

BUMDes management patterns in improving the village economy at Ngawun Bersatu BUMDes, Tuban Regency

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Abstract

BUMDes as a component of village development serves in creating and growing the village economic sector. BUMDes Ngawun Bersatu owned by Ngawun Village has a rest area business sector with the name tabeplast forest area (TFA) because of its location in the inter-provincial road access. In the managerial BUMDes Ngawun Bersatu has gone well by appointing parties outside the Ngawun Village Government as the directors / managers of BUMDes. The role of the community is still minimal, esrta on bumdes innovation is still not able to develop the potential of other villages in the field of agriculture. BUMDes Ngawun Bersatu has provided employment for youth in managing tourist areas, but it can still be developed again by providing opportunities also to the wider community to provide its products in the tourist area. The development of MSMEs through BUMDes is still not developed, whereas with BUMDes is expected to encourage MSMEs. The development of village potential becomes a big task that bumdes must think about to create a positive economic development for the community that until now has not been optimal development.

Keywords: BUMDes (village own enterprise), managerial, village economy, ngawun bersatu

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1. Introduction

The development of Indonesia's economy has been an essential focus for the central government over the years. The trend of economic development that heavily relies on cities is gradually being reduced by the central government in

its efforts to promote more even development and boost regional economies. The crucial role that regions play in developing the economy is the key to this process. Each region with its respective potential needs to develop independently and harness its unique strengths in line with the

spirit of regional autonomy (Ristanti & Handoyo, 2017). The significant role of self-sufficient regions will create a new development process that isn't solely focused on existing economic centers but also establishes new economic hubs.

The development of village economies has become more appealing with the enactment of Law No. 6 of 2014 on Villages, issued in 2014. This law provides villages with broad authority to manage and develop their economic potential. Village autonomy is a prominent feature of this regulation, as depicted in Table 1. The law empowers village governments and the local community in the entire process, from planning to the implementation of activities, emphasizing local potential (Hariyoko, 2021). Collaboration among various stakeholders, including village governments, the village community, and institutions like Village-Owned Enterprises (BUMDes), is a critical component in creating economic self-sufficiency.

The role of BUMDes (Village-Owned Enterprises) in the village economy, as stated in Regulation of the Minister of Villages, Number 4 of 2015 regarding the Establishment, Management, and Dissolution of Village-Owned Enterprises

(BUMDes), is quite diverse. There are at least 8 objectives mentioned for the existence of BUMDes, one of which is to enhance the village's economy. Economic improvement has various implications for the village itself. The concept of BUMDes can be seen as adopting the management system of State-Owned Enterprises (BUMN) but on a very localized scale, i.e., the village. The management process is entrusted to entities outside the village, with the majority ownership belonging to the village government and may involve ownership by the community. This ownership concept is effective in enhancing the community's sense of ownership in BUMDes. It also indirectly compels the management to operate transparently and responsibly because they are obligated to provide regular reports to the capital owners. Collaboration between stakeholders in BUMDes management often doesn't happen as expected.

BUMDes Ngawun Bersatu has a prominent business line, the Tabeplast Forest Area (TFA), which serves as a rest area on the inter-provincial route between East Java and Central Java (Ngawunesia, 2019). This business supports the development of Ngawun Village as a tourist vil-

Table 1. Changes in the spirit of village development based on changes to village regulations

Aspects	Law No. 6 of 2014	Previous policy
Principles	Recognition	Decentralization
Position	Collaboration between the government and the village community	Part of local government
Authority	Independence from planning to evaluation	Policy targets of the central or regional government
Types of Relationships	Networking	Hierarchical
Demands in the Development Process	Independence	Compliance
Village's Role in Development	Subject	Object
Sustainability of Village Activities	High	Low
Community Involvement in Village Development	Community Participation	Community and resource mobilization
A sense of belonging of village stakeholders	High	Low

lage. Additionally, this business provides employment opportunities for young people in the village to become caretakers of the rest area. The availability of jobs in the village can minimize dependency on urban areas or urbanization (O'Faircheallaigh, 2013). The role of BUMDes can contribute to rural economic development. However, the impact of the COVID-19 pandemic may pose challenges to the main business sector of BUMDes Ngawun Bersatu, which is the tourism area. A direct decline in visitors is expected, so the development of new business lines or innovations based on the village's potential should be explored by BUMDes, which are rooted in the village's resources (Syarifudin & Astuti, 2020). Ultimately, BUMDes will become an institution that offers solutions for village development, with a positive impact on the economic growth of the village community, helping them escape poverty (Direktorat Permukiman dan Perumahan BAPPENAS RI, 2009). The research in this study looks at the business process undertaken by the government, providing contributions, innovation, and alignment with the development vision (Direktorat Permukiman dan Perumahan BAPPENAS RI, 2009; Suwignjo et al., 2022; Wijaya & Sari, 2020). Therefore, this research will provide insights and input regarding the management of BUMDes in a way that involves the village community and is sustainable, so that existing BUMDes can contribute to improving the village's economy.

2. Literature Review

Research on BUMDes (Village-Owned Enterprises) has been conducted by various researchers in Indonesia over the past 10 years. The findings of these studies indicate positive directions in the management of BUMDes in Indonesia and the role of BUMDes in rural economic development. These findings are supported by various policies that provide opportunities for all stakeholders to participate in BUMDes development. However, as of now, there isn't a comprehensive theory that delves deeply into the subject of BUMDes. The theoretical basis for discussing

BUMDes can be derived from the management of State-Owned Enterprises (BUMN) undertaken by the government to build the nation (Suwignjo et al., 2022), but applied in the context of village governments.

Many of the existing studies focus on internal BUMDes management. These studies have revealed several challenges related to human resources as implementers (Zulkarnaen, 2016). The role of human resources can become a more serious issue if it's not supported by effective management systems for BUMDes (Pradani, 2020). Thus, issues related to BUMDes management are crucial aspects that need further research to enhance BUMDes' performance and their role in the village economy (Ihsan, 2018).

In enhancing BUMDes' role in the local economy, it cannot be achieved solely by BUMDes managers and village officials. The role of the community in their interactions with BUMDes is also essential to create a better local economic system. Gayo et al. (2020) emphasize that providing opportunities for the community within BUMDes can be achieved by creating BUMDes that support community economic endeavors. However, on the other hand, Firdaus (2020) suggests that sometimes existing BUMDes can become competitors to community businesses. Therefore, to improve BUMDes, communities can establish mutually supportive relationships in developing the local economy together.

The role of collaboration among these stakeholders needs to be recognized to create a clear direction for village development. Village communities and BUMDes should collaborate to discuss business models that complement each other. Kuncahyo (2018) explains that the existence of BUMDes can lead to economic growth in rural areas. Additionally, villages should be supported in developing locally-based economies that leverage their potential (Hariyoko, 2021).

3. Research Method

This research is a qualitative study with a case study approach, focusing on the specific case

of the development of BUMDes Ngawun Bersatu and its management. The study was conducted in Ngawun Village, Parengan Subdistrict, Tuban Regency. The choice of this research location was made because BUMDes Ngawun Bersatu is one of the best-performing BUMDes in Parengan Subdistrict, Tuban Regency.

Primary data sources used in this research include interviews with stakeholders involved in the management of BUMDes Ngawun Bersatu. This was done by considering the positions and interests of these parties in the management of BUMDes, including the village government, BUMDes Ngawun Bersatu administrators, and the Ngawun Village community. Secondary data sources include the RPJMDes (Village Medium-Term Development Plan), documents related to the establishment of BUMDes, and publications containing information about BUMDes Ngawun Bersatu.

The data analysis method used in this research is the interactive model (Miles et al., 2014), which involves data collection conducted in the field according to the research focus, data presentation in alignment with the research framework or focus, data analysis, and the drawing of research conclusions. The data validation process involved adjusting, understanding, and assembling the acquired data. Any data inconsistencies were confirmed to ensure data validity.

The theoretical framework or focus of the discussion is the basis used to address the research title and problems. The determination of the research focus used a combination of several research findings, given the absence of a comprehensive theory on BUMDes management. This research also combines various approaches to develop a new concept of BUMDes management. The defined research focus includes: (1) The managerial aspects of BUMDes were chosen as the research focus, drawing from Ihsan's (2018) study, which suggests that the internal organization of BUMDes must be well-prepared to provide greater benefits to the community; (2) The involvement of the community in BUMDes management is chosen as a research focus, in line with

the findings from Zulkarnaen (2016), which emphasize the role and forms of community participation in promoting BUMDes; (3) The economic impact on the community is selected as a research focus, aligning with the views of Hariyoko (2021), which stress the development of the local economy, with BUMDes being one of the driving forces. Determining the focus has also been adjusted to the research problem and also the findings in the field.

4. Results and Discussion

BUMDes managerial

The board of directors for BUMDes Ngawun Bersatu consists of villagers from outside the Ngawun Village government. This arrangement complies with Article 11 of Regulation No. 4 of 2015 on the Establishment, Management, Administration, and Dissolution of Village-Owned Enterprises. The role of the village government is mainly advisory, and their accountability comes through annual reporting.

The appointment of BUMDes directors considers their track record, competencies, and business experience. However, sometimes appointees may hold dual roles, remaining active in other economic organizations, which can lead to a lack of dedication and professionalism in managing BUMDes due to their involvement in multiple organizations. Managing a BUMDes demands unique competencies, as it involves interactions with the village government and the community. Innovations are crucial to ensuring the sustainability of BUMDes enterprises.

Innovation plays a critical role in maintaining the viability of BUMDes (Gayo et al., 2020). The primary tourism focus of BUMDes Ngawun Bersatu, for instance, requires continuous improvement based on changing community and visitor needs. Diversification into other business lines must align with evolving requirements and opportunities from regional and national policies. Possibilities include partnerships for vehicle tax payments or becoming a distributor of essential goods. Implementing e-commerce is challenging

due to the nature of BUMDes services, which rely on tangible attractions. Ultimately, BUMDes management must consider multiple factors that foster the institution's growth, encompassing market demands, community needs, human resources, and business methods.

Community involvement in BUMDes management

The participation of villagers in development is an essential requirement for achieving collective goals. Understanding the direction of village development should be comprehended by various segments of the village population (Haliim, 2020). In line with changing times, opportunities for community participation in development have expanded. Such involvement benefits village governments by creating a conducive environment for economic development in the village (Syarifudin & Astuti, 2020). BUMDes is expected to play a more significant role as a catalyst for the rural economy, leveraging the village's potential and providing benefits, such as in the agriculture sector (Maulana et al., 2019).

The form of community participation in BUMDes ownership is an aspect that various village governments can develop. Currently, in BUMDes Ngawun Bersatu, complete ownership remains with the village government, and community members do not hold shares. Community participation as shareholders can encourage more effort in maintaining the business units they own (Manik, 2019). Community involvement in BUMDes management is minimal. However, by involving village communities in the BUMDes management process, numerous new business opportunities can emerge for both BUMDes and the community (Kuncahyo, 2018).

One way to enhance community participation is through share ownership, allowing community members to invest in BUMDes, as per Article 17, paragraph 2 of Regulation No. 4 of 2015 on the Establishment, Management, Administration, and Dissolution of Village-Owned Enter-

prises. Community ownership promotes transparency and accountability, fostering a shared understanding and cooperative planning for BUMDes development (Lestari & Murti, 2015).

Community involvement, particularly through youth groups like Karang Taruna, should be more effectively coordinated with BUMDes. Such involvement can provide valuable experience and job opportunities for young community members (Lestari & Murti, 2015). This approach offers potential for improved and professional BUMDes management in the future, as managers are accountable to the owners of the business.

The support and role of other organizations, such as financing institutions, serve as positive partners in driving BUMDes development. Limited capital within BUMDes can be a constraint for expanding existing businesses or establishing new business lines that support the core enterprise. Financing institutions can play an active role in providing guidance in line with BUMDes' vision. This guidance helps plan and develop businesses that complement existing BUMDes activities (Zulkarnaen, 2016).

Village economic impact by BUMDes

The results of managing BUMDes Ngawun Bersatu have earned them a place among the top 30 BRILIAN villages recognized by BRI (Bank Rakyat Indonesia). The BRILIAN competition is a national competition that involves various potential BUMDes from all over Indonesia. This achievement reflects the outstanding efforts of BUMDes Ngawun Bersatu's management team. The role of the management team is pivotal in maintaining the performance of BUMDes, especially during the ongoing COVID-19 pandemic. BUMDes' success can be further enhanced through business analysis to optimize resource utilization and identify new business opportunities (Diartho, 2017).

Another positive impact of BUMDes Ngawun Bersatu's presence is its ability to generate employment opportunities for the local community.

Developing tourism-based businesses in the village is more accessible by involving the local community in the development process (Rohimah et al., 2018). The participation of the surrounding community in the TFA tourist area, which is the main business of BUMDes Ngawun Bersatu, is crucial. The involvement of the community includes various roles such as managing tourism, food vendors, parking attendants, tire repair services, and snack providers outside the area. The contributions of the community can be further supported by adding new attractions. The addition of new attractions will increase the number of visitors to the TFA tourist area and enhance local awareness of the attraction (Burhan & Mardiah, 2020). Therefore, innovation in improving attractions will be more successful by adding facilities related to the tourist area (Hariyoko et al., 2021).

Another opportunity for BUMDes development is to collaborate with Micro, Small, and Medium Enterprises (MSMEs) in Desa Ngawun, which has not been fully utilized. There are many MSMEs in Desa Ngawun, ranging from agriculture and livestock, snack production, small grocery stores, and more. BUMDes can provide specialized services to these MSMEs by introducing new businesses. For example, in the agriculture and livestock sector, BUMDes can collaborate with suppliers of fertilizers and animal feed to meet the sector's needs. Developing the agriculture sector is a suitable solution that aligns with the community's natural resources and employment sectors (Iryana, 2018). This business line can be established with a larger capacity, so the products sold can be competitively priced in the market. The ability of the management to develop businesses while collaborating with MSMEs is crucial in enhancing the village's economy (Musyafak & Sukarno, 2019). Another expected impact for the community and village government is the contribution of BUMDes to the village's locally generated revenue (PADes), which can be used for village development financing (Putra et al., 2019).

Overview of research recommendations

The results of this research, as shown in Figure 1, indicate that the sole role of the village government is insufficient to develop BUMDes and the local economy. The research focus has revealed that effective BUMDes management requires committed, skilled, and experienced human resources. The management team should also introduce innovative business practices that create new opportunities in the form of business units or more efficient management systems. Over time, cooperation with various stakeholders capable of contributing to BUMDes development is essential. Collaboration with different parties, including the community, is vital in expanding the local economy. Besides the village government's authority in making BUMDes management policies, cooperation should be open and professional so that all participating parties share the same vision for BUMDes development.

Communities have high expectations for positive impacts from BUMDes. Collaboration with the community can take the form of business-to-business partnerships or BUMDes teaming up with other businesses. It can also involve collaboration between BUMDes and community groups such as youth organizations (*karang taruna*), women's organizations (*ibu-ibu PKK*), or other community groups that can act as employees or managers for BUMDes. The final form of collaboration includes enabling community members to own shares in BUMDes, offering them opportunities for participation. An approach that can strengthen research on participation is the concept of collaborative governance (Ansell & Gash, 2008; Prabowo et al., 2021).

The expected economic impact of well-developed BUMDes is that they become an economic unit in the village that provides employment opportunities for the local community, in addition to contributing to the Village's Locally Generated Revenue (PADes). Furthermore, professionally managed BUMDes can help expand the market for products produced by the local community. The economic resilience of the village can

be strengthened when local Micro, Small, and Medium Enterprises (MSMEs) become business partners that complement BUMDes (Steiner & Atterton, 2015).

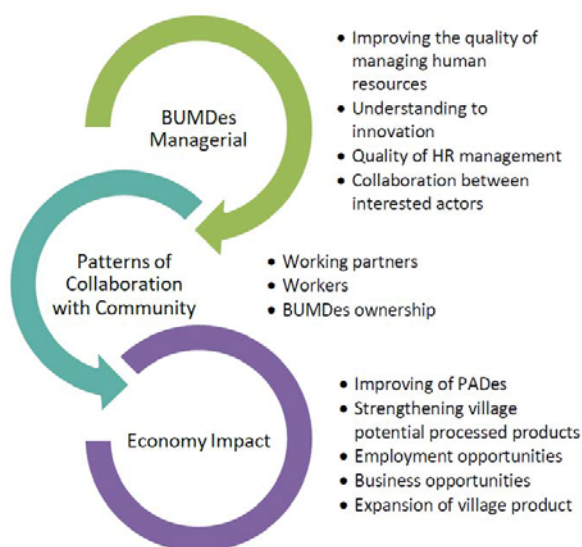


Figure 1. Model of ideal development patterns in BUMDes management

5. Conclusion

The management of Ngawun Bersatu BUMDes is important to research, because in the process there are several findings as follows: (1) The managerial aspects of BUMDes Ngawun Bersatu are functioning effectively, thanks to the appointment of external individuals by the Village Government of Ngawun as the management or board of directors for BUMDes. There's still room for innovation within BUMDes, with potential areas for development in agriculture, livestock, and other community-based enterprises in the village; (2) Community participation is crucial for the sustainability of BUMDes. Currently, community involvement is limited, and this can be enhanced by allowing community members to own shares in BUMDes. The rural community becomes one of the stakeholders responsible for safeguarding the village's assets. The participation of community groups like karangtaruna and

other local organizations has not been fully optimized; (3) BUMDes Ngawun Bersatu has created job opportunities for young people through the management of the tourism area. However, there is still room for further development by providing opportunities for a broader segment of the community to offer their products within the tourism area. The development of Micro, Small, and Medium Enterprises (MSMEs) through BUMDes has not been fully realized, even though the presence of BUMDes is expected to stimulate MSMEs growth. Developing the village's potential is a significant task for BUMDes to generate positive economic development for the community, which has not been fully optimized thus far.

Recommendations that can be given in accordance with the author's research findings regarding BUMDes in their role in improving the village economy are as follows: (1) The development of BUMDes can be achieved by creating new enterprises with clear market concepts or by developing businesses based on market demand. The village government can play an active role in promoting BUMDes by encouraging and supporting their management since the village government is the majority owner of BUMDes. Future research could explore the concept of collaborative governance in BUMDes management, which is closely related to the participation of various stakeholders; (2) Increasing participation from various stakeholders can be accomplished in several ways. One effective approach is to enhance the sense of ownership among the rural community regarding their stake in BUMDes. This can be achieved by distributing BUMDes ownership to community members; (3) While BUMDes has already made a positive economic impact, there are still areas for improvement to further boost the local economy. Efforts can focus on optimizing BUMDes business units and establishing new business lines designed to stimulate the local economy, particularly for Micro, Small, and Medium Enterprises (MSMEs) sector.

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