

GOOD CORPORATE GOVERNANCE PRINCIPLES IN THE DRIVE THRU VACCINATION PROGRAM OF PT JASA MARGA (PERSERO) TBK IN 2021

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Abstract. Jasa Marga is a state-owned company engaged in the development of toll road infrastructure in Indonesia. Good Corporate Governance (GCG) is the basic reference for the company's activities to comply with applicable principles. As a form of contribution in community, Jasa Marga implements Corporate Social Responsibility (CSR) and/or TJSL activities especially in covid-19 vaccination, which the program being implemented is Drive Thru. This study aims to see the implementation of GCG in the Drive Thru vaccination implemented by Jasa Marga. The method used in this study is a qualitative method with reference to the GCG principles contained in the Regulation of the Minister of State-Owned Enterprises No. 01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises. As for the existing regulations, there are five principles that must be applied to Drive Thru. It is transparency, accountability, responsibility, independence, and fairness. The results of the study explain that Jasa Marga has implemented GCG principles in the TJSL. However, as a company evaluation, it is hoped that the constraints experienced by the community can be minimized, so that in the next program Jasa Marga can provide better and optimal services and/or empowerment

Keywords: covid-19, drive thru, good corporate governance, vaccination.

INTRODUCTION

Article 74, paragraph 1 of Law No. 40/2007 on limited companies states that companies that conduct business activities in the natural resources and/or related to natural resources should be socially and environmentally responsible. This law implies that there is an obligation in the business world to provide feedback in the community around the company. This social responsibility is manifested in Corporate Social Responsibility (CSR).

Stuebs and Li define CSR as a sustainable commitment in business to comply with the ethics of the community and stakeholders. CSR encourages companies to balance the relationship among employees, customers, communities, government, and society (Abdurahman, 2018: 80). The CSR nomenclature in the BUMN cluster has been changed to Tanggung Jawab Sosial dan Lingkungan (TJSL) in Ministerial Regulation No. 05/MBU/IV/2021 concerning TJSL. The TJSL program is implemented based on four pillars, namely social, environmental, economic, legal and governance. Besides Ministerial Regulation No. 05/MBU/IV/2021, the implementation of SER is based on SDGs (Sustainable Development Goals).

One of the BUMN that conduct TJSL activities is PT Jasa Marga (Persero) Tbk. The highway construction requires wide areas, so tree logging should be conducted. In addition, the construction causes air pollution and stops community activities because their land is managed (Kompasiana.com, 2019). As an infrastructure company, the company's activities have an impact on community activities and the operational environment.

Comparable to the operational impact of Jasa Marga, this company also contributes to social conditions due to the covid-19 pandemic. The government implements vaccination as a priority program to create a healthy society during a pandemic. They impose mandatory vaccines in accordance with Presidential Regulation No. 14/2021 concerning the procurement of vaccines and the implementation of vaccinations to deal with the co-19 pandemic.

The government was taking the first step by providing free Covid-19 vaccines to the public in 2021. Based on Covid19.go.id. (2021), around 68% of the public had not implemented the first and second doses of vaccines in August 2021. Therefore, Jasa Marga conducted Drive Thru Vaccination activities as an implementation of TJSL to support the achieving the target of the vaccination program.

The New Public Services perspective states that society is the main factor for running a democratic government (Taufiqurokhman, 2018: 27). According to Denhardt & Denhardt, society is the owner of the public interest so that public administrators should be responsible for providing services and empowering the society through managing public organizations and implementing public policies (Musa, 2017: 109).

Suprijadi (Suryanegoro, 2018: 16) argues that the government and society might be involved to deal with changes in the paradigm of governance in a broader scope or what is called good governance. In this case, good governance is related to the interaction among the government, the private sector, and the community. This interaction is called a partnership which will be implemented through poverty alleviation, disasters, environmental preservation, education, and other programs (Sedarmayanti, 2012: 14).

Corporate governance and/or Good Corporate Governance (GCG) are the basis for implementing company activities so that the company is clean, fair, and sustainable. GCG is a reference for company to conduct all company activities in accordance with applicable laws and principles. Furthermore, Adnyani (2020: 229) states that GCG can provide value-added for all parties concerned. Andrian (2019) states that one of the GCG concept implementations is the implementation of the Corporate Social Responsibility (CSR) program.

Based on the Regulation of the Minister of State-Owned Enterprises Number 01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, the GCG principles include:

1. Transparency is the openness of decision making and disclosure of relevant information about the company;
2. Accountability is the function and accountability of the company's organs for the effective implementation of company activities;
3. Responsibility is the suitability of company management toward the law;
4. Independency is the professional management of the company without influence/pressure from any party; and
5. Fairness is justice and equality to fulfill the rights of stakeholders based on agreements and laws.

Based on the sustainability report in 2021, there is still a lack of analysis regarding the correlation among GCG principles to TJSL activities during the implementation of Drive Thru Vaccination in September 2021. Therefore, this research aimed to analyze the internalization of GCG principles and the implementation of the drive thru vaccination program by PT Jasa Marga (Persero) Tbk.

RESEARCH METHOD

This research was descriptive qualitative research that focus on implementing the principles of Good Corporate Governance in the drive thru vaccination program by PT Jasa Marga (Persero) Tbk in 2021. This research had a focus on research problems, actual characteristics, and described facts of the phenomenon being studied (Anggito, 2018: 7).

This research took place in PT Jasa Marga (Persero) Tbk. Jasa Marga is located at Taman Mini Indonesia Indah Toll Plaza, Jakarta. Miles and Huberman explained that qualitative descriptive research data were primary and secondary data. Data obtained from observation,

interviews, and documentation. Data was analyzed using an interactive model including data condensation, data presentation, and drawing conclusions (Lubis, 2018: 44-45).

RESULT AND ANALYSIS

Based on ISO 26000, the entire TJSL programs had 17 areas of TJSL distribution and core implementation subjects. Implementation of Drive Thru Vaccination is an implementation of TJSL that correlates among social development pillars of Ministerial Regulation No. 05/MBU/IV/2021 with improving good health and welfare based on SDGs as well as fulfilling consumer/community issues based on ISO26000.

The drive thru vaccination program was implemented in Jagorawi in the RMT (Regional Metropolitan Toll) area. In this program, the related head and regional offices bought the unit's name to its implementation. Therefore, head office contributions were conducted through the Corporate Communication & Community Development Group (CCO) unit. The CCO Unit required the Marketing Communication Department to conduct the publication and socialization of the drive thru vaccination program to the public.

1.1 Implementation of Good Corporate Governance Principles

Analysis of the implementation of GCG principles and the implementation of the drive thru vaccination program by PT Jasa Marga (Persero) Tbk utilized 5 (five) principles of Good Corporate Governance (GCG) based on Ministerial Regulation No. 01/MBU/2011. The analysis results showed that:

Transparency

Based on the transparency principle, the openness of the decision-making process is required. Jasa Marga has various TJSL programs. Each program is divided into three parts, namely independent programs, regular programs, and synergy programs among BUMN. Drive Thru Vaccination is a TJSL implementation. This program was one of the major programs with open decision-making and based on social conditions in 2021. Transparency in this program was publicizing activities by the company through social media, websites, and the implementation of media monitoring.

Based on Ministerial Regulation No. 01/MBU/2011, the analysis results of the transparency principle of Jasa Marga SER program have been implemented. It could be seen from the coordination of each department and/or section of the Group Head in various programs.

Accountability

Ministerial Regulation No. 01/MBU/2011 explains that accountability is the unit responsibility regarding the program implementation. TJSL implementation could be seen from the contribution of each section from planning to implementation. The Community Development Department has four sections, namely a) Planning and Controlling Section formulates programs and budgets; b) Partnership Program Section implements sponsorship of TJSL activities; c) Community Engagement & CSR Section implements the TJSL program through contributions to the community; d) Financial Administration Section is the financial section to realize planned TJSL program funds.

Implementation of the Drive Thru Vaccination program took the Corporate Communication & Community Development Group. Therefore, Marketing Communication contributed to the implementation of vaccination as a publication party. In addition, the Regional Division also had a contribution. Meanwhile, risk mitigation from the company through OMM (Operation and Maintenance Management) responsibilities to manage traffic.

Based on the research results, the principle of accountability in the Drive Thru Vaccination program was implemented. It was because the responsibilities of the company's organs were implemented properly and measurably.

Responsibility

Based on Ministerial Regulation No.01/MBU/2011, responsibility is the company's compliance with applicable regulations or policies. TJSL activities were regulated based on the Regulation of the Minister of State-Owned Enterprises Number 05/MBU/04/2021 regarding the BUMN Social and Environmental Responsibility Program.

The Drive Thru Vaccination Program emerged because of the terrible social conditions during the two years of the Covid-19 pandemic. This program is an effort to revocery the situation according to Presidential Regulation Number 14/2021 concerning Procurement of Vaccines and Implementation of Vaccinations for the response of the covid-19 pandemic.

Implementation of Drive Thru Vaccination was also conducted for the implementation of SDGs to improve community welfare as a social responsibility. Jasa Marga conducted Drive Thru Vaccination because vaccines were not evenly distributed in society. Therefore, the company provides vaccination facilities on toll roads according to the company's focus on toll road infrastructure.

The principle of responsibility in Ministerial Regulation Number 01/MBU/2011 could be seen from the basic implementation of the TJSL program, namely community issues and the realization of Ministerial Regulation Number 05/MBU/04/2021 and Presidential Regulation Number 14/2021 by conducting the main duties and functions of the company. It was similar to Zarkasy (in Kelvianto, 2018: 5) which states that companies should comply with laws and regulations and conduct responsibilities towards society and the environment so that long-term business continuity was maintained.

Independence

Personal interests are things that should be avoided by company organs to implement a program. Drive Thru Vaccination is a program based on social conditions and community issues. This program was organized without personal interests, each company organ contribution did not dominate the other and it was related to their responsibilities. Implementation of the principle of Independence in Ministerial Regulation Number 01/MBU/2011 implemented through the implementation of Drive Thru Vaccination based on social issues/conditions.

This issue was contained in ISO 26000 which is the fulfillment of the Company's CSR global standards. This activity was conducted in the public interest. It was validated through the community enthusiasm and the benefits of Drive Thru Vaccination. The researcher concludes that the Drive Thru Vaccination program has relevance among the applicable regulations.

Fairness

The Drive Thru Vaccination Program could be participated by the entire community to fulfill the principle of fairness in Ministerial Regulation Number 01/MBU/2011. The toll road area as a venue was not one of racism towards society. The company was making effort to contribute without leaving the focus, namely the toll road infrastructure sector.

Jasa Marga continued to notice to the company's main duties and functions to contribute to the health sector so that public could get vaccines. The fairness principle was supported by statements from people outside Jakarta and housewives who have participated in the Drive Thru Vaccination program. It became equality in the vaccination program.

1.2 Supporting and Inhibiting Factors

Jasa Marga and other external parties optimized performance so that the implementation of the Drive Thru Vaccination program worked well. However, there was public dissatisfaction regarding offline and online registration. It was because there were long queues. As a new program of Jasa Marga, it is an evaluation so that further programs work well.

Supporting factors for implementing the TJSL program include:

- 1.The implementation of TJSL was supported by external parties through the CSR Award to the company as Jasa Marga's contribution in empowering the community and environment.

- 2.The corporate culture to realize TJSL could be seen from the evaluation of programs so that the results for the community increased.
- 3.The performance of company organs and/or teamwork in TJSL could benefit the society. In addition, the synergy with external parties had a great impact on the TJSL implementation.

On the other hand, the inhibiting factors for the implementation of SER include:

- 1.Society has different characteristics. Inconsistencies in the registration occurred during the Drive Thru Vaccination program so that there were long queues. Community characteristics tend to be inconsistent with company SOPs.
- 2.The administrative process and the provision of facilities and infrastructure became one of the public's complaints during the implementation of Drive Thru Vaccination.

CONCLUSION

It can be concluded that the implementation of the Drive Thru Vaccination program by PT. Jasa Marga (Persero) Tbk has implemented the principles of GCG, namely: transparency, accountability, responsibility, independence, and fairness.

PT. Jasa Marga (Persero) Tbk. is better to maintain the company's website as a digital transformation because the website is the basis for the public to get programs and regulations related to the implementation of SER. In addition, the company is expected to provide a third and/or booster vaccination facility for the community through Drive Thru Vaccination. Community enthusiasm for Drive Thru Vaccination can be the basis for implementing the further program. Companies can also conduct Drive Thru Vaccination programs in other regions.

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