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Implementation of Subsidized Liquefied Petroleum Gas (LPG) Distribution Policy in Kotamobagu City

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Abstract. This study aims to determine and describe the Implementation of Subsidized Liquefied Petroleum Gas (LPG) Distribution Policy in Kotamobagu City along with the supporting and inhibiting factors of the implementation of the policy. This research uses descriptive qualitative methods and data collection techniques through direct observation in the field and interviews. The results showed that the Implementation of Subsidized Liquefied Petroleum Gas (LPG) Distribution Policy in Kotamobagu City as measured by the Provision of Subsidized LPG, Distribution of Subsidized LPG, Subsidized LPG Users and Subsidized LPG Prices has been running well, but there are still some problems found, namely the vacancy of Subsidized LPG stocks at the Sub-Distributor level, Subsidized LPG Distribution that has not been right on target and Subsidized LPG Users who have not been limited based on professional and occupational backgrounds. Supporting factors in the implementation of the Subsidized Liquefied Petroleum Gas (LPG) Distribution Policy in Kotamobagu City are the Subsidized LPG Quota that has been allocated, the existence of Policy Implementers namely the Assignment Business Entity, Distributors and Sub-Distributors of Subsidized LPG, High Retail Price (HET) which has been regulated by the government. While the inhibiting factors are the distribution of subsidized LPG using an open system which results in subsidized LPG being obtained by people from all groups so that it has an impact on the supply of subsidized LPG at the sub-distributor level, the distribution of subsidized LPG that is not on target.

Keywords. Policy Implementation, Distribution, Subsidized LPG, Kotamobagu City Government

A. Introduction

Liquefied Petroleum Gas (LPG) is one of the oil and gas commodities produced by PT Pertamina. Furthermore, as quoted from the Regulation of the Minister of Energy and Mineral Resources Number 28 of 2021 concerning Amendments to the Regulation of the Minister of Energy and Mineral Resources Number 26 of 2009 concerning the Supply and Distribution of Liquefied Petroleum Gas, LPG is a hydrocarbon gas liquefied under pressure to facilitate storage, transportation and handling which basically consists of propane, butane or a mixture of both. LPG is divided into 2 (two) types, namely: a) certain LPG, namely LPG which is a fuel that has specificity due to certain conditions such as users, its use, packaging, volume and / or

price which must still be subsidized, and b) General LPG, namely LPG which is a fuel whose users, use, packaging, volume and price are not subsidized (Bakri et al., 2024) [1].

The government through Law Number 22 of 2001 concerning Oil and Gas, Presidential Regulation Number 70 of 2021 concerning Amendments to Presidential Regulation Number 104 of 2007 concerning the Provision, Distribution, and Pricing of 3 Kg LPG Tubes has implemented the conversion of kerosene to subsidized LPG, namely 3 Kg LPG Tubes. The conversion of kerosene to subsidized LPG aims to diversify energy supply to reduce dependence on fuel, especially kerosene, reduce misuse of subsidized kerosene, government budget efficiency in relation to subsidies, and provide practical and clean fuel for households and micro businesses (Maulana, 2021) [2].

To follow up on the above regulations, the Government then issued Regulation of the Minister of Energy and Mineral Resources Number 28 of 2021 concerning Amendments to Regulation of the Minister of Energy and Mineral Resources Number 26 of 2009 concerning the Supply and Distribution of LPG and then emphasized by the Decree of the Minister of Energy and Mineral Resources Number 37.K/MG.01/MEM.M/2023 concerning Technical Guidelines for the Redistribution of Certain Liquefied Petroleum Gas on Target. These regulations serve as guidelines for the supply and distribution of subsidized LPG (Satyabharda, 2024) [3].

Kotamobagu City is one of the areas in North Sulawesi that has converted kerosene to LPG based on the Decree of the Governor of North Sulawesi Number 205 of 2012 dated July 23, 2012 concerning the Determination of the Highest Retail Price, HET of 3 kg LPG Gas Tubes in North Sulawesi so that people in Kotamobagu City have started using subsidized LPG in their daily lives.

Furthermore, as a follow-up, the Kotamobagu City Government issued Kotamobagu Mayor Regulation Number 40 of 2020 concerning Control and Supervision of the Supply and Distribution of 3 Kilogram Liquefied Petroleum Gas Tubes in Kotamobagu City. The regulation states that several parties play a role in the distribution of subsidized LPG in Kotamobagu City, namely Business Entities in this case PT Pertamina Patra Niaga, Distributors (LPG Agents) and Sub-Distributors (LPG Bases).

But in reality, from the results of observations in the field, there are still frequent vacancies of subsidized LPG stocks at bases so that people find it difficult to get subsidized LPG as well as news that contains subsidized LPG stock vacancies such as referring to news from infosulawesi.com that “The scarcity of 3-kilogram LPG gas continues to occur and hit the Kotamobagu City and surrounding areas. This incident panicked residents to ask the government to take immediate action”, then news from mediasulut.co that ‘Within a week Kotamobagu residents complained about the scarcity of 3-kilogram LPG’.

From the news and reality in the field, the scarcity of subsidized LPG is still a problem in the community and if the cause is not immediately found, this will have a very bad impact on people's lives because subsidized LPG has become a basic daily necessity.

Based on the background of the problem above, the researcher formulates the title of this research as follows “Implementation of Subsidized Liquefied Petroleum Gas (LPG) Distribution Policy in Kotamobagu City”. This study aims to determine and describe the Implementation of Subsidized Liquefied Petroleum Gas (LPG) Distribution Policy in Kotamobagu City along with supporting and inhibiting factors for the implementation of the policy.

B. Method

This research uses descriptive qualitative methods. According to Sugiyono (2017) in Dilapanga et al. (2023), descriptive qualitative research method is research based on the philosophy of postpositivism used to research on natural object conditions where the researcher is the key instrument [4]. In relation to this theory, research on the Implementation of Subsidized Liquefied Petroleum Gas Supply and Distribution Policy in Kotamobagu is to find out the phenomena related to the implementation of subsidized LPG distribution policy in Kotamobagu.

The focus of research in this study is the Subsidized LPG Distribution Policy in Kotamobagu City with sub-focus research namely: a) LPG availability; b) LPG distribution; c) LPG users; and, d) LPG selling price. The data collection techniques used are observation, interview, and document study.

Data source samples are selected purposively and are snowball sampling. Samples of data sources at the initial stage of entering the field are selected by people who have power and authority in the social situation or object under study, so that they are able to “open the door” wherever the researcher will conduct data collection (Sugiyono, 2016) [5]. Based on this theory, researchers will select informants who are directly involved in the 3 kg LPG distribution process, namely: 1) PT Pertamina Patra Niaga Manado; 2) Subsidized LPG Agent; 3) Subsidized LPG Base; 4) Subsidized LPG Consumers.

Data analysis in qualitative research describes the process of systematically tracking and organizing interview transcripts, field notes and other materials so that researchers can present their findings. The steps of data analysis were carried out using the Miles and Huberman (1984) model in Siwij et al. (2023) which goes through 3 (three) stages: data reduction, data display, and conclusion drawing/verification. [6].

C. Result and discussion

Research result

Subsidized Liquefied Petroleum Gas (LPG) Distribution Policy is a policy issued by the Government with the aim of regulating the distribution of certain LPG which includes the Provision of subsidized LPG, Distribution of subsidized LPG, Subsidized LPG selling prices and LPG Users. The implementation of the policy involves parties that determine whether the policy is running well or otherwise. These parties include PT Pertamina Patra Niaga, LPG distributors (agents), LPG sub-distributors (bases) and local governments (Rochman et al., 2023) [7].

Based on the results of research and direct observation, it can be seen that the Implementation of Subsidized LPG Distribution Policy in Kotamobagu City involves several parties including the Assignment Business Entity in this case PT Pertamina Patra Niaga, Filling and Transportation Station for Bulk LPG (SPPBE), LPG Agent, LPG Base, Local Government and Community as subsidized LPG consumers. The role of these various parties greatly affects the distribution of subsidized LPG.

This research was conducted for approximately 2 (two) months from September to October Researchers conducted interviews with key informants who had been determined based on criteria using purposive sampling method. The results of the interviews were then narrated in the form of transcripts using a laptop and presented in the transcript table as attached to this thesis. Based on the results of the interviews, categorization was then carried out based on the main themes adjusted to the problem formulation.

The following research results are described based on several sub-focuses/indicators, namely: a) LPG availability; b) LPG distribution; c) LPG users; and, d) LPG selling price.

Availability of Subsidized LPG

The availability of subsidized LPG is a very crucial thing in meeting the needs of the community so that the role of each party is very important to maintain the availability of subsidized LPG. Table 1 below is the results of interviews with informants in the field that have been processed by researchers describing the findings on the availability indicator of subsidized LPG.

Table 1. Research Findings based on Subsidized LPG Availability Indicator

Indicator	Findings
Susidized LPG Availability	The provision of subsidized LPG cannot be separated from the role of the various parties involved, namely PT Pertamina Patra Niaga, LPG Agents, LPG Bases and Local Governments.
	The subsidized LPG quota for Kotamobagu has been set by the Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources at 6,176 MT.
	The subsidized LPG quota that has been determined is distributed by PT Pertamina to Agents and then to LPG Bases based on the quota that has been determined.
	In terms of consumers, there is still a shortage of subsidized LPG stock at the base.

Source: researcher's primary data (2024)

Based on the research, the subsidized LPG quota in Kotamobagu begins with the submission of the subsidized LPG quota allocation by the Regional Government to the Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources of the Republic of Indonesia (Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources of the Republic of Indonesia) through the Provincial Government of North Sulawesi. Furthermore, based on the proposal, the Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources determines the allocation of subsidized LPG quota for regencies/cities as shown in Table 2 below.

Table 2. Volume Quota of 3 Kg LPG Tubes in 2024

No.	Regency/City	Quota (in Metric Ton/MT)
1	Minahasa Tenggara	5.210
2	Bolaang Mongondow	6.534
3	North Bolaang Mongondow	1.819
4	Minahasa	11.959
5	South Minahasa	8.517
6	North Minahasa	8.596
7	Manado	18.217
8	Tomohon	5.120
9	Bitung	7.498
10	Kotamobagu	6.176
11	South Bolaang Mongondow	1.225

Source: Attachment to Letter of the Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources Number: B-14878/MG.05/DJM/2023.

From the table above, it can be seen that the subsidized LPG quota allocation for Kotamobagu City in 2024 is 6,176 MT. The allocation was submitted by the Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources to PT Pertamina Patra Niaga as a business entity appointed by the Government in the supply and distribution of subsidized LPG.

PT Pertamina Patra Niaga as a subsidized LPG provider distributes the quota given by the Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources of the Republic of Indonesia to Agents in Kotamobagu and then the Agent will distribute the quota to the LPG base under its auspices.

Determination of Certain LPG Refill Volume Quotas Based on the Attachment to the Ministerial Decree of the Minister of Energy and Mineral Resources No. 37.K/MG.1/MEM.M/2023 concerning Technical Guidelines for the Targeted Redistribution of Certain Liquefied Petroleum Gas is described as follows (Yusuf & Saleh, 2024) [8]:

- a) The Regency/City Government proposes a specific LPG refill volume quota based on specific LPG users per district/city per sub-district per village to the Provincial Government.
- b) The Provincial Government shall evaluate and propose the quota of refill volume of certain LPG based on certain LPG users per province per district/city per sub-district per village to the Minister through the Director General.
- c) The Director General evaluates and determines the quota of certain LPG refill volume per district/city by referring to the quota of certain LPG refill volume stipulated in the State Budget (APBN) and its amendments.
- d) Against the determination of the refill volume quota of Certain LPG per district/city, the Director General may reallocate the refill volume quota of Certain LPG per district/city based on the results of monitoring and/or evaluation of the realization and adequacy of the refill volume quota of Certain LPG per district/city.

As a business entity in charge of providing subsidized LPG, PT Pertamina Patra Niaga must meet the needs of subsidized LPG in the region. However, based on the results of research with consumers who use subsidized LPG, there are still frequent stock vacancies at the LPG base.

Distribution of Subsidized LPG

The distribution of subsidized LPG is a process of sending subsidized LPG from PT Pertamina through LPG Agents then to LPG Bases and finally to consumer users. Table 3 below are the results of interviews with informants in the field that have been processed by researchers describing the findings on the indicator of the distribution of subsidized LPG.

Table 3. Research Findings based on Indicator of Subsidized LPG Distribution

Indicator	Findings
Distribution of Subsidized LPG	The distribution of LPG starts from the allocation of subsidized LPG quota determined by the Directorate General of Oil and Gas of the Ministry of Energy and Mineral Resources which is submitted

to PT Pertamina Patra Niaga then becomes a reference for the amount of quota to be distributed during the current year.

PT Pertamina distributes the LPG quota to agents through the LPG Bulk Filling and Transportation Station and then the agents redistribute it to the LPG Base.

The distribution of subsidized LPG from the base to the consumer user must use the KTP because the NIK KTP of the buyer must be inputted into the database of subsidized LPG users in the system.

The system in question is the Merchant Application (MAP) system. Where the system is a system from PT Pertamina Patra Niaga and is made for data collection of subsidized LPG users.

In the system, there are 2 (two) criteria for data collection of LPG users, namely Households and Micro Enterprises.

The input of subsidized LPG users in the Merchant Application (MAP) system is not yet based on employment background so that all buyers from various professions can be served.

There are no purchase restrictions in the Merchant Application (MAP) system yet.

Monitoring of distribution is carried out by PT Pertamina, agents and local government.

Local government has not formed a special team to monitor the distribution of LPG.

The form of monitoring by the Regional Government is to coordinate with PT Pertamina Patra Niaga and LPG Agents related to the distribution of subsidized LPG, then prepare a budget for the implementation of coordination meetings with stakeholders related to the distribution of LPG and at any time also monitor directly in the field together with the Police and the TNI.

In terms of communication about regulations related to the distribution of LPG, it is carried out in stages starting from PT Pertamina Patra Niaga, agents and bases and then conveyed to consumer users.

Source: researcher's primary data (2024)

In order to realize the distribution of subsidized LPG on target, the provisions of laws and regulations have regulated the target users of subsidized LPG consisting of Households, Micro Enterprises, Target Fishermen and Target Farmers. The distribution of subsidized LPG on target aims to a) realize an adequate supply of LPG and can be accessed by the community on an ongoing basis at an affordable price; b) improve welfare and maintain people's purchasing power, and c) ensure the distribution of subsidized LPG can be distributed to subsidized LPG users on target in accordance with predetermined provisions (Febrian et al., 2024) [9].

Table 4. Realization of Subsidized LPG Distribution from PT Pertamina Patra Niaga to Kotamobagu City Agents in 2024

No.	Month	Quota (MT)
1	Januari	539
2	February	489
3	March	554
4	April	533
5	May	529
6	June	491
7	July	528
8	August	522
Total		4.185

Source: Data from Economic and Development Section of Kotamobagu City Regional Secretariat

From the table above, it can be seen that of the total quota of 6,176 MT for Kotamobagu City, the amount of subsidized LPG distributed until August was 4,185 MT or 67.77%. The amount of quota mentioned above is the amount of quota distributed to 3 (three) Agents in Kotamobagu City.

The distribution of subsidized LPG from PT Pertamina to the Agent is based on the quota submitted by the Agent which is usually done once a week, then the LPG quota distributed from the Agent to the Base is based on the quota determined by the agent and the proposal from the Base on the day before distribution. The following is the realization of subsidized LPG distribution from 3 (three) agents in Kotamobagu City along with the number of bases at each agent.

Table 5. Realization of Subsidized LPG Distribution from Agents of PT Gemilang Gas Abadi Kotamobagu City in 2024

No.	Month	Number of Bases	Distribution Quantity (Tubes)
1	Januari	94	61.663
2	February	94	56.560
3	March	94	63.280
4	April	94	61.600
5	May	94	61.040
6	June	94	56.560
7	July	94	61.040
8	August	94	60.480
Total			482.223

Source: Data from Economic and Development Section of Kotamobagu City Regional Secretariat

From the table above, it can be seen that the agent of PT Gemilang Gas Abadi oversees 94 bases with a total distribution of 482,223 tubes of subsidized LPG from January to August 2024. Of all these bases do not get the same quota distribution and distribution time because the subsidized LPG quota is divided from 20 tubes to 100 tubes for bases in one distribution then

for the distribution time of subsidized LPG is divided from every day, 3 times a week, 2 times a week and some only get a ration once a week. The division of quotas and different distribution times is based on several criteria, namely the length of time the base has been operating, compliance in reporting the amount distributed at the base through the application and the number of proposed orders from the base.

Table 6. Realization of Subsidized LPG Distribution from Agents of PT Gemilang Prima Semesta Kotamobagu City in 2024

No.	Month	Number of Bases	Distribution Quantity (Tubes)
1	Januari	97	62.160
2	February	97	56.560
3	March	97	63.280
4	April	97	61.600
5	May	97	61.040
6	June	97	56.560
7	July	97	61.040
8	August	97	60.480
Total			482.720

Source: Data from Economic and Development Section of Kotamobagu City Regional Secretariat

From the table above, it can be seen that the Gemilang Prima Semesta Agent oversees 97 bases and has distributed 482,720 tubes of subsidized LPG from January to August 2024. As the agent of PT Gemilang Abadi Gas, PT Gemilang Prima Semesta also distributes different quotas and distribution times to the bases it oversees with the same determination, namely the subsidized LPG quota is divided from 20 tubes to 100 tubes for bases in one distribution, then for the distribution time of subsidized LPG is divided from every day, 3 times a week, 2 times a week and some only get a ration once a week. The division of quotas and different distribution times is based on several criteria, namely the length of time the base has been operating, compliance in reporting the amount distributed at the base through the application and the number of proposed orders from the base.

Table 7. Realization of Subsidized LPG Distribution from PT Mangimbali Abadi Gas Agent Kotamobagu City Year 2024

No.	Month	Number of Bases	Distribution Quantity (Tubes)
1	Januari	129	55.440
2	February	129	49.840
3	March	129	58.240
4	April	129	54.220
5	May	129	54.320
6	June	129	50.400
7	July	129	53.760
8	August	129	53.200
Total			429.420

Source: Data from Economic and Development Section of Kotamobagu City Regional Secretariat

From the table above, it can be seen that the Agent of PT Mangimbali Abadi Gas oversees 129 bases with a total distribution of subsidized LPG of 429,420 cylinders for the period January to August 2024. As with the previous 2 Agents, the Agent of PT Mangimbali Abadi Gas also applies the same thing to the distribution quota and time.

The Kotamobagu City Regional Government through the Kotamobagu Mayor Regulation Number 40 of 2020 also regulates the Supervision of Subsidized LPG Distribution where in this regulation the Mayor of Kotamobagu forms a Subsidized LPG Supervision and Distribution Team to supervise the distribution of subsidized LPG but based on the results of research and compared with the above regulations, it can be seen that the things done by the Regional Government and PT. Pertamina Patra Niaga in accordance with applicable regulations related to monitoring the distribution of subsidized LPG but the performance of the Government has not been maximized because there is no Special Team in charge of supervising the distribution of subsidized LPG.

Users of Subsidized LPG

LPG user consumers are people who use subsidized LPG in their daily lives. In order to find information about consumers of subsidized LPG users, researchers conducted interviews with informants. Table 8 below are the results of interviews with informants in the field that have been processed by researchers describing the findings on the indicator of subsidized LPG users.

Table 8. Research Findings based on Indicator of Subsidized LPG Users

Indicator	Findings
Users of Subsidized LPG	Anyone can buy subsidized LPG at the base.
	There are no restrictions on buyer criteria based on work background or profession.
	There are no restrictions on the amount of subsidized LPG purchases in the MAP system

Source: researcher's primary data (2024)

Subsidized LPG users are consumers who use subsidized LPG to meet their daily needs. Where subsidized LPG is used for cooking, fishing boats and agricultural water pumps.

The results of research on subsidized LPG users in Kotamobagu City consist of 2 (two) criteria, namely Households and Micro Businesses. This is because the current system is an open purchase system so that everyone is allowed to use subsidized LPG.

Based on the Regulation of the Minister of Energy and Mineral Resources Number 28 of 2021 concerning Amendments to the Regulation of the Minister of Energy and Mineral Resources Number 26 of 2009 concerning the Supply and Distribution of Liquefied Petroleum Gas article 20 paragraph 1 which states that certain LPG users are consumers of household groups, micro business groups, target fishermen groups and target farmer groups who use certain LPG in 3 (three) kilogram cylinder packaging with prices regulated and determined by the Minister.

In this case, the results of research on LPG users are in accordance with applicable regulations. However, the regulations do not regulate the limitations of the "Household" criteria

in subsidized LPG users so that although the physical subsidized LPG cylinder reads “Only for the poor”, consumers of subsidized LPG consist of several groups and professions.

Selling Price of Subsidized LPG

The selling price of LPG is the price value that must be spent to obtain LPG. To find out the selling price of subsidized LPG in Kotamobagu, researchers conducted interviews with informants. Table 9 below are the results of interviews with informants in the field that have been processed by researchers describing the findings on the indicator of the Selling Price of Subsidized LPG.

Table 9. Research Findings based on Subsidized LPG Selling Price Indicator

Indicator	Findings
Selling Price of Subsidized LPG	The selling price of subsidized LPG at the Distributor/Agent handover point is based on Minister of Energy and Mineral Resources Regulation No. 28/2008 on the Retail Selling Price of 3 kilogram LPG cylinders for households and micro businesses.
	The selling price from the base to the agent is regulated by PT Pertamina and for the Kotamobagu area is IDR 15,500.
	The selling price at the base level is based on the Decree of the Governor of North Sulawesi number 60 of 2015 concerning the Determination of the Highest Retail Price of 3-kilogram LPG Gas in North Sulawesi Province.

Source: researcher's primary data (2024)

The selling price of subsidized LPG is the selling price that applies to subsidized LPG both at the level of the Assignment Business Entity, Distributor and Sub-Distributor. The selling price is the price set by the Minister, the Internal Assignment Business Entity and the Provincial Government.

The results of research on the Selling Price of Subsidized LPG that the Selling Price of LPG is different at each level. At the handover point level between PT Pertamina Patra Niaga and Agents, the selling price is based on the Minister of Energy and Mineral Resources Regulation number 28/2008 concerning the Retail Selling Price of 3 kilogram LPG Tubes for households and micro businesses which is IDR.12,750/tube. The selling price of subsidized LPG between agents and bases is determined by PT Pertamina Patra Niaga, for the Kotamobagu area the selling price of subsidized LPG is IDR.15,500/tube. The selling price of subsidized LPG at the base level is based on the Decree of the Governor of North Sulawesi number 60 of 2015 concerning the Determination of the Highest Retail Price of 3-kilogram LPG Gas in North Sulawesi Province, for Kotamobagu City the HET for subsidized LPG is IDR.18,000.

Based on the Regulation of the Minister of Energy and Mineral Resources Number 28 of 2021 concerning Amendments to the Regulation of the Minister of Energy and Mineral Resources Number 26 of 2009 concerning the Supply and Distribution of Liquefied Petroleum Gas in article 24 paragraph 1 which reads “The Minister determines the retail selling price of certain LPG based on a coordination meeting chaired by the minister who organizes coordination, synchronization and control of ministerial affairs in the administration of government in the economic sector” then in article 24A paragraph (1) which reads ‘The Provincial Regional Government together with the Regency / City Regional Government sets

the highest retail price of Certain LPG for Certain LPG Users at the point of delivery at the Sub-Distributor of Certain LPG by taking into account regional conditions, people's purchasing power, reasonable margins, facilities and facilities for the supply and distribution of Certain LPG'.

By comparing the results of the research with the laws and regulations governing the selling price of subsidized LPG, it can be concluded that the selling price of subsidized LPG in Kotamobagu City is in accordance with the provisions.

Discussion

Implementation of Subsidized LPG Distribution Policy in Kotamobagu City

Policy implementation is one of the most crucial stages in the public policy process where the policy implementation stage can determine the success or failure of a public policy (Langkai, 2020) [10]. Based on the results of the study, the researcher will discuss the results of the study using Edward III Theory. Edward III (1984) in Widodo (2021) proposed 4 (four) factors that influence the success or failure of policy implementation. The four factors are communication, resources, dispositions and bureaucratic structure [11].

Communication

Adiwinarni et al. (2020) states that Communication is defined as the process of conveying communicator information to communicants. Policy communication means the process of conveying policy information from policy makers to policy implementers [12]. Prakoso (2021) explains that communication is a process of policy transformation not only to policy implementers but also to target groups [13].

Based on the results of the research, the communication carried out to convey the LPG distribution policy is carried out in stages where PT Pertamina Patra Niaga as the Assignment Business Entity appointed by the Government as a Subsidized LPG Provider receives policies submitted by the Government and then socializes them to LPG Distributors/Agents, then LPG Distributors/Agents convey the policy to Sub-Distributors/LPG Bases. To convey the government policy to LPG User Consumers, Sub-Distributors / LPG Bases convey information directly both orally and in writing where at each LPG Base there are pamphlets containing government policies including the procedure for purchasing Subsidized LPG and the Highest Retail Price.

The local government also has a role in delivering information to agents by conducting coordination meetings with PT Pertamina Patra Niaga, SPPBE, LPG agents and several LPG bases.

From the results of this study, it can be concluded that the Communication Factor in the Implementation of Liquefied Petroleum Gas (LPG) Distribution Policy in Kotamobagu City is running well.

Resources

According to Widodo (2010) in Riswandi (2020) Resources play an important role in policy implementation. These resources consist of human resources, financial resources and equipment resources [14].

Based on the research results, human resources in the Implementation of Subsidized Liquefied Petroleum Gas Distribution Policy in Kotamobagu City are the parties directly involved in the supply and distribution of Subsidized LPG. These parties are PT Pertamina Patra Niaga, SPPBE, LPG Agents and LPG Bases. In Kotamobagu City there is 1 SPPBE that

provides LPG in the form of 3 kg cylinders for distribution to agents, 3 LPG agents and 320 LPG bases.

As for financial resources, according to an excerpt from the Indonesian Information Portal website, the government allocated IDR 87.5 trillion in LPG subsidies in 2024. This amounts to almost half of the energy subsidy of IDR 186.9 Trillion. The funds are used to subsidize 8.5 million MT of LPG, from which Kotamobagu City gets a quota of 6,176MT.

Then for equipment / logistics resources, in terms of the fleet of subsidized LPG carriers, both SPPBE and LPG Agents have sufficient fleets to support the distribution of subsidized LPG. In addition, related to logistics / subsidized LPG quota for Kotamobagu City which amounted to 6,176MT for 2024 has been distributed since January 2024 and until August 2024 the distribution realization reached 67.76%. With the amount of quota that has been distributed, there are still vacant stocks of subsidized LPG at the LPG sub-distributor / base level so that it cannot meet the needs of the community.

From the results of the research above, it can be concluded that the resource factor, especially equipment/logistics resources, is still not optimal in implementing this policy.

Dispositions

Edward III (1980) in Tamami and Suryawati (2022) emphasizes that the success of policy implementation is not only determined by the extent to which policy actors (implementors) know what to do and are able to do it but also determined by the willingness of the policy actors to have a strong disposition towards the policies being implemented [15].

Based on the results of the research it is found that each policy actor carries out its duties, such as PT Pertamina Patra Niaga as the Assignment Business Entity has distributed subsidized LPG to LPG Agents through SPPBE. Likewise, SPPBE supplies subsidized LPG in the form of 3 kg cylinders and is distributed to Agents based on the quota determined by PT Pertamina Patra Niaga. Furthermore, the Agent distributes subsidized LPG to the LPG Base in accordance with the predetermined quota and also the proposed request from the LPG Base. After that, the base, which is the final distributor, distributes subsidized LPG directly to subsidized LPG users.

In addition to distributing Subsidized LPG to Users, the LPG Base is also tasked with collecting data on subsidized LPG users by inputting subsidized LPG user data on the system prepared by PT Pertamina Patra Niaga and also inputting the user's NIK on each purchase of Subsidized LPG in the Merchant Application (MAP) application. Where based on the Regulation of the Minister of Energy and Mineral Resources Number 28 of 2021 concerning Amendments to the Regulation of the Minister of Energy and Mineral Resources Number 26 of 2009 concerning the Supply and Distribution of Liquefied Petroleum Gas that Subsidized LPG Users consist of Households, Micro Enterprises, Target Fishermen and Target Farmers. In Kotamobagu City, the LPG users recorded are Households and Micro Businesses, but in the data collection, especially for "Households", the LPG Base enters data and serves purchases regardless of the background of the buyer's occupation. This is contrary to the regulation that states that subsidized LPG is for households that have been registered with certain institutions/ministries.

Based on the research results, it can be concluded that the attitude of the implementers still does not support the implementation of this policy because what is done is not based on the policy.

Bureaucratic Structure

Even though the resources to implement a policy are sufficient and the implementors know what and how to do it, according to Edward III (1980) in Sormin (2021), policy implementation can be ineffective due to deficiencies in bureaucratic structure. This bureaucratic structure includes aspects such as organizational structure, division of authority, relationships between organizational units within the organization concerned and organizational relationships with other outside organizations [16].

Based on the research results, the policy implementing parties in Kotamobagu City are interconnected in the implementation of policies from the Government, PT Pertamina Patra Niaga, SPPBE, Agents and LPG Bases. As stipulated in the Regulation of the Minister of Energy and Mineral Resources Number 28 of 2021 concerning Amendments to the Regulation of the Minister of Energy and Mineral Resources Number 26 of 2009 concerning the Supply and Distribution of Liquefied Petroleum Gas that the distribution of subsidized LPG starts from the Assignment Business Entity then distributed to the Distributor with the intermediary SPPBE then to the Sub-Distributor. Furthermore, supervision is carried out jointly by the Assignment Business Entity and the Government. Furthermore, related to the Supervision of Subsidized LPG Distribution in Kotamobagu City by the Local Government is carried out by relevant stakeholders, the local government has not formed a special team to conduct supervision so that supervision of subsidized LPG Distribution is not optimal.

From the results of the discussion above, it can be concluded that generally the Bureaucratic Structure has been implemented, but it is not optimal because in terms of supervision there is no Special Team from the Regional Government that monitors the Distribution of Subsidized LPG.

D. Conclusion

Based on the results of research that the implementation of subsidized Liquefied Petroleum Gas (LPG) distribution policy in Kotamobagu City found several things, namely:

- 1) The provision of subsidized LPG is not optimal at the sub-distributor level.
- 2) Subsidized LPG distribution has not been running properly at the sub-distributor level.
- 3) Subsidized LPG users are not yet in accordance with applicable regulations.
- 4) The selling price of subsidized LPG at the sub-distributor level is in accordance with the applicable price ceiling.

Supporting factors in the implementation of the policy implementation of the distribution of Subsidized Liquefied Petroleum Gas (LPG) in Kotamobagu City are the quota of subsidized LPG that has been allocated, the existence of policy implementers namely the Assignment Business Entity, distributors and sub-distributors of subsidized LPG, HET which has been regulated by the government. While inhibiting factors include the distribution of subsidized LPG using an open system which results in subsidized LPG being obtained by people from all groups so that it has an impact on the supply of subsidized LPG at the sub-distributor level, the distribution of subsidized LPG that is not on target.

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