

Accountability of Partnership Program Funds in State-Owned Enterprises

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ABSTRACT

This research was motivated by a problem regarding the late payment of bad debts that are not in accordance with the contract of PT Semen Baturaja (Persero), one of State Owned Enterprises, and the limitation of bad debt which has not been maximally carried out. This study aims to look at the accountability of partnership program funds at PT Semen Baturaja (Persero). This research uses descriptive qualitative method. Data collection techniques used in this study were in-depth interviews, observation, and documentation. The results of this study indicate that the accountability of partnership program funds is not good because there are still incomplete and irrelevant financial statement information and there are still fostered partners who do not carry out obligations, receipt of funds that are not in accordance with the specified characteristics and limitation of receivables only once although the number of receivables is increasing.

Keywords: accountability, funds accountability, partnership program

Introduction

PT. Semen Baturaja (Persero) is a company engaged in the cement industry . PT Semen Baturaja (Persero) is a State-Owned Enterprise , with approximately 80% of the company's shares owned by the government and 20% owned by the private sector. As one of the State-Owned Enterprises (BUMN), PT Semen Baturaja (Persero) has a partnership and community development program conducted by BUMN companies as a form of social responsibility to the general public. The partnership program is a program carried out by PT Semen Baturaja (Persero) to provide financial assistance to the community to increase production and sales.

This research is based on the presence of news about the use of partnership program funds from one SOE in Indonesia that is not in accordance with its function so that the occurrence of fraud that causes state losses. The city of Palembang, in this case the researcher chose PT Semen Baturaja (Persero), because the researchers wanted to see the responsibility of the party borrowing the funds which are state assets and must be accounted for to avoid misuse that could cause losses to the company and cause losses to the state finances.

In 2014 the budget funds provided for the partnership program were Rp. 10,998,471,000. The funds are used to fund two sub-loans, namely partnership loans and partnership development in three sectors of the factory area, namely the PT Semen Batu Raja Palembang factory, the PT Semen Baturaja factory, the Baturaja Regency and the PT Semen Baturaja Lampung factory. The realization of the partnership program funding budget from 2012 -2014 decreased but there was also an increase, in 2012 the amount of bad debt was Rp. 2,925,993,291 then decreased in 2013, the total bad debt amounted to Rp. 2,365,695,000. In 2014 the amount of bad debt was Rp. 2,892,349,000 that number shows an increase in bad debts in 2014 So that the percentage of bad debts increased by 22.26%. The following in table 1 explains the available budget funds up to the realization of the partnership program loan budget from 2012-2014:

Table 1. Realization of the 2012-2014 partnership loan and bad debt budget program

No.	Year	Available funds	Budget realization	Bad Debt	Percentage of Bad Debt
1	2012	11,682,684,000	9,788,500,000	2,925,993,291	29.89%
2	2013	9,627,169,000	4,927,500,000	2,365,695,000	48%
3	2014	10,998,471,000	10,50,000,000,000	2,892,349,000	27.53%

Source: PKBL Bureau PT Semen Baturaja (Persero) Palembang, 2015

Each company should have a clear mechanism for implementing the Partnership Program with a substantial amount of funds as shown in table 1 about the realization of the budget for the partnership program from the funds available to carry out the partnership program and the bad debts in the partnership program which are quite large in value. to be used as a potential income for the company so that the funds can be used as funds available to be realized by PT Semen Baturaja (Persero). Non-performing loans which have a large amount

will certainly make an additional contribution to the partnership program in the coming year, with large amounts of funds so that the clarity of these funds is expected to have clear accountability so that in the future the distribution of partnership funds can run effectively and efficiently.

Methods

In this study, the authors used qualitative research methods. In this study the authors used qualitative research methods. Qualitative research aims to reveal qualitative information so that it emphasizes the problem process and meaning by describing a problem. The research conducted is descriptive in nature, which is to find out or describe the reality of the events under study or research conducted on independent or single variables, to understand the Accountability of Partnership Program Funds at PT Semen Baturaja (Persero) in 2014 .

An informant is a person who is used to provide information about the situation and conditions of the research background. Key informants are people who really know the problem to be studied. The *key informants* in this study are 2 (two) PKBL Bureau Heads at PT Semen Baturaja (Persero), 4 (four) business partners who have paid off receivables, and 4 (four) business partners who have bad debt.

Data collection using the interview method by holding meetings and question and answer with the informant to obtain data about things that are related to the discussion of this study. This research was conducted by direct observation of the process of implementing PKBL activities, knowing firsthand the supporting attributes of the PKBL program used to support data obtained through interviews. Documentation is a method used to find data about things or variables in the form of notes or archives about partnership programs, theses, newspaper and magazine books.

The data obtained in the field are quite a lot, for that it needs to be recorded carefully and in detail. Reducing data means: summarizing, choosing the main points and focusing on the important things, looking for themes and patterns and removing unnecessary. Reduced data will provide a clear picture and make it easier for researchers to do further data collection, and look for it if necessary. Data reduction can be assisted by electronic devices such as: computers, by giving codes to certain aspects. With reduction, the researchers summarize, retrieve important data, make categorization, based on uppercase, lowercase letters and numbers. Even non-essential data can be discarded. After the data has been reduced, the next step is to display the data. Display data in qualitative research can be done in the form of: a brief description,

charts, relationships between categories, flowcharts and so on. In research most often used to present data for qualitative research with narrative texts. In addition to data can also be in the form of graphics, matrices, *networks* (networks). The initial conclusions put forward are still temporary, and will change if not found strong evidence that supports the next stage of data collection. However, if the conclusions are indeed supported by valid and consistent evidence when researchers return to the field to collect data, the conclusions put forward are conclusions that are credible.

Results and Discussion

The Performance Variables of the Regional Personnel Agency and Education and Training are measured by referring to 3 (three) dimensions, namely the dimensions of responsiveness, responsibility and accountability, these three dimensions can be used as a reference to measure the performance level of the Regional Employment and Training Agency of Palembang City.

The honesty indicators of financial statements have been done well because based on the discussion on the honesty indicators of financial statements, the financial statements have presented and described the position of receivables as an example of describing events that are published as they are. Indicators of financial statements can be verified as good because they have been audited by an independent auditor, have complete archives that have been audited from 2011-2015 and get a good assessment opinion, so it can be concluded that the dimensions of financial integrity have been applied (table 1).

Table 1. Summary of Financial Integrity Dimensions

No	Indicator	Results
1	Honesty of Financial Statements	<p>Interview : The results of the interview indicate that the report has been made according to procedure, describing the position of accounts receivable and making it involved several people</p> <p>Observation : Researchers have not seen the process of the meeting but saw and heard of cooperation in the form of discussions between employees in a team in completing the financial statements.</p>

2	Financial Statements Can Be Verified	<p>Interview : The financial statements have been verified because the reports have been verified by independent auditors, audited annually and have good ratings from independent auditors.</p> <p>Observation : Based on observations of researchers to see the completeness of the financial statements that have been audited in full from past years until now</p>

The full disclosure indicator shows that the information contained in the financial statements is complete because it has provided mandatory and voluntary information, such as attachment to the position of the receivables forecast program. Meanwhile, relevant information indicators are indicated by the absence of information that provides benefits for determining policies and decision making in addressing the problems of partnership programs, based on the results of the analysis it can be assessed that the disclosure dimension is not good because of the two indicators, there is only one indicator that is categorized already well (table 2).

Table 2 Summary of the disclosure dimension analysis

No	Indicator	Results
1	Presenting <i>full disclosure</i> information	<p>Interview : The results of interviews with PT Semen Baturaja employees show that the presentation of financial statements is in accordance with the rules.</p> <p>Observation : Having sufficiently complete facilities to support the process of making financial statements so that the information presented can be presented in full.</p>

2	Relevant information	<p>Interview : The interview results show that the information contained in the partnership program's financial statements has only predictive and timely benefits</p> <p>Observation : the activities carried out by PT Semen Baturaja are only activities that are environmental development, but for activities or programs in overcoming the problem of partnership has not been seen.</p>
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The indicators of carrying out obligations have not been carried out by the fostered partners, indicators of the use of funds in accordance with the regulations have also not been carried out by the fostered partners and PT Semen Baturaja (Persero) properly due to the uncertainty of the requirements given by PT Semen Baturaja (Persero) to prospective fostered partners so there are many fostered partners who do not know and are not honest with the company, the regulation on how to overcome complaints according to regulations has not been carried out in accordance with this regulation because there are many fostered partners who do not have good faith to work together to overcome the problems of the partnership program, so that an evaluation of the dimensions of compliance with regulations has not well (table 3).

Table 3 Summary of the analysis of compliance with regulations

No	Indicator	Results
1	Carrying out obligations	<p>Interview : The fostered partner has not carried out the obligation because the fostered partner has not submitted the business development report and did not comply with the contract</p> <p>Observation : PT Semen Baturaja Does not have enough employees to exercise control over the fostered partners.</p>
2	Use of funds according to regulations	<p>Interview : Fund distribution has been done according to regulations but there are still fostered partners who are not honest with PT Semen Baturaja</p>

		<p>and fostered partners who do not know the requirements</p> <p>Observation : There are prospective foster partners who do not complete the requirements to become foster partners and there is no clear information about the requirements that can be accessed</p>
3	Pitang restriction in accordance with regulations	<p>Interview : The handling of receivables has not been carried out properly because only rescheduling has been carried out because the fostered partner does not have the good faith to settle the payment of receivables.</p> <p>Observation : Current fostered partners have active business activities, while fostered partners there are businesses that are quiet in demand, locations that are difficult to reach, the faith of fostered partners who do not want to pay loans</p>

Aggrawal (2013); Ararat et al. (2016); Darwis (2009); Detthamrong (2017) explains that accountability comes from English, that is *accountability*, which means the conditions to be accounted for, the conditions for which accountability can be held. The State Administration Agency (LAN) distinguishes accountability in three types of accountability, namely financial accountability, benefit accountability, and procedural accountability. Then according to the State Administration Agency (LAN) (Fahmi, 2014; Hansen, 2014; Hamidah, 2014; Hery, 2015; Huafang, 2001)

Financial accountability is the responsibility regarding the disclosure's financial integrity and compliance with laws and regulations. The target is a financial report that covers the receipt, storage and financial expenditure of government agencies (Iqbal,2017; Jana D, 2018; Javeed, 2017; Kusumajaya, 2011; Mai, 2014; Mulyono, 2018) .

Based on the quote, financial accountability is the responsibility regarding the use of funds which includes revenue, storage and expenditure, the dimensions of financial accountability according to the State Administration Agency (LAN) are: financial integration,

disclosure and compliance with regulations (Zabri, 2016; Wibowo, 2012; Shubita et al.,2012; Roni, 2018; Rimardhani et al.,2016; Raheman 2007).

Conclusions

The dimension of financial integrity has been applied. This is evidenced that the financial statements of the partnership program are presented honestly, namely the existence of financial reporting, both the budget received and the budget used by PT. Semen Baturaja and describes the events that occur as they are, such as the position of the receivables later, the financial statements have been verified or audited by third parties as evidenced by the completeness of the audited records from 2011-2014 and obtain an opinion opinion from an independent auditor.

Disclosure dimension is not good. This is indicated by the lack of information that provides benefits for determining policies and decision making in addressing the problems of the partnership program, although in terms of completeness it has been said to be complete because it contains elements of mandatory and voluntary financial report components such as attachment to the position of receivables and summary of accounting policies.

The dimension of obedience to regulations is not good. This is indicated by the many rules that have not been adhered to by the fostered partners such as many obligations that must be fulfilled by the fostered partner but not implemented, then there are still discrepancies in receiving the program funds because there are fostered partners who are not honest with PT Semen Baturaja, and still there are fostered partners who submit applications but do not complete the requirements, and PT Semen Baturaja has only handled receivables only once although there has been an increase in the number of receivables because there are many fostered partners who do not have the good faith to cooperate in overcoming the problem.

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