appropriate facilities and infrastructure to sustain its operations. However, it must be improved and developed once more.

Institutional and Governmental Qualities; The results of interviews with informants regarding the sub-indicators of the characteristics of institutions and authorities in implementing policies regarding the management of Migas Mandiri Pratama East Kalimantan in accordance with East Kalimantan Provincial Regulation No. 9 of 2018 are presented below. Mr. Edy Kurniawan (President Director of Migas Mandiri Pratama) stated: "Not everyone, including stakeholders, government officials, and coaches, understands corporate activity. Consequently, the fact that the government accounting system is distinct from business accounting systems is more significant. On the stakeholder side or from the government, however, the government's report is nearly identical to ours. However, it is distinct. If the funds are available, they must be spent." (Conversation with Mr. Edy Kurniawan, 11 February 2022).

Vice Chairman of Commission II of the East Kalimantan Provincial Regional House of Representatives from the PAN Faction, Mr. Baharuddin Demmu, stated: "The regime communicates with the governor. If we can observe that there were ripples at the beginning of yesterday, roughly three or four months ago, then we can conclude that ripples did occur. It was reported in the media that the Secretary of State fired this director in this instance at that time. However, thank God it did not occur because the governor was opposed. Consequently, what the governor is doing is also, in our perspective, a positive development. Because time should be provided to the new directors to work. It has been only a few months. Give it an opportunity for one or two years before evaluating it. However, if you have only been employed for three months and are suddenly terminated for reasons that are unclear, I don't believe that's a good thing. But, Jacob (Former Chairman of Commission II of the Provincial Regional House of Representatives of East Kalimantan, PPP Faction) stated: "As a user, perhaps this is a better environment for the directors and supervisory bodies to express themselves, innovate, and be creative in increasing the institution's financial potential. I do not believe the user is very invested in offering space. And because the directors are still young, we anticipate that they will be more nimble than in the past (Interview with Mr. Rusman Yakub, 10 April 2022).

Mr. Bagus Susatiyo (Secretary of Commission II of the Provincial Regional House of Representatives of East Kalimantan, Gerindra Faction) stated: "I believe that the current regime environment supports and affords MMP the opportunity to develop its business potential" (Interview with Mr. Bagus Susatio, 31 May 2022). Mr. Ali Hamdi (Commission II Members of the East Kalimantan Provincial Regional House of Representatives from the PKS Faction) disclosed: The East Kalimantan Provincial Government does not interfere excessively with technical concerns. (Conversation with Mr. Ali Hamidi, 3 July 2022).

5. CONCLUSION

On the basis of the discussion of the study's findings, the following were successfully determined. Implementation of policies on the management of Migas Mandiri Pratama East Kalimantan in accordance with the Regional Regulation of the Province of East Kalimantan Number 9 of 2018 has been effective, but there are still hindering issues. In accordance with the "policy content" indicator for the implementation of policies governing the management of Migas Mandiri Pratama East Kalimantan in accordance with Regional Regulation of the Province of East Kalimantan Number 9 of 2018: is unaffected by some group and personal interests that jeopardize the company's continued existence. There are benefits that demonstrate the company's positive impact, such as raising the Original Local Government Revenue of East Kalimantan Province and producing jobs for locals. Significant progress has been made by the company, particularly in its efforts to increase Original Local Government Revenue and provide employment opportunities for locals. The company's highest-level decisions are made at the General Meeting of Shareholders (GMS). In the GMS, a company framework for the following year was developed, and the previous year's performance of the board of directors was evaluated. The business has not been adequately supported by qualified executives (board of directors). In actuality, a system of selection has been utilized in the recruitment of these implementers. And the company has appropriate facilities and infrastructure to sustain its operations. However, it must be improved and developed once more. And the company has appropriate facilities and infrastructure to sustain its operations. However, it must be improved and developed once more. And the company has appropriate facilities and infrastructure to sustain its operations. However, it must be improved and developed once more.

Based on the "implementation environment" indicator, in the implementation of policies governing the administration of Migas Mandiri Pratama East Kalimantan in accordance with East Kalimantan Provincial Regulation No. 9 for 2018, the following is true: The powers, interests, and strategies of the relevant parties are crystal obvious. The powers and interests of the actors have been based on the corridors of the applicable Regional Regulations, and the company's strategy has been implemented in accordance with its stated vision and mission. It is motivated by the environment of the ruling institutions and regimes, which has

supportive and enabling qualities. The new administration has given directors and commissioners room to express themselves, innovate, and be inventive in growing the regional enterprises' business potential.

Based on the aforementioned research findings and their conclusions, the author may propose the following: Regarding the presence of a number of incompetent directors, it is advised that the management of Migas Mandiri Pratama East Kalimantan conduct regular education and training programs for them in accordance with their individual primary responsibilities and roles. In light of the fact that several supervisors of Migas Mandiri Pratama East Kalimantan do not comprehend the corporate concept, it is recommended that the Governor of East Kalimantan Province conduct a special briefing on the working mechanism of the corporation for his officers who serve as supervisors of the company.

Regarding interference by unscrupulous officials, it is suggested that the Board of Commissioners of Migas Mandiri Pratama East Kalimantan collaborate with the authorities to take decisive action in compliance with existing legal laws. It is recommended that Migas Mandiri Pratama East Kalimantan improve its organizational performance, improve the quality of its human resources, conduct business development, and enhance cooperation between similar companies in response to the existence of business competition between similar companies.

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