

## Analisa strategi manajemen perusahaan pertambangan mineral dalam pelaksanaan otonomi daerah di Kabupaten Musi Rawas

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### Abstrak

Analisa strategi manajemen perusahaan pertambangan mineral dalam pelaksanaan otonomi daerah di Kabupaten Musi Rawas" ini, merupakan satu kajian manajemen strategi terhadap Dinas Pertambangan dan Energi yang dibentuk berdasarkan Perda No 2 Tahun 2001 sebagai unit pelaksana teknis Pemerintah Kabupaten dalam menyusun strategi dan peraturan daerahnya guna melaksanakan otonomi daerah kegiatan perusahaan pertambangan kontrak karya diwilayahnya.

Melalui wawancara, diskusi dan kuesioner serta analisa terhadap lingkungan eksternal Dinas tersebut penulis mendapatkan 5 faktor strategis peluangnya dan 5 faktor strategis ancamannya. Selanjutnya dari analisa lingkungan internal didapatkan 5 faktor strategis kekuatan dan 5 faktor strategis kelemahannya.

Dari hasil pengolahan data-data Dinas Pertambangan dan Energi tersebut sesuai hasil analisa matrik SPACE posisi Dinas ada pada kuadran Competitive, sehingga alternatif strateginya adalah strategi Market Penetration dan dari analisa matrik TOWS posisi Dinas berada di kuadran WT dengan alternatif strateginya adalah Joint Venture / Kerjasama. Pada tahap keputusan yang didasarkan analisa matrik QSPM didapatkan nilai strategi Joint Venture 22,29 dan nilai strategi Market Penetration 21,84.

Dalam penetapan keputusan strategi dalam Dinas Pertambangan dan Energi yang merupakan organisasi pemerintahan, maka berdasarkan pertimbangan faktor-faktor efektivitas dan efisiensi desentralisasi kewenangan [6] (Dr. Ir. Dharma Setyawan Salam, Manajemen Pemerintahan Indonesia 2002, Jakarta hal 119), strategi yang tepat dipergunakan untuk melaksanakan kegiatan perusahaan pertambangan kontrak karya adalah strategi kombinasi antara strategi Market Penetration dan strategi Kerjasama dengan Dep. Energi dan Sumberdaya Mineral. Sesuai hasil analisa faktor-faktor strategis di atas, maka di usulkan materi Perda Perusahaan Pertambangan di kabupaten Musi Rawas meliputi hal-hal; Peranan pemerintah (regulasi); iklim perusahaan (teknologi dan finansial); kepemilikan dan sistem perijinan; kepentingan masyarakat dan pengelolaan lingkungan.

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The Analysis of the Management Strategy for Mining Enterprise in Implementing the Local Autonomy in Musi Rawas Regency" The Analysis of the management strategy for Mining Enterprise in implementing the local autonomy in Musi Rawas Regency" constitutes a strategic management study on the District of Mining and Energy which was established based on the Local Regulation No. 2 of 2001 as a technical implementer unit of Regional Government in drafting its local regulation in order to implement the local autonomy on the exploitation activity of mining contract of work around its area.

Through interview, discussion and questioner and analysis for its external environment, writer has found 5

(five) opportunity factors and 5 (five) strategic threat factors. Therefore, in the internal environment analysis has been found 5 (five) strategic strengths and 5 (five) strategic weaknesses. Of the data processing of the District of Mining and Energy in accordance with the SPACE matrix analysis, District position is on the Competitive Quadrant, so its strategy alternative is Market Penetration Strategy, and based on the TOWS matrix analysis, Department position is on the WT quadrant with its alternative strategy is a Joint Venture. On the decision stage based on the QSPM matrix analysis has been found that the value of Joint Venture Strategy is approximately 22.29 and Market Penetration strategy is 21.84.

In taking strategy decision at the District of Mining and Energy as a government organization, therefore in consideration with the effective factors and authority efficiency [6] (Dr. Ir. Dharma Setyawan Salam, Manajemen Pemerintahan Indonesia 2002, Jakarta p. 119), the precise strategy used in implementing the exploitation activity of mining contract of work is a Combination between Market Strategic Penetration and Joint Venture Strategic with the Department of Energy and Mineral Resources. In accordance with analysis for such strategic factors mentioned above, it is proposed the draft of local regulation for Mining Efforts in Musi Rawas including the following matters: the government role (regulation), condition of exploitation (technology and financial); the ownership and license system, the interest of public and environment preservation.