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IMPLEMENTATION OF VILLAGE-OWNED ENTERPRISES (BUMDes) IN SIBALUNG VILLAGE, KEMRANJEN DISTRICT, BANYUMAS REGENCY

Johar Ma'muri¹, Suryoto², Anggara Setya Saputra³, Mery Lestari⁴

¹Wijayakusuma University Purwokerto, Indonesia, ²Wijayakusuma University Purwokerto, Indonesia

³Wijayakusuma University Purwokerto, Indonesia, ⁴Pontianak State Polytechnic, Indonesia

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ABSTRACT

This research is entitled Implementation of Village Owned Enterprise Management (Bumdes) in Sibalung Village, Kemranjen District, Banyumas Regency. That the role of village economic development is very important in building community welfare. Rural development is one way to eradicate poverty. Village development can be improved through developing the potential of the village economy and becoming a forum for rural communities to develop themselves and their environment independently and in a participatory manner. Village communities have the same rights to participate in growing and developing in building an equitable order of life and welfare. One of the new approaches that is expected to be able to become a driving force for development and the wheels of the village economy is through the establishment of village community economic institutions called Village-Owned Enterprises (BUMDes) as one of the mainstay programs in increasing village economic independence. This study uses a qualitative research method with a case study approach. Where the location of this research is in Sibalung Village, Kemranjen District, Banyumas Regency, which is a village that has a BUMDes which is currently developing. The results of this study are based on the approach to implementing policies and organizational management. The aspect of policy implementation looks at the management of BUMDes in terms of policies, target groups, and environmental factors, of which the three aspects have been going quite well in the implementation of BUMDes in Sibalung Village

Keywords: BUMDes, Policy Implementation

ABSTRAKSI

Penelitian ini berjudul Implementasi Pengelolaan Badan Usaha Milik Desa (Bumdes) Di Desa Sibalung Kecamatan Kemranjen Kabupaten Banyumas. Bahwa peran pembangunan ekonomi Desa menjadi sangat penting dalam membangun kesejahteraan masyarakat. Pembangunan pedesaan merupakan salah satu cara dalam upaya mengentaskan kemiskinan. Pembangunan desa dapat ditingkatkan melalui pengembangan potensi perekonomian desa dan menjadi wadah bersama masyarakat pedesaan dalam membangun diri dan lingkungannya secara mandiri dan partisipatif. Masyarakat desa memiliki hak yang sama untuk ikut tumbuh dan berkembang dalam membangun tatanan kehidupan dan kesejahteraan secara merata. Salah satu pendekatan baru yang diharapkan mampu menjadi penggerak pembangunan dan roda perekonomian desa adalah melalui pendirian kelembagaan ekonomi masyarakat desa yang disebut dengan istilah Badan Usaha Milik Desa (BUMDes) sebagai salah satu program andalan dalam meningkatkan kemandirian

perekonomian desa. Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan studi kasus. Dimana lokasi penelitian ini dilakukan di Desa Sibalung Kecamatan Kemranjen Kabupaten Banyumas, yang mana merupakan desa yang memiliki BUMDes yang saat ini sedang berkembang. Hasil penelitian ini di dasarkan pada pendekatan implementasi kebijakan dan manajemen organisasinya. Adapaun aspek implementasi kebijakan melihat pengelolaan BUMDes dari sisi kebijakan, kelompok sasaran, dan faktor lingkungan, dimana dari tiga aspek tersebut sudah berjalan cukup baik pada pelaksanaan BUMDes di Desa Sibalung.

Kata Kunci: BUMDes, Implementasi Kebijakan

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INTRODUCTION

Policy implementation is one of the stages that have a strategic role that leads to the process of implementing policy values through administrative structures (Chen and Zhang, 2016: 4).

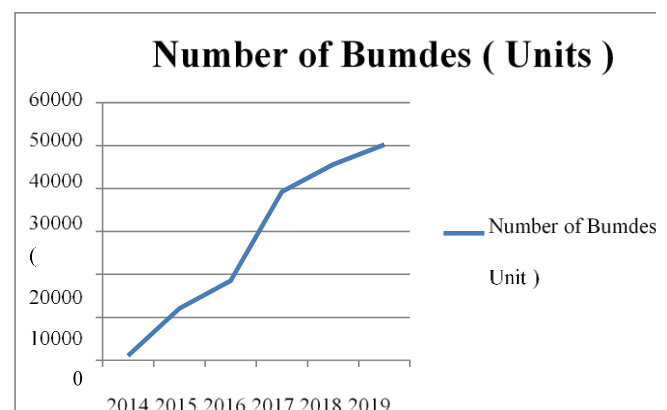
One form of public policy implementation in the field of village economic development is one of the current government's efforts to reduce the gap in rural development . BUMDes as a commercial institution must be able to become a business institution that is able to generate profits in supporting income for increasing village income (Eko, 2007: 5).

Village-Owned Enterprises (BUM Desa) are one of the priorities in village development, so in an effort to form and implement BUMDesa in Indonesia, a policy is needed that can regulate it. With the ratification of the Regulation of the Minister of Villages for Development of Disadvantaged Regions and Transmigration (PDRT) Number 4 of 2015 concerning the Establishment, Management, and Management, and Dissolution of Village-Owned Enterprises, BUMDesa is a government policy program that can be applied in all villages in Indonesia. Furthermore, based on the provisions of the Government Regulation of the Republic of Indonesia Number 11 of 2021 concerning Village-Owned Enterprises article 1 paragraph 1 states that: " Village-Owned Enterprises that hereinafter referred to as BUMDesa, is a legal entity established by the village and / or together with villages to manage businesses, utilize assets, develop investment and productivity, provide services, and / or provide other types of businesses

for the maximum welfare of the village community." There are eight points of purpose for the formation of BUMDesa, namely as follows:

Improving the village economy

- 1.Improving the village economy
- 2.Optimizing village assets to be useful for village welfare
- 3.Improving community efforts in managing the economic potential of villages
- 4.Develop a business cooperation plan between villages and/or third parties
- 5.Creating opportunities and market networks that support the general needs and services of citizens
- 6.Creating jobs
- 7.Improving the welfare of the community through improving public services, growth and equitable distribution of the village economy
- 8.Increase the income of the villagers and the original income of the village. (Warsono & Danarti, 2018)



Source: Minister of Villages, Development of Disadvantaged Regions and Transmigration (Mendes PDDT).

Based on the data above , it can be seen that the number of Village BUM in Indonesia has increased every year. This is based on data that in 2014 there were around 1,022 units of Village BUM then in 2019 it increased to 50,199 units. In addition, the increase in the number of Village BUM is also spread in Central Java Province, this is in accordance with data obtained from Sidesa.jatengprov.go.id.

The number of Village BUM in Central Java Province itself from 2019 to 2020 continues to increase with the following details: In 2019 the number of Village BUM was 4,503 units with the classification of Village BUM, which is the basis of 2,764 units, grew by 1,608 units, grew by 113 units, and advanced as many as 18 units, while in 2020 the number of Village BUM was 5,539 units with the classification of Village BUM, namely basic: 2,820 units, grew by 2,504 units, grew by 171 units, and advanced as many as 44 units.

The development of the number of BUMDes units in Indonesia has increased every year, but on the other hand there are still many BUMDes that are stagnant and even die suri. The Ministry of Villages pdtt Abdul Halim Iskandar will revitalize around 27 thousand Village-Owned Enterprises (BUM Desa) that have been suspended due to economic pressures in the midst of the COVID-19 virus pandemic (<https://m.cnnindonesia.com> accessed on 26/3/2021 at 11.20 WIB). In addition, various problems that cause Village BUM to experience suspended animation, including related to Human Resources who are not competent in the management of BUMDesa, and inaccuracy in choosing the type of business because it is not in accordance with the potential of the Village. Banyumas Regency is one of the regencies in Indonesia that has Village BUM spread across each village in their respective regions.

Table. Data on BUMDes in Banyumas Regency

No	District	Jumis a village that has been Ada BUMDes
1	Wangon	2 Villages
2	Gumelar	3 Villages
3	Pond	4 Villages
4	Sumpiuh	1 Villages
5	Baturraden	4 Villages
6	Contribute	2 Villages
7	Somagede	6 Villages
8	Patikraja	13 Villages
9	Kedungbanteng	14 Villages
10	Kebasen	6 Villages
11	Pekuncen	3 Villages
12	Jatilawang	4 Villages
13	Rawalo	1 Villages
14	Lumbir	5 Villages
15	Cilongok	20 Villages
16	Purwojati	2 Villages
17	Kalibagor	12 Villages
18	Banyumas	3 Villages
19	Ajibarang	3 Villages
20	Twins	1 Villages
21	Kemranjen	2 Villages
22	Sokaraja	3 Villages
	Sum	114 Villages

Source: Dinsos Permades, 2020.

The table above shows the existence of BUMDes in each sub-district and village in banyumas district. In the process of implementation in Banyumas district, not all villages have BUMDes. Out of a total of 22sub-districts, it is true that not all villages have BUMDes. Of the total 301 villages in Banyumas Regency, only 114 villages already have BUMDes and have begun to build BUMDes.

One of the village-owned enterprises (BUMDes) in Sibalung Village, Kemranjen District, has become a BUMDes that can be said to have developed with the development of several business units. The following are business units

developed by BUMDes Sibalung Village , Kemranjen District.

Table. Data of bumdes business unit of Sibalung village

No.	Business Units	Products or activities produced	Information
1	Village market	Perdagangan	Walk
2	Unit UMKM	Service Services	Walk
3	Agricultural Units	Farmland lease	Walk

Source: Sibalung Village BUMDes Sheet

From the table above, it can be seen that the implementation of BUMDes in Sibalung Village, Kemranjen district , can be said well. This is an effort to develop the economy at the village community level. Thus, based on the background of the above problems, it is interesting to be studied in more depth related to the implementation of the management of village-owned enterprises (BUMDes) in Sibalung Village, Kemranjen District.

RESEARCH METHODS

This research uses qualitative research methods used to understand and describe social reality both attitudes, strategies, action motivations and others comprehensively so as to explain conceptually and contextually why reality or social phenomena are recorded (Sugiono, 2013). The informant selection technique used in this study was to use purposive sampling techniques. Data analysis method using Miles, et.al (2014). The location of this study was carried out in Sibalung village, Kemranjen District, which is a village with a calcification of BUMDes management which is already quite good in Banyumas Regency.

HASIL DAN PEMBAHASAN Village-Owned Enterprises

The public sector is something that deals with the public interest, is served by the State and paid with taxes for the welfare of the people. The term "public sector" has various meanings because of the vastness of the public domain so that it has different definitions of si from both economic, social, political, and legal disciplines. According to hakim (2020) the public sector can be understood as an entity whose activities are related to efforts to produce public goods and services in order to meet the needs and rights of the public. Often the term public sector is compared with the private sector. This is because the two terms have their own characteristics and uniqueness. The public sector aims to provide services to the community without seeking profit or profit and is open while the private sector prioritizes profit or profit and is closed (Sembiring, 2017).

The main roles of the public sector are:

1. Regulations related to the regulation of the joint use of public goods or public goods.
2. Enabling role related to facilitating the activities of a diverse community.
3. Direct provision of goods and services related to the provision of goods or services that are needed by the community directly.

In addition, the establishment of business entities is also carried out in rural areas in the form of Village-Owned Enterprises (BUM Desa). There are seven main characteristics that distinguish BUM Desa from other commercial economic institutions, namely as follows:

1. This business entity is owned by the Village and managed jointly
2. Modal business sourced from the Village (51%) and from the community (49%) through capital participation (shares or shares)

3. Operasionalization uses a business philosophy rooted in local culture (local wisdom)
4. The business that is carried out is based on the potential and results of market information
5. The benefits obtained are aimed at improving the welfare of members (capital participation) and the community through village policies (village policies) Difasilitasi by the Government, Provincial Government, Regency Government, and Village Government and seventh, the implementation of operationalization is jointly controlled (Pemdes, BPD, members). (Sembiring, 2017)

Public Policy Implementation

Public policy is one of the discussions that refers to actors such as government agencies, legislatures to choose and take appropriate actions in facilitating the general public (Anderson, 2003:2). A series of public policies, is to implement programs that have been agreed to be implemented. This stage is referred to as the policy implementation stage. Policy implementation is the continuation of government actions sourced from the executive, legislature, and judicial institutions to provide direction for the goals to be achieved. Policy implementation is a process of sustainable problem formulation where problems are formulated, identified, until implemented. Policy implementation is an important stage, where the policy placement process is enforced (Imurana, et al, 2014:196). The decisions implemented became a direction for the government which was then faced by the community to be implemented. The implementation of policy in general is the application of rules played by actors who have the responsibility of implementing the policy.

Meanwhile, according to Smith (1973) policy implementation is influenced by several variables, namely:

1. Idealized policy

That is the pattern of interaction idealized by the drafter with the aim of encouraging the target group to implement the policy.

2. Target groups

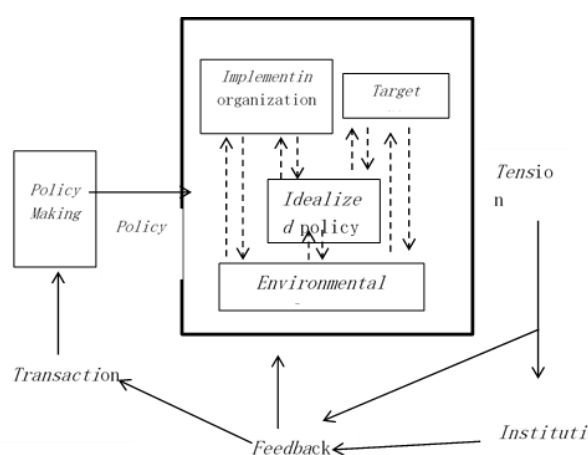
That is part of the stakeholders who are expected to adopt the desired pattern of interaction. They are for stakeholders who are expected to accept and adjust to the interaction patterns determined by the policy. The success of a policy implementation process is seen from how the response or responsiveness of the target group, if the target group is willing to accept and implement the established policy without anyone complaining, the policy will be successful.

3. Implementing organization

That is the executor who is responsible for the implementation. The implementer can be an organization or individual who implements policies in the field by serving as a manager.

4. Environmental factors

Namely, environmental elements that can affect implementation. The last thing that needs to be considered in assessing the performance of the success or failure of policy implementation is the extent to which the external environment contributes to the success of public policies.



1. Idealized policy

In implementing the village-owned enterprises (BUMDes) program, of course, it will

not be separated from the existing policy and regulatory patterns. As the existing BUMDes program cannot be separated from the ideal policy as a pattern of interaction idealized by the drafter with the aim of mendorong target group to implement the policy.

The prospects for effective policy implementation are largely determined by accurate and consistent communication to policy implementers. In addition, coordination is a powerful mechanism in policy implementation. Based on the results of research related to the implementation of the village-owned enterprise program in Sibalung Village, it has a legal basis sourced from Regional Regulation No. 6 of 2016 concerning Village Owned Enterprises, then derived by the existence of Village Regulation (Perdes) No. 2 of 2016 concerning the Establishment of Village-Owned Enterprises. So that by rule, BUMDes in Sibalung Village already has a legal umbrella. Because if there is no legal umbrella, it will be difficult to establish BUMDes.

From this conclusion, it can be seen that from the aspect of the ideal policy in the implementation of the BUMDes program in Sibalung Village, it has been well proven by the existence of village regulations which become the legal umbrella in the implementation of all activities BUMDes.

2. Target groups

The implementation of BUMDes must be adjusted to the socioeconomic conditions of the community so that it is in accordance with the target group. The success of the policy implementation process is seen from how the response or responsiveness of the sasaran group. As for what influences the target group to be able to comply with or adjust to the implemented policy depends on (1) the conformity of the policy content to their expectations; (2) individual characteristics such as gender, level of education, experience, age, and socioeconomic circumstances; (3) communication between policy implementers (implementors) and policy recipients (target

groups) so that this poor communication process will be a weak point in achieving the effectiveness of policy implementation. Relating to target groups in management

BUMDes in Sibalung village can be seen that for the establishment of the BUMDes program in Sibalung Village, it has adapted to the conditions of the community or target group which is adjusted to the socio-economic conditions of the village community.

3. Implementing organization

In the implementation of the BUMDes program, of course, it is carried out by organizations that already have a structure and members in the implementation of business units. In this case, the BUMDes performance organization is responsible for the implementation of all programs and businesses carried out. The implementer can be in the form of an organization or individual who implements policies in the field by serving as a lola, implementation and supervision. The characteristics of the implementing agencies greatly affect the successful implementation of the policy. By looking at the characteristics of implementing institutions, this discussion cannot be separated from the bureaucratic structure. This is important because the performance of policy implementation will be greatly influenced by the right characteristics and matches the implementing agencies. Some policies require policy implementing agencies to be strict and disciplined. Meanwhile, in other contexts, democratic and persuasive implementing institutions are needed. In addition, the scope or area of the territory is an important consideration in determining the implementing agent of the policy.

In relation to the bumdes implementing organization in Sibalung Village, it has been run by the director and the management and head of the BUMDes business unit. The existing BUMDes organization is separate from the village government, this is because BUMDes can be

managed properly and professionally. As stated by the informant in wawancara.

4.Environmental factors

In implementing the village-owned enterprise (BUMDes) program in Sibalung Village, of course, it cannot be separated from various environmental factors that influence, both social, economic, and cultural factors that also affect the implementation of the BUMDes program. The environmental aspects very important in the implementation of policies so that the programs carried out can be as expected. Basically, what needs to be considered in assessing the performance of the success or failure of policy implementation is to the extent that the external environment contributes to the success of public policy. Unsupportive or uncondusive social, economic and political environments can be a source of problems from the failure of the policy implementation process. Therefore, policy implementation efforts require conducive external environmental conditions that can affect policy outcomes or outputs. Related to external other events, the management of BUMDes in Sibalung village is trying to adjust to community conditions and trying to build collaboration and build community participation so that the implementation of the BUMDes program can continue to be encouraged and the community feels that they have existing BUMDes.

CONCLUSION

In the Implementation of Village-Owned Enterprises (BUMDes) Management in Sibalung Village, KEmranjen District, it can be known by looking at the research aspects both in the perspective of policy implementation and in the aspects of BUMDes organizational management. Looking at the implementation aspect, it can be seen that the implementation of BUMDes is seen from four aspects, namely, the ideal policy spec, which is based on policies that become legal umbrellas and on BUMDes in Sibalung village

already has a debate regarding the management of BUMDes, while the target group aimed at the community, while the implementing organization there is the management of BUMDes appointed by the village government, and environmental factors consisting of the social, cultural environment, economy and external environment in achieving the success of the BUMDes program. For the organizational management aspect of BUMDes management, it is seen from the planning aspect which includes a business / business plan plan. Then organizing on the aspects of the structure and division of labor in the management of BUMDes. As well as briefing and evaluation which aims to see the flow of communication and communication in running BUMDes, as well as evaluate all work programs to be achieved in a periodically by BUMDes in Sibalung Village Kecamatan Kemranjen.

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