



**Leadership of the Regional Director of Kolaka Enterprises Company (PERUSDA
Kolaka)**

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Abstract

One of the problems of BUMD is related to the roles and responsibilities of the board of directors and supervisory board in the management of BUMD. Perusda kolaka businesses need to think about market development, product development, innovation, horizontal integration, vertical integration, concentric diversification, and conglomeration diversification. Based on news perusda was faced to many problem such as Allegedly Activities in HPK Area Without IPPKH, and Income to Local Government (PAD ke Pemerintah Kabupaten) revenue in 2019 was Rp. 350,000,000 is low income category. Furthermore, perusda need strategic leadership. Government of Republic Indonesia has released rules for election director of perusda Peraturan Pemerintah Nomor 54 Tahun 2017 tentang Badan Usaha Milik Daerah and Peraturan Menteri Dalam Negeri Nomor 37 Tahun 2018 tentang Pengangkatan dan Pemberhentian Anggota Dewan Pengawas atau Anggota Komisaris dan Direksi pada Badan Usaha Milik Daerah.

Keyword: Leadership, Director, Enterprises Company, and Perusda Kolaka.

Introduction

One of the problems of BUMD is related to the roles and responsibilities of the board of directors and supervisory board in the management of BUMD. Independence and independence from BUMD management is needed in order to achieve BUMD goals. The ideal concept of BUMD management is to increase local revenue and be able to provide services and benefits to the community in general. In other words, the business and social aspects of the goal of establishing a BUMD have been achieved.

Muryanto (2016) shows that the problems of BUMD in realizing the principles of good corporate governance as a whole have two main problems first, namely the existence of agency problems related to the structure and division of roles between BUMD organs. The second relates to the procedures for managing BUMD which are equated with the management of a unit or agency in local government (both related to statutory issues, intervention, administration, and bureaucracy) compared to the procedures for managing BUMD as a pure business entity. The ideal BUMD governance is based on the characteristics and characteristics of the BUMD legal form, ideally for BUMD in the form of Perumda which organizes public benefits in the form of providing quality goods and/or services for the fulfillment of people's livelihoods according to the conditions, characteristics and potential of the Region, which is a business field related to drinking water management (PDAM). As for the Persero, because the capital ownership is not wholly owned by the regional government, and as an open business entity, ideally the line of business to be carried out is related to various businesses and the banking sector (non-drinking water management/PDAM).

Infahni (2011), the management functions carried out at PDAU are generally quite good although there are several obstacles that arise. In the planning activities, it is stated in the PDAU Budget and Expenditure Plan of Salatiga City which includes, among others, the

work plan; budget plan; as well as projected expenditure, income, and profit and loss. However, the Salatiga City PDAU has not implemented operations management in carrying out its activities, including in planning activities. For organizing activities, the details of the work contained in the Director's Regulation concerning job descriptions are carried out. For the division of work in the Salatiga City PDAU, there are still obstacles because it is not fully in accordance with the field of expertise of each employee. Another obstacle is the large number of employees, so that there are employees who do not get jobs. The large number of employees causes a high budget for personnel at PDAU Salatiga City. With the high number of personnel expenditure budgets, it can reduce Salatiga City PDAU income that should be obtained. If the PDAU income is reduced, it will eventually reduce the contribution of PDAU income to the Salatiga City's Original Regional Revenue (PAD). In mobilization activities, communication and motivation are provided for PDAU employees in Salatiga City. And supervisory activities at the Salatiga City PDAU are in the form of the Salatiga City Regional Multi-Business Company Annual Calculation Report. In addition, there are other forms of supervision, namely internal supervision, external supervision carried out by the inspectorate from the Salatiga City Government and public accountants, as well as supervision carried out by the Supervisory Board.

The Vision, Mission and Goals of the Kolaka Regional Enterprises Company

Vision: The realization of an independent, innovative, economic-minded Regional Company with services based on partnerships.

Mission: To support the vision mentioned above, the mission of PD. Kolaka's various businesses are as follows:

- Empowering all potential natural resources and artificial resources is to increase the revenue of Regional Original Income;

- Improving the quality and quantity of coordination with related agencies, offices, and agencies within the district. Kolaka;

- Increasing Cooperation/Partnerships with various companies and investors, both local, regional and national.

Operationalization of the mission mentioned above, PD. Aneka Usaha Kolaka is engaged in the following business fields:

- Mining and Energy businesses include mining, processing, distribution, and their supporting industries;

- Business in the tourism sector includes the development of tourism infrastructure and facilities, hotels and restaurants;

- Business in the field of Construction Services and Non-Construction Services;

- Business in the field of Land, Sea and Air Transportation;

- Business in the field of information includes the development of technology, infrastructure and information facilities;

- Business in the fields of Agriculture, Fisheries, Livestock and Plantation including breeding, processing and distribution;

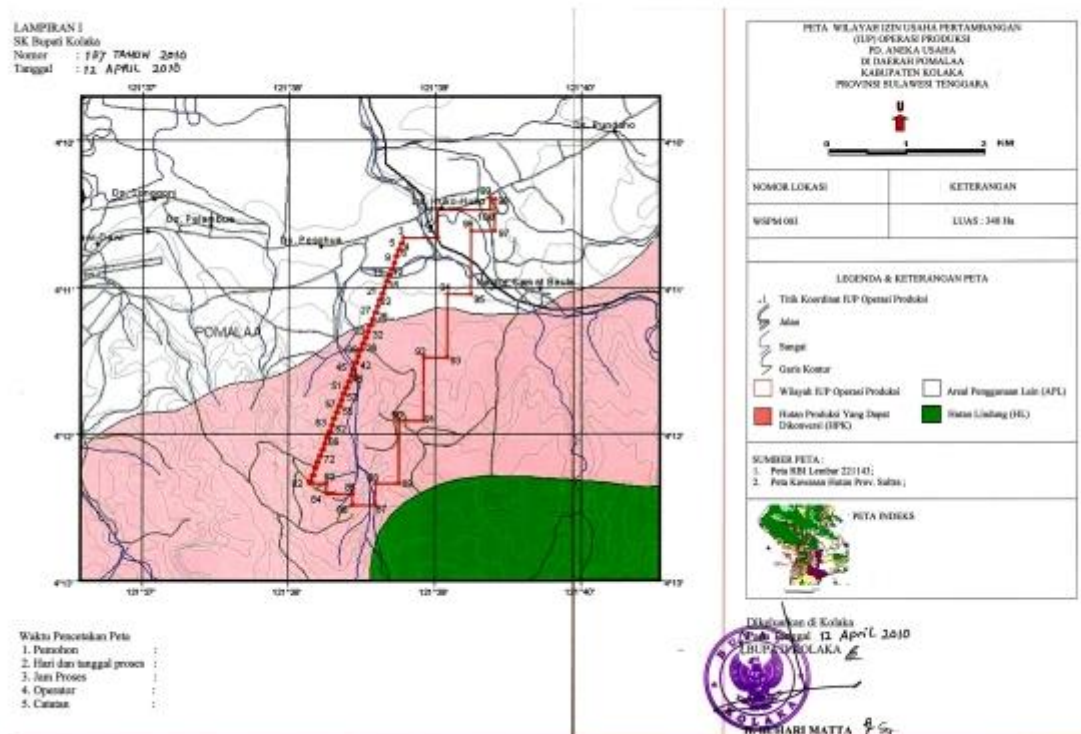
- Business in the forestry sector, covering activities of seeding, planting, logging, sawing, and drying of wood as well as its distribution;

- The business of processing agricultural products in a broad sense and forestry (Agro-Industry);
- Business in the field of Fisheries and Marine includes catching, cultivation, processing, and supporting industries;
- General Trading Business including export, import, local, and industrial trade;
- Conducting Equity Participation in Banks or other companies in the financial sector, such as leasing, venture capital, and insurance;
- Conduct other business activities as long as they do not conflict with the applicable laws and regulations.

Company environment

At this time, local companies, various businesses in Kolaka, only focus on the mineral mining business. Mine location map can be presented as follows:

PETA LOKASI TAMBANG PD. ANEKA USAHA KAB. KOLAKA



Long Term Strategy

In this section perusda various kolaka businesses need to think about market development, product development, innovation, horizontal integration, vertical integration, concentric diversification, and conglomeration diversification.

After determining the business strategy, then the next implementation of the business strategy, who implements the strategy?, what to do?, achieve with synergy, how the strategy is implemented and organize actions, does the structure follow the strategy?.

Problems that need to be solved

Perusda Aneka Usaha Kolaka Allegedly Activities in HPK Area Without IPPKH:
Terkini.id, Kolaka – The red land polemic is constantly being highlighted by several regional

activists in Southeast Sulawesi (Sultra) Province. Perusda) Aneka Usaha Kolaka, which is located in Kolaka district, Pomalaa sub-district, has carried out mining activities in the Converted Production Forest (HPK) area and does not have a Borrow-to-Use Forest Area Permit (IPPKH), Wednesday 26 May 2021. (<https://kendari.latest.id/2021/05/26/perusda-aneka-usaha-kolaka-diduga-beraktif-di-kawasan-hpk-without-ippkh/>).

This is the contents of the letter of warning from BPJN Sultra to the Director of Perusda Kolaka: KOLAKA, WONUANNEWS – The National Road Implementation Agency (BPJN) Southeast Sulawesi has sent a final warning letter to the Regional Company (Perusda) Various Usaha Kolaka according to the results of monitoring of the Perusda nickel ore hauling activity using the national road. The warning letter dated October 8, 2020, signed by the Head of the Southeast Sulawesi BPJN Balai Yohanis Tulak Todingrara, instructs Perusda to implement several points that Perusda considers not yet fulfilled in its hauling activities using the national road in the Pomalaa sub-district. (<https://wonuanews.com/ini-isi-surat-teguran-bpjn-sultra-kepada-dirut-perusda-kolaka/>)

Perusda Kolaka's PAD revenue in 2019 was Rp. 350,000,000 (<https://kolakaposnews.com/2019/08/26/tiga-tahun-perusda-kolaka-only-setor-pad-rp-350-juta/>), then in 2020 Rp 3.5 billion (<https://kolakaposnews.com/2020/12/29/keuntungan-perusda-meningkat-tajam/>). In 2023, what is the PAD target?

Need Strategic Management Leadership?

Regional Public Companies have organs, in accordance with Government Regulation Number 54 of 2017 concerning Regional-Owned Enterprises, consisting of regional heads as regional representatives as proxies for capital owners, directors, and supervisory boards.

The number of members of the Board of Directors of BUMD in the form of a regional public company is determined by the KPM, while the number of members of the Board of Directors for BUMD in the form of a regional company is determined by the GMS. The number of members of the Board of Directors in a Regional Public Company and Regional Public Company is at least 1 (one) person and a maximum of 5 (five) people, and the President Director is appointed from one of the members of the Board of Directors. To be appointed as a member of the Board of Directors of a BUMD, a person must meet the following requirements: a. physically and mentally healthy; b. have expertise, integrity, leadership, experience, honesty, good behavior, and high dedication to advancing and developing the company; c. understand the administration of regional government; d. understand company management; e. have adequate knowledge in the company's line of business; f. the lowest certificate is Strata 1 (S-1); g. a minimum of 5 (five) years of work experience in the managerial field of a legal entity company and has led a team; h. aged at least 35 (thirty five) years and a maximum of 55 (fifty five) years at the time of first registration; i. has never been a member of the Board of Directors, Supervisory Board, or Commissioner who was found guilty of causing the business entity to be led to be declared bankrupt; j. have never been convicted of a criminal act that is detrimental to state finances or regional finances; k. not currently undergoing criminal sanctions; and l. not currently serving as an administrator of a political party, candidate for regional head or candidate for deputy regional head, and/or candidate for member of the legislature.

After the administrative selection is carried out, the next is the Fit and Proper Test. UKK for Candidates for members of the Board of Directors will at least go through the following stages: 1) psychological test (Psychotest is one of the job selection stages that is often applied by many companies, both large companies or types of companies that are still in

the startup category. Psychological tests are used to identify a person's character such as attitude, personality, interest, and intelligence); 2) written skill test; 3) writing papers and business plans (Minimum 10 pages, there are writing provisions, content of original opinions - may add relevant literature - including Vision, Mission, Strategy, PAD Target – Plan, Organize, Direct, Control, Monitor, Evaluate on Man, Method, Market, Machine, Money); 4) presentation of papers and business plans (in the form of power point); and 5) interviews. The assessment of the UKK indicators for the prospective members of the Board of Directors is carried out by giving weights to: 1) Experience in managing a company What is meant by experience in managing a company is that the prospective member of the Board of Directors has a track record of success in managing the organization. In carrying out the track record, involve at least: a) the Regional Intelligence Community; and/or b) Financial Transaction Reports and Analysis Center. 2) expertise; 3) integrity and ethics; 4) leadership; 5) understanding of the administration of regional government; and 6) have a strong will and dedication. Each indicator and weight of the UKK assessment is detailed according to the needs determined by the Selection Committee. The total weight of the indicator assessment is 100% (one hundred percent).

The final UKK score classification includes: 1) above 8.5 (eight point five) recommended is highly recommended; 2) above 7.5 (seven point five) to 8.5 (eight point five) are recommended; 3) 7.0 (seven point zero) to 7.5 (seven point five) are recommended with the development; and 4) below 7.0 (seven point zero) is not recommended. Prospective members of the Board of Directors who are appointed as Candidates for members of the Board of Directors are Prospective Candidates who meet the classification of assessment points 1) to 3.

| No | Indikator UKK | Bobot Penilaian Indikator | Nilai yg Diperoleh atas Indikator UKK (1-10) | Nilai Akhir UKK |
|-----|--|---------------------------|--|-----------------|
| (1) | (2) | (3) | (4) | (5)=(3)x(4) |
| 1. | Pengalaman | 20% | 8,50 | 1,70 |
| | a. ... | | | |
| | b. ... | | | |
| | c. dst | | | |
| 2. | Keahlian | 15% | 7,00 | 1,05 |
| | a. ... | | | |
| | b. ... | | | |
| | c. dst | | | |
| 3. | Integritas dan moral | 15% | 7,00 | 1,05 |
| | a. ... | | | |
| | b. ... | | | |
| | c. dst | | | |
| 4. | Kepemimpinan | 20% | 7,50 | 1,50 |
| | a. ... | | | |
| | b. ... | | | |
| | c. dst | | | |
| 5. | Pemahaman atas penyelenggaraan pemerintahan daerah | 25% | 7,50 | 1,88 |
| | a. ... | | | |
| | b. ... | | | |
| | c. dst | | | |
| 6. | Memiliki kemauan yang kuat dan dedikasi tinggi | 5% | 8,00 | 0,40 |
| | a. ... | | | |
| | b. ... | | | |
| | c. dst | | | |
| | Total | 100% | | 7,58 |

Finally, the final interview will be carried out by the Regional Head to the Candidate members of the Board of Directors, to then determine 1 (one) Candidate for the elected member of the Board of Directors for each position of the member of the Board of Directors. If there is a President Director position, the Regional Head first determines the Elected President Director Candidate

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Peraturan Pemerintah Nomor 54 Tahun 2017 tentang Badan Usaha Milik Daerah

Peraturan Menteri Dalam Negeri Nomor 37 Tahun 2018 tentang Pengangkatan dan Pemberhentian Anggota Dewan Pengawas atau Anggota Komisaris dan Direksi pada Badan Usaha Milik Daerah