

Research Article

Management of Village-Owned Enterprises (BUMDes)

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Abstract.

This research is motivated by the low ability of the Village Government in managing Village-Owned Enterprises (BUMDes). BUMDes, which is one of the institutions engaged in the social and economic sector as a service provider to the community, especially regarding the business sector, has not been able to have a big effect on society. BUMDes in Tambiski Nauli Village has not developed optimally and has not been able to provide benefits for the community and for the Village Government. This study aims to (i) analyze the management of BUMDes in Tambiski Nauli Village, Naga Juang District, Mandailing Natal Regency. (ii) To analyze the obstacles faced in the management of BUMDes in Tambiski Nauli Village. This research uses qualitative research methods, data collection methods are carried out by interviews and observation through field research. The results showed (i) the management of BUMDes in Tambiski Nauli Village was not optimal, the BUMDes that were formed had not had a major effect on improving the community's economy. The management that is carried out is not yet structured and not well directed. The role of the Village Head who has a control function in management is not optimal. (ii) Obstacles faced in managing BUMDes include lack of creativity in developing BUMDes, weak management skills and weak coordination.

Keywords: BUMDes; community's economy; management skills

1. Introduction

In the Regulation of the Ministry of Villages, Development of Disadvantaged Areas and Transmigration No. 4 of 2015 concerning the Establishment, Management and Management, and Disbanding of Village-Owned Enterprises, it is stated that Village-Owned Enterprises, hereinafter referred to as BUMDes, are business entities which are wholly or most of the capital owned by the Village through direct investment that comes from separated Village assets to manage assets, services, and other businesses for the maximum welfare of the Village community. Village-owned enterprises (BUMDes) are village business institutions managed by the community and village government in an effort strengthen the village economy and is formed based on the needs and potential of the village. According to Widjaja Desa is a legal community unit that has an

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original composition based on special rights of origin. The basis of thought regarding village governance is diversity, participation, genuine autonomy, democratization and community empowerment[1] [2].

In line with this, many efforts have been made by the Tambiski Nauli village government, Naga Juang District, Mandailing Natal Regency to improve the village economy for the welfare of the community. One of these efforts is to establish Village-Owned Enterprises (BUMDes). In line with the objectives of establishing BUMDes as stated in the Regulation of the Minister of Villages, Development of Disadvantaged Areas, and Transmigration number 4 of 2015, is to increase Village Original Income. BUMDesa was founded on the initiative of the government and village communities based on the village's unique potential. This potential can be developed using local resources, both natural and human. The BUMDesa type of business that has been established in Tambiski Nauli Village is a taratak business and a fertilizer shop.

Of the two BUMDes business units that have been formed based on the results of village meetings attended by the Village Head, the Village Consultative Body, and also representatives from the community, in practice, they still encounter many problems. The problems faced are that the management ability of the BUMDesa managers is still low. Then the Village Head and the Village Consultative Body do not carry out their function as control over the business. Because after the business has been established and the Management has been determined, venture capital has been given to the management, the Village Head and the Village Consultative Body no longer exercise control over the two business units and the BUMDes chairman has also never reported the business being carried out either to the Village Head, the Village Consultative Body and also to the community. Based on the author's observations, of the two existing business units, one of them is not running as expected, namely the taratak business, and another business is still running but not maximally.

2. Methods

Descriptive method is defined as a problem solving procedure that is investigated by describing / describing the condition of the subject / object of research (a person, institution, society, etc.), seen or as it should be. Then Bagdan and Biklen in Sugiyono formulate that "Qualitative Research is more descriptive in nature. The data collected is in the form of words or pictures, not emphasizing numbers[3]. Based on the description above, the form of research used in this research is descriptive qualitative research.

The collection techniques used in this study are as follows: (a) Observation. According to Sutrisno Hadi in Sugiyono, observation is a complex process, a process composed of various biological and psychological processes. Two of the most important are the processes of observation and memory.[4] (b) Observation, according to Sugiyono, "interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be researched, and also if the researcher wants to know the rights of the respondents who are more in-depth and the number of respondents is small[5]. (c) Documentation, according to Sugiyono, documents are records of past events. Documents can be in the form of writings, pictures, or monumental works of a person[6].

3. Results and Discussion

3.1. Analysis of BUMDes Management in Tambiski Nauli Village, Naga Juang District, Mandailing Natal Regency

Village-owned enterprises located in Tambiski Nauli Village, Naga Juang District, Mandailing Natal Regency, namely a taratak rental business unit and a fertilizer shop business unit with the Chairman of BUMDesnya Kennedi Hasibuan. The Village Business Entity that was originally established was a taratak rental business that had been running for more than 5 years, however, the taratak rental business was not optimal and was no longer running. Then the Fertilizer Shop business unit is still running until now, but the management of the Fertilizer Shop business unit has not been optimal.

Management or managing and often referred to management is only a means to achieve the desired goals. Good management will make it easier to realize the goals of the company, employees and society. With management, the usability and usability of management elements will be improved. Then Management is the science and art of taking action in order to achieve goals. Management as a science is a systematic accumulation of knowledge or an organized unity of knowledge. Based on the opinion of experts, it can be concluded that management is a science and art that is needed in the process of achieving goals by using other people's activities[7]. Management is an art and the ability to obtain results from the activities of others in order to achieve predetermined goals[8]. Also states that management is a process of leadership and direction of work organized in formal groups to achieve desired goals[9].

In his book Principles of Management, we can see the management function according to him. The following is the management function: (a) Planning, which is the rationale

for the goals and the preparation of the steps that will be used to achieve the goals. Planning means preparing all your needs, carefully calculating what are the obstacles and formulating the form of implementing activities that are intended to achieve goals. (b) Organizing (Organization), namely as a way to gather people and place them according to their abilities and expertise in the work that has been planned. (c) Actuating, which is to move the organization to run in accordance with their respective division of labor and move all resources within the organization so that the work or activities carried out can go according to plan and can achieve goals. (d) Control (Controlling), namely to monitor whether the movement of this organization has been according to plan or not. As well as supervising the use of resources in the organization so that they can be used effectively and efficiently without deviating from the plan[10]. Based on the above understanding, it can be seen that the management of BUMDes in Tambiski Nauli Village is not well structured and does not have a good system. This can be seen from the following aspects:

3.1.1. Planning

The planning carried out in establishing BUMDes was not in accordance with the expectations of the community. The people of Tambiski Nauli Village generally want BUMDes to be established in the form of a Village Bank or Village Cooperative with the aim that the community can obtain loans with low interest and can help capital for community businesses. However, the type of business that was established was a taratak rental business and a fertilizer shop business. This is based on information from Muktar Suhaimi as a member of the Village Consultative Body (BPD), saying that "Actually, a Village Owned Enterprise that has been established is not based on the wishes of the public, but the wishes of the Village Head and management".

In fact, at this time the Village-Owned Enterprise had little effect on improving the community's economy and also for the village government. so that what is desired from BUMDes as an economic pillar and becomes Village Original Income (PADes) does not materialize. Whereas BUMDes is a pillar of economic activity in the village that functions as a social (social institution) and commercial (commercial institution). BUMDes as a social institution sides with the interests of the community through its contribution in providing social services. The purpose of establishing BUMDes is, among others, to increase Village Original Income (PADes) [11].

3.1.2. Organizing

The organization of the Village-Owned Enterprises that was established was not as expected. According to the author's observation, the people who are placed in BUMDes do not understand how BUMDes is managed and do not clearly know the rules for managing it. For example, since the establishment of BUMDesa for about 5 years, Kennedi Hasibuan as the Chairman of BUMDes has not even reported the performance, financial and development of BUMDes to the Village Head, BPD and also the community. The following is an excerpt of the interview with Kennedi Hasibuan "We have never reported the development of BUMDesa to the Village Head, BPD and also the community because no one asked". Based on this, it can be seen that the organization of BUMDes has not been good and has not been optimal.

3.1.3. Movement

In terms of mobilizing, the management of BUMDes has not moved optimally, it is known that the BUMDes manager who moves is only the Chairman of the BUMDes and one member, while the Treasurer, Secretary of the BUMDes and several other BUMDes members do not move optimally. This is known based on the results of an interview with the Village Head, Mr. Muhammad Setia Muda, "The BUMDes administrators that have been formed only work a few people, namely the Chairman of BUMDes and one member, the rest do not work". Based on this, it is known that the Chairman of the BUMDes cannot mobilize its members to carry out their duties in the BUMDes.

1. *Supervision*

Supervision of Village-Owned Enterprises (BUMDes) is still minimal and weak. The Village Head and also the Village Consultative Body which have a control function over the Village-Owned Enterprises (BUMDes) do not carry out their function to oversee the operation of the BUMDes. So that the BUMDes seems to be private property, even though the BUMDes is jointly owned. Based on an interview with a member of the Village Consultative Body (BPD) Muktar Suhaimi, "The village head and the head of the BPD have never questioned how the management is carried out by the Chairman of BUMDes on the business being run, so it is not known whether profit, loss, or whatever happened is unknown, who knows. only the Chairman of BUMDes ". Based on this, it is known that supervision of the operation of BUMDesa is not carried out optimally. So it is not known exactly how the BUMDes developed.

2. *Analysis of the obstacles faced in the management of BUMDes in Tambiski Nauli Village*

The obstacles faced in managing BUMDes in Tambiski Nauli Village, Naga Juang District, Mandailing Natal Regency based on observations, observations and interviews conducted include: 1) Lack of abilities possessed by BUMDes administrators. 2) Weak control exercised by the Village Head, the Chairperson of the BPD and also the community. 3) The type of business established is not in accordance with the wishes and needs of the community. It is known in the formation process that the community has the desire for BUMDes to be established in the form of a Village Bank or cooperative. 4) Weak coordination between the village government and managers of village-owned enterprises (BUMDesa).

4. Conclusions

The conclusions obtained in this research include, the management of BUMDes in Tambiski Nauli Village is not optimal, the BUMDes that have been formed have not had a major effect on improving the community's economy. The management that is carried out is not yet structured and not well directed. The role of the Village Head who has a control function in management is not optimal. The management process is not going well. Obstacles faced in managing BUMDes include lack of creativity in developing BUMDes, weak management skills and weak coordination. Lack of supervision carried out by the Village Head, Village Consultative Body and the community.

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