

BUMDES IMPROVEMENT STRATEGY IN THE COMMUNITY ECONOMY IN LAMATTI RIATTANG VILLAGE

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Abstract

The implementation of BUMDes has not been fully implemented by all villages in Indonesia Until the issuance of Law Number 6 of 2014. Even in its implementation in several regions, the existence of BUMDes has not been able to run effectively and is able to contribute to the development and empowerment of communities in these villages. This study intends to find out the pattern of utilization of BUMDes funds by taking a case study in Lamatti Rattang Village, Bulupoddo District, Sinjai Regency, which is one of the villages implementing BUMDes. Broadly speaking, the aims of this research are first, to find out the role of BUMDes for the community, secondly, to find out the implementation of BUMDes and the third, to find out the supporting and inhibiting factors of BUMDes. This study used a qualitative approach with in-depth interviews with the Lamatti Riattang BUMDes manager and community members involved in BUMDes activities. The data obtained was analyzed descriptively to understand the management practices and impacts of empowering BUMDes in the village of Lamatti Riattang. This research shows that the empowerment of BUMDes in Lamatti Riattang Village has not been maximized but can have a positive impact on improving the village economy and community welfare. BUMDes can be a relevant model for local economic development in other villages. BUMDes Lamatti Riattang needs government support, good cooperation between BUMDes and the community, and effective management to ensure the sustainability and success of BUMDes in the long term.

Keywords: Role of BUMDES; Increasing Welfare.

INTRODUCTION

BUMDES as the smallest political unit of government, the village has a strategic position as a pillar of national development. The village has a lot of potential, not only in terms of population, but also the availability of abundant natural resources. If these two potentials can be managed optimally, it will provide welfare for the villagers. However, it is realized that so far development at the village level still has many weaknesses. Weaknesses in development at the village level are partly due not only to problems with less qualified human resources but also due to financial problems.(Congge, Takdir, and Amar 2023) Various efforts have been made by the government by disbursing various

funds for village development programs, one of which is through Village Owned Enterprises (BUMDes).(Mahendra, n.d.)

According to the Regulation of the Minister of Home Affairs Number 39 of 2010, BUMDes are village businesses formed/founded by the village government where capital ownership and management are carried out by the village government and the community. The purpose of establishing BUMDes is the government's effort to increase the financial capacity of the village government in administering government and increasing people's income through various economic business activities in rural communities. The existence of BUMDes is also strengthened by Law Number 6 of 2014 which is discussed in CHAPTER X articles 87-90 which states, among other things, that the establishment of BUMDes is agreed through village meetings and is managed in a spirit of kinship and mutual cooperation. So it can be said that BUMDes has two main functions, namely as a social institution. and village commercial institutions.(Ubi Laru and Suprojo 2019)

A village is a community unit based on custom and customary law that resides in an area with certain boundaries, has very strong physical and spiritual bonds, both because of heredity and because they share political, economic, social and security interests; have a jointly elected board of directors; has a certain amount of wealth and has the right to manage his own household affairs. In Indonesia, regulations related to villages are regulated in Law Number 6 of 2014 concerning Villages. Article 4 of the law states that there are 9 (nine) objectives of village regulation, one of which reads "encouraging initiatives, movements and participation of village communities for the development of village potential and assets for common welfare".(Sumantri 2021)

BUMDes are also expected to be able to stimulate and drive the wheels of the economy in rural areas. The economic assets in the village must be fully managed by the village community. The substance and philosophy of BUMDes must be imbued with a spirit of togetherness and self-help as an effort to strengthen the economic aspects of its institutions. At this stage, BUMDes will move in tune with efforts to increase the village's original sources of income, drive community economic activities where the role of BUMDes as an umbrella institution is in oversight. This effort is also important within the framework of reducing the role of free-riders who often increase transaction costs in people's economic activities through rent-seeking practices(Kushartono n.d.)

The types of businesses managed by BUMDes have been regulated in ministerial regulations covering services, distribution of nine basic commodities, trading of agricultural products, and/or small and household industries and can be developed according to the potential needs of the village.(Wance, Takdir, and Ferdian 2023) From the various efforts carried out by BUMDes it is hoped that later it can be used for business development, village development, empowering village communities, and providing assistance to the poor through grants, social assistance, and revolving fund activities stipulated in the Village Revenue and Expenditure Budget. The problems to be

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investigated in this activity include the implementation of BUMDes, as well as the role of BUMDes in community welfare and the supporting and inhibiting factors of BUMDes, in Lamatti Riattang Village.

THEORITICAL REVIEW

Definition of BUMDes

Definition of Village Owned Enterprises (BUMDes) according to Permendagri No. 39 of 2010 concerning BUMDes are Village businesses formed/founded by the Village Government whose capital ownership and management are carried out by the village government and the community. Village Owned Enterprises (BUMDes) are village business institutions managed by the community and village government in an effort to strengthen the village economy and are formed based on village needs and potential. 13 According to Article 1 Number (6) of Law Number 6 of 2014 Village Owned Enterprises , hereinafter referred to as BUMDes, is a business entity whose capital is wholly or substantially owned by the Village through direct participation originating from Village assets which are separated to manage assets, services, and other businesses for the maximum welfare of the Village community. 14 In essence the formation of BUMDes is based on village potential, needs and capacity, as an effort to increase community income. As stated in Law Number 32 of 2004 and PP Number 72 of 2005 that in order to increase community and village income, the village government can establish Village-Owned Enterprises (BUMDes) according to the needs and potential of the village. BUMDes was formed on the basis of local community initiatives. Based on cooperative, participatory and emancipatory principles. This is important considering that the professionalism of BUMDes management is truly based on the will (agreement) of the community at large (member base), as well as the ability of each member to be independent in meeting their basic needs, (Hamid and Suzana 2021)

Based on the description above, researchers can conclude that what is meant by BUMDes is a business entity whose capital is partly or wholly owned by the village originating from village assets in order to manage community businesses, trade in agricultural products, provide services and other businesses to increase income. villagers. BUMDes is established by the Village Government. And the management is carried out by the village government and the community in order to obtain mutual benefits and as a source of village original income. (Prasetyo 2016)

Purpose and Objectives of BUMDes Establishment

According to Herry Kamaroesid, the purpose of establishing a Village Owned Enterprise (BUMDes) includes: 1) Improve the village economy; 2) Increasing Village Original Income Sources.; 3) Carrying out public benefits in the form of providing services for the allotment of the livelihoods of village communities; and 4) As a pioneer for business activities in the village. The objectives of establishing a Village Owned Enterprise (BUMDes) include: 1) Increasing the role of village communities in managing other legitimate sources of income; 2) Optimizing village assets so that they

are useful for village welfare; 3) Growing village community economic activities, in village business units; and 4) Increase community creativity in entrepreneurship, for people who still have low incomes.

The Role of BUMDes in Improving the Community's Economy

According to Herry Kamaroesid, the role of BUMDes in improving the community's economy is as follows: 1) Build and manage village potentials and manage the economic capacity of village communities, in an effort to increase people's income; 2) Play an active role in improving the quality of life of the community; 3) Strengthening the community's economy as the basis for the strength and resilience of the national economy with BUMDes as the foundation; 4) Help increase the income and welfare of the community; and 5) Assisting the community in increasing their income so as to achieve prosperity for the community.

Management and Management of Village Owned Enterprises

The BUMDes management organization should be carried out separately from the Village Government organization. 18 The management structure of the BUMDes management organization consists of advisor, Operations Manager And Supervisor. The formation of BUMDes management can be done through deliberations with the village community. In accordance with what has been stated in the regulation of the Minister of Home Affairs Number 39 of 2010 concerning the Rules of Procedure and Deliberation Decision-Making Mechanisms.

It is important to elaborate on the principles of BUMDes management so that it is understood and interpreted in the same way by the village government, members (investors), BPD, district government and the community. There are 6 (six) principles in managing BUMDes, namely: 1) Cooperative, all components involved in BUMDes must be able to carry out good cooperation for the development and survival of their business; 2) Participatory, all components involved in BUMDes must be willing to voluntarily or be asked to provide support and contributions that can drive BUMDes business progress; 3) Emancipatory, all components involved in BUMDes must be treated the same regardless of class, ethnicity, and religion; 4) Transparent, activities that affect the interests of the general public must be known by all levels of society easily and openly; 5) Accountable, All business activities must be accountable technically and administratively; and 6) Sustainable, business activities must be able to be developed and preserved by the community in the BUMDes container.

BUMDes Business Type Classification; 1) BUMDes Banking. BUMDES with the type of banking or a kind of microfinance institution actually existed at the earliest before the presence of other types of BUMDES, even before the term BUMDES itself was born; 2) BUMDes Serving. BUMDes Serving started to grow incrementally in many villages. The limited supply of clean water and the inability of most residents to access clean water have encouraged many villages to manage and

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serve clean water using BUMDes or PAM Desa containers; 3) BUMDes Brokerage. Before there were BUMDes, there were actually many villages that were running village businesses in the form of intermediary services or services such as electricity bill payment services, as well as village markets. This is a simple business, it can even carry out a monopoly, with a clear captive market even though it only operates within the Village itself; 4) BUMDes Renting. BUMDes Renting is a BUMDes that runs a leasing business to serve the needs of the local community and at the same time earn village income. This has been going on for a long time in many villages, especially villages on the island of Java. Examples of the type of rental business are: tractor rental, party equipment, meeting halls, houses, shops, land and milling machine rental; and 5) BUMDes Trading. BUMDes trading basic needs and agricultural production facilities are starting to grow in many villages. This is a simple business, local scale and internal in the village, namely serving the needs of the community (Prasetyo 2016).

Pattern of Management (management)

After the strategy has been determined, in running an organization, of course, there must be good management so that the strategy can be implemented to achieve the goals that have been set. "The term management comes from the word "to manage" which means to manage, manage, or manage. From this meaning, management contains elements of activities that are organizational management that regulate, manage the running of the organization with cooperation between the leaders of the organization and assisted by members of the organization's board. (Destiny, Syam, and Sakrawandi 2021)

Based on this understanding, it can be said that management is a function of every leader who drives the organization in collaboration with members of the organization's board, and utilizes human resources, namely the community, and natural resources in the form of potential within the organization's environment in order to achieve mutually agreed goals. In management activities according to "George R. Terry, these four fundamental functions of management are (1) planning (2) organizing (3) actuating (4) controlling." In management activities there are four functions, namely: planning, organizing, actuating, and controlling.

1. Planning

Planning is the initial act of implementing good management in every organization. Planning is an activity, while the plan is the result of planning. In making good planning, we must be able to look far ahead for the actions we will take, this means that we have minimized the risks that may arise, both the risk of error and the risk of possible failure. "Planning comes from the word plan, which means plan, design, purpose, and intention. Planning means planning."²⁴ Planning is an activity related to the effort to formulate a program which contains everything that will be implemented, setting goals, policies, directions to be taken, procedures and methods to be followed in an effort to achieve organizational goals. George R.

It can be interpreted that planning is the selection of facts and efforts to link between one fact and another, then making estimates and forecasts about conditions and formulations for the future that may be needed to achieve the desired results. "George R. Terry explained that there are three main elements in planning activities, namely: data collection, fact analysis, and preparation of concrete plans."(Mursak and Takdir 2019)

2. Organizing

Organizing is the process of connecting the people involved in a particular organization and integrating their duties and functions within the organization. In the process of organizing, the division of tasks, authorities and responsibilities is carried out in detail based on their respective sections and fields to achieve the goals that have been agreed upon with George R. Terry in Content Nurzaman, explaining, organizing is the establishing of effective behavioral relationships among persons, so they may work together efficiently and gain personal satisfaction in doing selected tasks under given environmental conditions for the purpose of achieving some goals or objectives.

The above opinion provides an understanding that organizing is an effort to create clear task relationships between personnel, so that everyone can work together in good conditions to achieve organizational goals. According to George R. Terry in Content Nurzaman, organizing activities include: a) Dividing work into operational tasks into interrelated units; b) Select and place members in appropriate fields; and c) Adjust authority and duties for each member. Organization can be interpreted as an interaction between people who are in a place to do something or various activities to achieve a common goal. Thus it can be seen that the indicators of the existence of an organization are there are people who work together, there are work activities that are carried out together/coordinated, and there are common goals to be achieved.

3. Actuating

Actuating is an activity that moves and strives for all members to carry out their duties and obligations. The members according to their expertise and proportion carry out plans in concrete activities directed at predetermined goals, by always communicating, giving motivation to each other, carrying out orders and instructions and conducting and conducting supervision by improving the attitude and morale of each employee. According to George R. Terry in Kadar Nurzaman, mobilization is an action or activity carried out by a manager to arouse and encourage all group members so that they want and try sincerely and are in harmony with planning and organizing efforts. Activities in directing a manager to its members, include: a) Participate in decisions, actions and actions; b) Directing others at work; c) Motivate members; and d) Communicate effectively.

4. Supervision (Controlling)

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Supervision is the last action performed by managers in an organization. Supervision (controlling) is the process of observing or monitoring the implementation of organizational activities to ensure that all work being carried out goes according to a predetermined plan. "Supervision is a manager's activity that seeks to ensure that work is in accordance with the established plans and achieves the desired results." With supervision, it is hoped that irregularities in various ways can be avoided so that goals can be achieved. What is planned and carried out correctly according to the results of deliberations and the utilization of material resources will support the realization of organizational goals. A control process that will ensure standards for achieving goals,

This opinion implies that supervision is a systematic effort in determining what has been achieved which leads to performance appraisal and the importance of correcting or measuring performance based on predetermined plans (Takdir and Jusniaty 2019). Supervision consists of research on work results in accordance with work plans/programs, reporting and evaluation of work results, and data collection on various problems. Methods in Supervision can be divided into three, namely: a) Supervision that is top down, namely supervision carried out from the direct superior to the subordinates; b) Bottom up, namely supervision carried out from subordinates to superiors; and c) Inherent supervision, namely supervision that includes self-control, namely superiors and subordinates always supervise themselves.

BUMDes Legal Basis

The basis for establishing BUMDes is based on Law no. 32 of 2004 concerning Regional Government and PP no. 72 of 2005 concerning Villages. In detail, the two legal foundations for BUMDes are as follows:

1. UU no. 32 of 2004 concerning Regional Government; Article 213 paragraph (1) "Villages may establish village-owned enterprises according to the needs and potential of the village"
2. PP No. 72 of 2005 concerning Villages:

Article 78

- a. In increasing the income of the community and the Village, the Village Government may establish a Village-Owned Enterprise in accordance with the needs and potential of the Village.
- b. The establishment of a Village-Owned Enterprise as referred to in paragraph (1) is stipulated by a Village Regulation guided by statutory regulations.
- c. The form of the Village Owned Enterprise as referred to in paragraph (1) must be a legal entity.

Article 79

- a. Village Owned Enterprises as referred to in Article 78 paragraph (1) are village businesses managed by the Village Government.
- b. Village-Owned Enterprise Capital can come from:

- 1) Village Government;
- 2) Community savings;
- 3) Government Assistance, Provincial Government and Regency/City Government;
- 4) Loans; and/or
- 5) Equity participation of other parties or production sharing cooperation on the basis of mutual benefit.
- 6) Management of Village-Owned Enterprises consists of the village government and the community.

Article 80

- a. Village Owned Enterprises can make loans in accordance with laws and regulations.
- b. The loan as referred to in paragraph (1) is made after obtaining BPD approval.

Article 81

- a. Further provisions regarding the Formation Procedures and proposals for village-owned enterprises are regulated by Regency/City Regional Regulations.
- b. Regency/city regional regulations as referred to in paragraph (1) contain at least: 1) Form of Legal Entity; 2) Management; 3) Rights and obligations; 4) Capital; 5) For Business Results Or Profits; 6) Cooperation with Third Parties; and 7) Mechanism of Management and Accountability

The role of law in the management of village-scale natural resources by BUMDes in order to improve the welfare of the people in the village, is realized by the existence of provisions in various laws and regulations as follows: Law Number 6 of 2014 concerning villages, Law Number 23 of 2014 concerning regional government, Law Number 41 of 1999 concerning forestry, Law Number 39 of 2014 concerning plantations. The concept of BUMDes management is in accordance with the national goal of the principle of social justice in improving the welfare of rural communities in accordance with the concept as stipulated in the provisions of Article 33 paragraph (3) of the 1945 Constitution.(Sopiyatul Hikmah 2020)

Community Income

1. Definition of income

In the Big Indonesian Dictionary, income is the result of work (business or so on). So income is a process of increasing business so that the income of a person or household in a certain period is higher. In other words, the income a person earns is higher than before. Reksoprayitno defines revenue (revenue) can be interpreted as the total revenue earned in a certain period. Thus it can be concluded that income is the amount of income received by members of the community for a certain period of time as remuneration or factors of production that have been donated. Income is all receipts in the form of money or in the form of goods originating from other parties or industries

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which are valued on the basis of an amount of money from valid assets. Income is also a person's source of income to meet daily needs and is very important for the survival and accumulation of a person directly or indirectly. In addition, the definition of income is all the results obtained or received by society both individually and as a group which are remuneration from the factors of production owned, such as in the form of salaries, interest, capital, and so on which are the results of the production process over a period of time. certain time. (Laksmi 2016)

2. Income Level Indicator

The level of household income depends on the type of activity carried out. The types of activities included consist of capital, or skills. Therefore, having high labor productivity can ultimately provide greater income. The income level indicators include:

- a. Wages and Rent Household income is determined by the level of wages as a factor of production of labor, the rental value of land as income from the control of productive assets of agricultural land. Thus the level of household income is strongly influenced by the level of production factors.
- b. Profit Profit is the excess difference between the cost of goods and costs incurred with sales. If the sales results are high, the income will increase.
- c. Skill. Expertise is a person's skill or ability to handle the various kinds of work he believes in. The higher a person's position, the higher the skills needed, the higher the salary or wages they get. Someone who has a higher weight or written course, can also be from someone's knowledge and experience.
- d. Training Weights. Someone who has a higher weight or written course, can also be from someone's knowledge and experience. Training weight increases income because the exercise increases a person's skills so that he is able to produce a higher marginal physical product.

3. Sources of Household Income According to Stoner and Wilson, there are three sources of household income, namely:

- a. Income from Salaries and Wages Represents remuneration paid to leaders, supervisors, administrative employees, office employees and other managers. The process of paying salaries is usually given every month, salaries are usually at a higher level than payments to wage workers.
- b. Income from productive assets Productive assets are assets that can generate income for usage fees, there are two groups of product assets. First, financial assets such as deposits that generate interest income, stocks, which generate dividends and returns on capital when traded. Second, non-financial assets such as houses that provide rental income.
- c. Revenue from the government Revenue from the government is income received not as compensation or input provided. Payments made by the government, for example, payments for social security are taken from taxes which do not lead to an increase in output

4. Factors affecting the increase in income

Factors that affect the level of income include: a) Wages/salaries, this income is a reward from the income of workers who work in the economy; b) Profits/profits, income derived from the rental of buildings/buildings; c) Value added, the added value of money from an item that is realized by every company in the economy; and d) Own business income, income generated by a person/household from the results of the business he/she does.

Income level is one of the criteria for progress or not a region. If the income of a region is relatively low, it can be said that progress and prosperity will also be low. Excess from consumption will then be deposited in the bank whose purpose is to guard against progress in the fields of education, production and so on which also affect the level of public savings. Likewise, if the income of the people of an area is relatively high, then the level of welfare and progress of the area is also high (Sabedo, Utan, and Sumbawa 2020).

RESEARCH METHODS

This study used a qualitative approach with in-depth interviews with the Lamatti Riattang BUMDes manager and community members involved in BUMDes activities. The data obtained was analyzed descriptively to understand the management practices and impacts of empowering BUMDes in the village of Lamatti Riattang.

RESULTS AND DISCUSSION

The Role of BUMDes for the Community

BUMDes Lamatti Riattang is an economic institution that is owned and managed by the village to utilize the potential of local resources and improve the welfare of the village community. The role of BUMDes Lamatti Riattang in achieving these goals includes:

1. Building and managing village potentials and managing the economic capacity of village communities, in an effort to increase community income: BUMDes Lamatti Riattang has a role in identifying and utilizing the village's potential resources, such as agricultural products, local crafts, tourism, or other natural resources. BUMDes Lamatti Riattang also plays a role in managing economic enterprises in the village, such as product manufacturing, marketing and distribution. Through this activity, BUMDes Lamatti Riattang seeks to increase the income of the village community.
2. Playing an active role in improving the quality of life of the community: BUMDes Lamatti Riattang does not only focus on economic aspects, but also plays a role in social development and the quality of life of village communities. This can be done through skills development, education, health and other social infrastructure programs organized by BUMDes Lamatti Riattang.

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3. Strengthening the community's economy as the basis for the strength and resilience of the national economy with BUMDes Lamatti Riattang as the foundation: BUMDes Lamatti Riattang has a strategic role in strengthening the economy of rural communities. By developing local economic businesses and increasing people's income, BUMDes Lamatti Riattang can contribute to overall national economic growth.
4. Help increase the income and welfare of the community: One of the main goals of BUMDes Lamatti Riattang is to increase the income and welfare of the village community. This can be achieved through various programs, such as skills training, business assistance, microfinance, or the development of potential economic sectors in Lamatti Riattang Village.
5. Helping the community in increasing their income so as to achieve prosperity for the community: BUMDes Lamatti Riattang aims to help people increase their income by developing sustainable economic businesses. With increased income, it is hoped that the community can achieve a better level of welfare.

The roles and objectives of the BUMDes mentioned above can be found in many journals, books or other sources that discuss BUMDes development and village community empowerment. BUMDES as a Mediator in planning business entities has the task of disseminating the results of the proposed business plan that has been determined by the BUMDES, and also helping the village government to solve problems that exist in the village without deciding the problem in order to increase the village's original income. BUMDES Continue to socialize the results of the design that will be implemented in the future. There are several indicators studied in it as follows:

1. BUMDES supports the development of village business activities BUMDes activities support the development of business activities by connecting clean water businesses to other villages so that village development and original income can increase in the future and community welfare can be even better. Business activity development will not work if there is no support from BUMDES as well as from the community, because without support from BUMDes the business cannot run as desired. BUMDes Advanced aims to increase village original income and economic growth.
2. BUMDES encourages increased village income, village original income and community welfare in order to increase the economy and community income and village income. Government policy through Advanced BUMDes is aimed at increasing the village's original income and improving the community's economy.

BUMDES Implementation

Based on the results of observations, it can be seen that the implementation of the Village-Owned Enterprises (BUMDes) policy in Lamatti Riattang Village has not run optimally, this can be seen from the socialization activities and the delivery of information about BUMDES that are not running optimally because they are not carried out continuously so that the level of community

participation to participate in BUMDes activities is still low. Apart from that, BUMDES administrators as implementers sometimes feel confused in carrying out these orders because the orders given sometimes change. On the other hand, the expertise and ability of implementing Village-Owned Enterprises (BUMDes) policies in Lamatti Riattang Village is still low, this can be seen from the inability of BUMDES management to make reports and BUMDES activities that have not made progress. The implementer's understanding of information related to how to implement Village-Owned Enterprises (BUMDes) policies in Lamatti Riattang Village is also still low, this can be seen from the lack of understanding of BUMDES management in making work plans. The appointment and appointment of staff in the BUMDES bureaucracy are appointed and appointed based on deliberations and are not in accordance with their abilities and capabilities, what is seen is integrity, honesty and responsibility. Meanwhile, based on the results of observations, it is also known that the implementation of Village Owned Enterprises (BUMDes) policies in Lamatti Riattang Village has not run optimally, this can be seen from the level of communication that has been established between the Village Government and the Lamatti Riattang Village Community which has not been effective. so that the level of participation of the people of Lamatti Riattang Village in participating in developing the BUMDES business is still low. This was coupled with the socialization activities carried out by the Village Government of Lamatti Riattang which were less than optimal.

In addition, the BUMDes AD/ART are always changing accordingly and have been revised several times, so that administrators become confused in implementing policies regarding BUMDES to the community. The skills of public policy implementers, namely BUMDES management with regard to bookkeeping and accounting matters such as preparing financial reports, are also lacking or still low. (Iskander 2016)

BUMDES Supporting and Inhibiting Factors

In carrying out activities, of course there are supporting and inhibiting factors in each BUMDes activity. This BUMDes requires the support of all elements of society, both customary and official, and potential human resources owned by villages prefer to work in other agencies;

1. Community Participation and Proactive Action

Or related to the problems and needs of the community at this time. Criticism and suggestions or various opinions that are accommodated by the management are then conveyed at the meeting. This is what will later bring the BUMDes management to a change, where improvements will be made to every activity that needs improvement. From the existence of community participation in the form of submitting criticism/suggestions is also included in proactive actions. The main essence of this proactive behavior is that individuals have active and creative actions. In this case, individuals in a social network will involve themselves with active behavior and take the initiative to provide something innovative for activities in the network. Criticisms and suggestions or various

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opinions that are accommodated by the management are then conveyed at the meeting. This is what will later bring the BUMDes management to a change, where improvements will be made to every activity that needs improvement. including proactive actions. The main essence of this proactive behavior is that individuals have active and creative actions. In this case, individuals in a social network will involve themselves with active behavior and take the initiative to provide something innovative for activities in the network. Criticisms and suggestions or various opinions that are accommodated by the management are then conveyed at the meeting. This is what will later bring the BUMDes management to a change, where improvements will be made to every activity that needs improvement. including proactive actions. The main essence of this proactive behavior is that individuals have active and creative actions. In this case, individuals in a social network will involve themselves with active behavior and take the initiative to provide something innovative for activities in the network. From the existence of community participation in the form of submitting criticism/suggestions also includes proactive actions. The main essence of this proactive behavior is that individuals have active and creative actions. In this case, individuals in a social network will involve themselves with active behavior and take the initiative to provide something innovative for activities in the network. From the existence of community participation in the form of submitting criticism/suggestions also includes proactive actions. The main essence of this proactive behavior is that individuals have active and creative actions. In this case, individuals in a social network will involve themselves with active behavior and take the initiative to provide something innovative for activities in the network. From the existence of community participation in the form of submitting criticism/suggestions also includes proactive actions. The main essence of this proactive behavior is that individuals have active and creative actions. In this case, individuals in a social network will involve themselves with active behavior and take the initiative to provide something innovative for activities in the network. (Oci n.d.)

2. Education and Training Activities in BUMDes Development Activities

An organization really needs education and training activities. This is considered very important so that all actions taken are coordinated in accordance with existing rules or guidelines. Education and Training Activities are organizational development techniques that increase workers' understanding of their own behavior and its impact on other people. In education and training activities at BUMDes, education and training are not only prioritized for BUMDes Chairpersons, but also for other BUMDes administrators. In addition, mentoring by competent consultants is also needed when BUMDes is first established. The mentoring process here is described as a form of education BUMDes management. BUMDes administrators are taught various ways of managing BUMDes that are good and correct in accordance with BUMDes basic rules.

3. Outreach to the Community

Socialization is very necessary to be carried out in order to provide an overview of BUMDes and the various activities within it. Socialization can be given at RT/RW/Village meetings, PKK meetings, and also annual member meetings (RAT). Socialization to the community is not only given at establishment of BUMDes only when BUMDes is already running. This needs to be done

in the hope that it will attract the attention of the community so that they can participate more in various activities.

4. Solid Team Building

Team building or team building is very important in an organizational development process. Team building is a technique in which workers discuss issues related to the performance of their work groups. On the basis of this discussion, specific problems are identified, found and planned to solve and implemented. Strategies in the formation of this team is felt to be very necessary because this team will later carry out all the affairs or management of the organization, so that each administrator must have competence within himself. In the strategy of forming a team in BUMDes, it would be better if it was more concerned with the formation of which all elections were left to the community This is because BUMDes is formed for the benefit of the community, so that all decisions are also returned to the community. In addition, the process of selecting administrators carried out by the community must be based on the competency of the candidate, where each administrator must be competent and able to carry out their duties properly.

The inhibiting factors for BUM Desa in carrying out their roles consist of internal factors and external factors, for internal factors BUM Desa lacks community participation in every BUM Desa activity, then lack of a sense of reciprocity is given, and lack of public trust in the program will be implemented by BUM Desa, and social norms that have not yet been formed between BUM Desa and the community, as well as economic capital are the biggest obstacle for BUM Desa to carry out their work programs, for external factors it consists of a thick tradition of mutual cooperation but is still only pro to one village institution making BUM Desa lack confidence in running the program as well as obstacles to self-help where the community still tends to be unstable in preparing village development programs. (Zunita and Ratna 2010)

CONCLUSION

This research shows that the empowerment of BUMDes in Lamatti Riattang Village has not been maximized but can have a positive impact on improving the village economy and community welfare. BUMDes can be a relevant model for local economic development in other villages. BUMDes Lamatti Riattang needs government support, good cooperation between BUMDes and the community, and effective management to ensure the sustainability and success of BUMDes in the long term.

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