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BOOK OF EXTENDED ABSTRACTS

iVCPPTS 2021

1ST INTERNATIONAL VIRTUAL CONFERENCE ON PUBLIC POLICY AND SOCIAL SCIENCE

iVCPPTS 2021:

**REGIONAL ISSUES IN PUBLIC POLICY
AND SOCIAL SCIENCE
DURING COVID 19 PANDEMIC**

CO-ORGANIZED BY:

**FACULTY OF ADMINISTRATIVE SCIENCE
AND POLICY STUDIES, UTM KEDAH
& FAKULTAS ILMU SOSIAL DAN ILMU POLITIK
UNIVERSITI OF AIRLANGGA (UNAIR)**

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THE DILEMMA BETWEEN ECONOMIC MOTIFS AND SOCIAL RESPONSIBILITY: GOALS AMBIGUITY IN GOVERNMENT-OWNED ENTERPRISE

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EXTENDED ABSTRACT

INTRODUCTION

There is a significant part of the world's economy controlled by public companies. Nevertheless, there remains a scarcity of information on how the interaction between economic (profit) motifs and social (service) goals is carried out by public companies. We address this issue by applying phenomenology research methods to obtain answers to such dilemmas in policy goals. This study focuses on the government-owned water treatment company (PDAM or Perusahaan Daerah Air Minum) by Surabaya Metropolitan government. We use a theoretical understanding of the goals ambiguity, goals conflict, and goals re-prioritization to understand the dilemma of policy goals.

PURPOSE/AIM & BACKGROUND

This paper focuses on the interaction between social and economic goals inherent in the public company. Despite enduring comprehensive reforms to provide good quality water services, it remains important maintaining autonomy and practicing good corporate governance. In so doing, the primary research question proposed for this research is how the social and economic goals are negotiated at regional level public enterprises in developing countries?

METHODOLOGY

To address our research questions, we apply a qualitative approach with grounded research methods by Creswell & Poth (2018). The analysis based on in-depth interviews with board members, executives, bureaucrats, the representatives of the regional-owned company and the corporate agency involved in the management.

FINDINGS/RESULTS

Based on the information, we found the goals conflict in PDAM Surya Sembada was influenced by three factors: economic-centered goals conflicting with social goals, economic-centered goals conflicting with organizational-centered goals, and goals conflict occurs because the conflicting reference groups. At the same time, we also found that in determining the goals re-prioritization, elected officials (the Mayor City of Surabaya and Council) plays dominant roles that can make implementers powerless. As for supporting the explanation, it can be seen in the following picture.

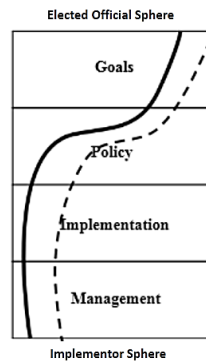
Task for Elected Official (Mayor City of Surabaya and Council)

Determine purpose, scope of service, tax level, constitutional issues.

Pass ordinances, approve new projects and programs, ratify budget.

Make implementation decisions such as site selection, handling complaints, and overseeing administration.

Suggest management changes to manager, review organizational performance in manager's appraisal.



Task for Implementor (PDAM Surya Sembada)

Advise (what company "can" do may influence what it "should" do), analyze conditions and trends.

Make recommendations on all decisions, formulate budget, determine services, distribution formulae.

Establish practices and procedures and make decisions for implementing policy.

Control the human, material, and informational resources of organization to support policy and administrative functions

ORIGINALITY/VALUE

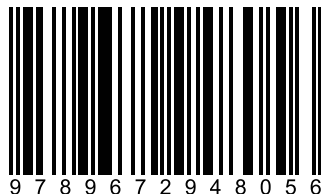
There is a lack of understanding of the context of corporate governance, such as the influence of institutional and organisational structures. Goals conflict is also under-researched at the level of policy formulation in the boardroom because of researchers' limitations. This paper contributes to explain the negotiation of social and economic goals by providing information from workers at the regional-owned company.

CONCLUSION

The dilemma of economic and social goals has implications for the emergence of goals conflict and causes re-prioritization of goals. Accordingly, we build the understanding of negotiation based on the theory of goals conflict in the policy implementation. This paper contributes to an understanding of the dilemma of policy goals at the regional level of developing countries. Subsequently, we recommend that regional-owned Surabaya enterprises seek board member who are knowledgeable about how to balance these two goals. Political intervention from elected official can also lower the quality of achieving policy goals.

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