

Research Article

Governance of the Gampong Owned Business Entity (BUMG) Jeulanga Mata le Bandar Dua District Pidie Jaya District: Study of Policy Implementation Based on the Pidie Jaya Regent Regulation Number 30 of 2020 Concerning the Establishment, Administration, Management, and Dissolution of Gampong-owned Enterprises

Said Fachrul Razi*, Kasuwi Saiban, and Tommy Hariyanto

University of Merdeka Malang, Malang, Indonesia

Abstract.

The le Jeulanga Gampong-Owned Enterprise (BUMG) in this case as the party that manages the Bottled Drinking Water (AMDK) production business and the Jeulanga Mata le Gampong Government as the capital owner certainly requires in-depth research regarding the governance of the feasibility of the business or business being run so that the process AMDK business development can run effectively and can be useful for the development of the village economy. However, the implementation of BUMG is not without obstacles, there are still several problems in its implementation. Apart from that, the lack of capacity or ability of BUMG managers means that BUMG le Jeulanga's institutional system is not running optimally and is dependent on government assistance so there is no spirit of independence. This research aims to describe and analyze the implementation of BUMG le Jeulanga governance policies based on Regent Regulation Number 30 of 2020 and to determine the factors that support and hinder the governance of BUMG le Jeulanga. The research method used was descriptive qualitative. Qualitative research was carried out to find information on the impact of empowerment strategies, obstacles, and solutions for BUMG le Jeulanga in improving the economy of the village community in Bandar Dua District, Pidie Jaya Regency. This model system regarding BUMG governance includes work plans, management aspects, business capital, human resources, and supporting and inhibiting factors for BUMG Jeulanga Mata le. In this research, BUMG policy implementation uses policy implementation formulated by Van Meter and Van Horn. Based on the results of data analysis, field findings, and propositions linked to theoretical studies, it can be concluded that BUMG le Jeulanga has significant potential for growth and development, but also faces challenges such as administrative management that has not been managed well, existing financial resources are still inadequate because the level of production capacity is still limited and marketing is still carried out in the sub-district area.

Keywords: BUMG, Regent Regulation Number 30 of 2020, governance

Corresponding Author: Said
Fachrul Razi; email:
saidfachrulrazi.sf@gmail.com

Published: 8 October 2024

Publishing services provided by
Knowledge E

© Said Fachrul Razi et al. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the 4th ICONISS Conference Committee.



1. Introduction

Policy is an instrument of government, not only in the sense of government which only concerns state apparatus, but also governance which touches on the management of public resources. Public policy is the strategic use of existing resources to solve government problems.

Implementation of public policy states that in principle, policy implementation is a way for a policy to achieve its goals. The implementation of a policy is basically a multi-organizational transformation. Therefore, the implementation strategy links the interests that are accommodated, the greater the possibility of a policy being successfully implemented.

There are six variables according to Metter and Horn, which affect the performance of these public policies are as follows.

- (1) Policy Size and Purpose,
- (2) Resources,
- (3) Characteristics of Executing Agents,
- (4) Attitude or Tendency,
- (5) Inter-organizational Communication and Coordinating Executing Activities, and
- (6) Economic, Social and Political Environment.

According to Minister of Home Affairs Regulation Number 39 of 2010 concerning Business Entities, it is stated that Village-Owned Enterprises, hereinafter referred to as BUMDes, are village businesses formed/established by the village government whose capital ownership and management are carried out by the village government and the community.

The establishment and management of BUMDes is a manifestation of productive village economic management which is carried out in a cooperative, participatory, emancipatory, transparent, accountable and sustainable manner. Therefore, serious efforts are needed to make the management of these business entities run effectively, efficiently, professionally and independently.

Further regulations regarding BUMDes are regulated through Regional Regulations (Perda) after taking into account the regulations above. Through self-help and member-base mechanisms, BUMDes is also an embodiment of participation of the village community as a whole, so that it does not create a business model that is hegemonized by certain groups at the village level. This means that these regulations are realized

in a solid institutional mechanism. Strengthening institutional capacity will be aimed at having regulations that bind all members.

Relevant previous research is used as reference material and information in a study. This research is based on a portrait of the reality that exists in one of the villages located in Bandar Dua District, Pidie Jaya Regency, namely Jeulanga Mata le Village. Stakeholders in village welfare, in this case the Gampong Jeulanga Mata le government, must be astute in seeing the opportunities and potential that the village has so that it can be utilized for the welfare of the village. Implementing village economic development as mandated by the 2014 Village Law is by establishing a Village-Owned Enterprise which can then be used to empower village potential for the welfare of the village and its community. In the presentation of previous studies, there are differences with this research, namely in the variables, direction and research objectives. Previous research aimed to understand the influence of BUMDes on village income, the establishment of villages according to law, and research related to internal control systems for village credit. Apart from the research results to be achieved, this research will be different in terms of research location. This also affects the results later, because each region and village has its own social dynamics. So there are fundamental differences between this research and previous research. Because, the results of this research will look at "Governance of BUMG le Jeulanga based on the Implementation of Gampong-Owned Enterprise Policy in Jeulanga Mata le Village, Bandar Dua District, Pidie Jaya Regency.

It is undeniable that the existence of BUMG has brought changes in the economic and social fields. BUMG's contribution is mainly in the form of Village Original Income, where BUMG's net profits are allocated to Village income. BUMG profits are allocated to several parties at different percentages. Based on the results of the analysis above, it appears that the profit allocation from BUMG AMDK le Jeulanga which is intended for hamlets gets the smallest percentage. This has an impact on the small allocation of profits received by the hamlet, which incidentally is directly related to the residents. The opinion of residents who say that BUMG is not useful for improving welfare can be caused by the small percentage received by the hamlets. Apart from that, most of the facilities provided by BUMG for residents to use can be said to be misdirected. Facility users are dominated by residents from outside the village, or residents who have relationships with the management. Meanwhile, village communities or even those around BUMG do not directly experience the economic benefits of BUMG's existence.

The problem that often arises is the problem of recruiting BUMG employees. Residents feel that BUMG does not empower local people. On the other hand, it appears

that there are demands for professionalism from residents towards BUMG managers. These two things will give rise to a dilemma in BUMG governance where BUMG is required to work professionally, on the other hand it must accommodate the demands of absorbing local labor, where local human resources have limited capacity and capability. Communication and socialization are things that need to be improved. Based on the results of interviews with participants, it is known that the majority of the public is still poorly informed regarding the activities and performance reporting carried out by BUMG. This has led to the emergence of public demands for transparency and accountability in BUMG management.

2. Research Methods

2.1. Research purposes

Based on research on the governance of Gampong-Owned Enterprises (BUMG) in Gampong Jeulanga Mata le, Bandar Dua District, Pidie Jaya Regency, Aceh Province, with reference to Pidie Jaya Regent Regulation Number 30 of 2020 concerning the Establishment, Management, Management and Dissolution of Entities Gampong-Owned Enterprises, there are several practical implications that can be identified as the objectives of the research:

2.1.1. Increasing the efficiency and transparency of BUMG management

Policy implementation can provide encouragement to increase efficiency in BUMG management. Mechanisms and procedures that comply with regulations can help reduce the risk of corruption and misuse of resources. Transparency in financial management and BUMG activities can also be improved, providing confidence to the public and related parties.

2.1.2. Local community empowerment

The existence of appropriate regulations can be a basis for increasing community participation in decision making regarding BUMG. Implementing policies that support

community involvement in the BUMG management process can increase their understanding and awareness of the programs implemented and the benefits that can be obtained.

2.1.3. Increasing community welfare

With good BUMG governance, it is hoped that economic and social benefits can be more evenly distributed in local communities. Increasing the efficiency of local resource management and fair distribution of benefits can have a positive impact on community welfare, such as increasing income and access to public services.

2.1.4. Local potential development

Implementation of this policy can be a driving force for exploring and developing local potential in Gampong Jeulanga Mata le. Sustainable management of local resources can increase the competitiveness and economic sustainability of local communities, as well as reduce dependence on external resources.

2.1.5. Increased accountability and responsibility

Community involvement in the supervision and management of BUMG can increase the level of accountability and responsibility. BUMG management will be more committed to reporting performance and ensuring that the policies implemented are in accordance with the interests of the community.

2.1.6. Provision of guidance and support

The local government can provide guidance and support to Gampong Jeulanga Mata le in implementing BUMG policies. This involves providing quality human resources, training to increase capacity, and coaching mechanisms to ensure appropriateness and sustainability of implementation.

2.1.7. Increasing innovation and sustainable development

This policy can stimulate innovation in BUMG management, especially in the field of AMDK production, including the use of technology and best practices. In this way, society can take advantage of sustainable development opportunities that support long-term economic growth and prosperity.

According to Sugiyono [1], data collection techniques were carried out using observation, interviews, library research and online data searches. The data used in this research are primary data and secondary data. The data analysis technique in this research was carried out carefully where the data was selected using descriptive data analysis techniques, namely data that had been collected and collected both primary and secondary, then conclusions were drawn as answers to the problem being studied. The types of data used in this research are:

1. Primary Data, namely data that can be obtained directly in the field, either through interviews with sources/informants, and observations in the field.
2. Secondary Data, namely data obtained from documents or archives, books, journals, articles and other reference/literature sources related to the title of this research. Documents are used in research as a data source because in many cases documents can be used to test, interpret and even predict an action that will be taken next.

2.2. Research informants

In this study, the selection of informants as data sources was appointed based on mastering the problem, having data related to research, and being willing to provide complete and reliable data and information. Informants were determined by snowball sampling, namely the determination of informants was determined beforehand. And the search for informants will be stopped if the information is sufficient. The informants in this study are as follows: Keuchik, BUMG managers, and community members in Jeulanga Mata le Village, Bandar Dua District, Pidie Jaya Regency. In this case the researcher obtained it directly from the original source in relation to the object to be studied. This data was obtained from the results of interviews with researchers with parties who can provide information related to the implementation of the policy of the Regent Regulation Number 30 of 2020 concerning BUMG in Gampong Jeulanga Mata le, Bandar Dua District, Pidie Jaya Regency. Informant data can be seen in the table below:

TABLE 1: Research informants.

No	Informant Name	Number of Informants
1	Agency: Head of Community and Gampong Empowerment	1 (one) person;
2	Office	1 (one) person;
3	Advisor: Keuchik Gampong/Kades	2 (two) people;
4	Supervisors: Gampong Secretary/Secretary of Village & BUMG	4 (four) people
5	Supervisor	
6	BUMG Operations Manager: 1. Director, 2. Secretary, 3. Treasurer, 4. Head of AMDK Unit. Public figure	1 (one) person
Amount		9 (nine) people

Source: Data processed in 2023.

Thus the research informants who have been selected by the researcher are very dependent on the ability of the researcher to explore the needs of data and information as well as facts in the field which are needed as the perfection of scientific work in the form of an accurate thesis and can be used as a reference for further work.

2.3. Data analysis technique

Data were analyzed using several steps according to the theory of Miles, Huberman and Saldana [2], namely analyzing data in three steps: data condensation, presenting data (data display), and drawing conclusions or verification (conclusion drawing and verification). Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data.

3. Research Discussion

3.1. Governance of Village-Owned Enterprises (BUMG) Jeulanga Mata Ie, Bandar Dua District, Pidie Jaya Regency (Policy implementation study based on Pidie Jaya Regent Regulation Number 30 of 2020)

In research on the governance of Gampong-Owned Enterprises (BUMG), researchers conducted a policy implementation study based on Pidie Jaya Regent Regulation

Number 30 of 2020 Concerning the Establishment, Management, Management and Dissolution of Gampong-Owned Enterprises), so this research is very closely related to the implementation public policy. The first step is to find out the condition of Jeulanga Mata le village, in detail the progress of which can be searched in an online application village Development Village Index (IDM) for 2023. This is a composite index formed from 3 types of indexes, namely the Social Resilience Index, the Economic Resilience Index and the Index Ecological/Environmental Resistance.

TABLE 2: Details of the progress and demographic identity of Gampong Jeulanga Mata le in 2023.

IDM Status	Growing Village
Area (Ha.)	1
KK The Poor	1
APBDes (Rp.)	1
Village funds (Rp.)	1
Total Population	255
Male	132
Female	123
Amount Family in Villages	76
Working:	68
1. Farmers/ Gardeners	20
2. Entrepreneur/ trader	0
3. PNS/ Polri	20
4. Other Jobs	

Source: Data Apk. Developing Village Index (IDM) for 2023.

3.2. Work plan

BUMG le Jeulanga already has a work plan program. The work plan program is used to map community needs and determine what activities must be carried out to increase village potential. The aim of the BUMG work plan is to help BUMG administrators create a work plan program as a guide for implementing village development.

Coordination and communication have been carried out by BUMG le Jeulanga, both coordinating with parties at the village level and with sub-district parties. They coordinate especially with the relevant BPD, with the village government, assistants in Bandar Dua District and Community Economic Empowerment Expert Assistants (TA) in the district. However, the coordination carried out does not have a specifically scheduled time, meaning that coordination and communication are only carried out when necessary.

As a result of data documentation and interviews with resource persons, information can be obtained that BUMG AMDK le Jeulanga has BUMG AD/ART which functions as binding rules in BUMG management and regulations in carrying out business at BUMG. BUMG has fulfilled the requirements for formulating good AD/ART which includes, among other things, name and position, vision and mission, form and function, ownership status, organizational structure, obligations and rights of management, duties and responsibilities of management, supervisors, operations, forums. decision making, capital, business activities, loan provisions, savings provisions, bookkeeping, remaining business results. The BUMG Bylaws also regulate the mechanisms for the obligations and rights of supervisors, BUMG business managers, self-managed businesses (further provisions regarding business units), financial year and amendments. However, interesting results show that not all managers understand the contents of BUMG's AD/ART. Their lack of understanding of the contents of BUMG's AD/ART was caused by various reasons, especially because they forgot and some even admitted that they did not participate in the discussion. This condition shows that there is a need to increase more adequate socialization regarding the contents of AD/ART to BUMG managers.

Based on the discussion of the work plan above, the following findings were formulated:

Finding 1: The organizational structure implementing the le Jeulanga AMDK operations is not yet optimal, because staff capacity is not sufficient, only 7 staff have been absorbed per day of work. So far, all operational implementers have held concurrent positions, so that the main duties of staff inside and outside the machine per working day can run continuously by setting work schedules/shifts, for each staff's AMDK production routine, namely:

- a. Organize and tidy up cardboard boxes,
- b. Arrange the cup into the cardboard,
- c. Sealing and wrapping cardboard and
- d. Arranging and arranging the location.

Based on finding 1 in the work plan, proposition 1 was prepared as follows:

Proposition 1: Establish a staff addition plan that is in line with AMDK's operational needs. This involves hiring more workers to ensure each task has a specific person in charge. Create a more detailed organizational structure with clear assignments of positions and tasks for each staff. Each individual must have specific responsibilities to improve operational efficiency. Implement a structured work schedule and organized

shifts to ensure that each staff can focus on their respective tasks. Work shift mapping must take into account sufficient time for each production stage.

3.3. Management aspect

BUMG le Jeulanga as a public organization or institution that carries out village economic development activities, the management of BUMG has not been fully managed in a transparent, professional and fair manner. Then the BUMG management organization is separate from the gampong government organization. The existence of BUMG le Jeulanga is legally based on Village Regulations concerning the Establishment of BUMG. This is evidenced by the issuance of the Decree of the Head of Gampong Jeulanga Mata le Number 141/Kpts-10/Ds/VII/2016 concerning Appointment of BUMG le Jeulanga Management Regarding strengthening institutional commitment from a legal perspective. The management structure of the BUMG le Jeulanga management organization consists of advisor, Operations Manager, and Supervisor.

In accordance with the Attachment to Jeulanga Mata le Village Regulation Number 04 of 2022 dated 14 January 2022 to the ARTICLES OF ASSOCIATION OF BUMG IE JEULANGA, to achieve the aims and objectives mentioned above BUMG can run business units in accordance with Central Statistics Agency Regulation Number 2 of 2020 concerning Standard Classification of Indonesian Business Fields with details: Carrying out business in the Bottled Water Industry sector includes: 1. 11051 PACKAGED WATER INDUSTRY This group includes industrial businesses that process raw water into packaged drinking water ready for direct consumption, containing minerals or not, with or without the addition of gases such as O₂ or CO₂, with or without the addition of minerals.

The good sustainability of BUMG certainly requires encouragement from the management structure of BUMG le Jeulanga, which has been running for more than 5 years with an incomplete management structure. A good management system, such as job explanations for each employee and a clear coordination system, will make it easier for BUMG managers to achieve goals or targets. This has not yet been implemented in the le Jeulanga AMDK production business, where each management element of BUMG le Jeulanga should have clear duties and functions as stated in the Articles of Association and Bylaws. Then, the management elements of BUMG le Jeulanga do not coordinate with each other in achieving the vision of BUMG le Jeulanga, this can be seen from the management data in the le Jeulanga AMDK structure which is still very limited.

Based on the discussion of the management aspects above, the following findings were formulated:

Finding 3: Marketing and branding efforts have not been optimal, causing low public awareness of BUMG le Jeulanga AMDK products.

Finding 4: The stock of raw materials for the production of bottled drinking water (AMDK) is sometimes not monitored properly, resulting in uncertainty in the availability of raw materials when needed.

Finding 5: Low community participation and lack of partnerships with local actors can affect the reach and acceptance of AMDK products.

Based on findings 3, 4 and 5 on the management aspect, proposition 2 is formulated as follows:

Proposition 2: Create a targeted marketing strategy, including the use of social media and collaboration with local shops. Implement an automated inventory management system to monitor and manage raw material stocks in real-time. Carrying out promotional and outreach activities in local communities and building partnerships with local shops and similar business actors to increase distribution.

3.4. Venture capital

Based on data and sources from APBG Jeulanga Mata le and the OM-SPAN Application. For the Report on the Realization of Absorption and Output Achievements of Village Funds DPMG Pidie Jaya Regency from FY 2015 to 2022 the budget for BUMG financing/equity participation has reached Rp. 721.215.713,-. That is, the results of the study show that the capital of BUMG le Jeulanga starting from the first year, namely 2015 to 2022, is different, in terms of the needs of a Bottled Water Industry business, all of them receive injections from Gampong Funds. This condition is in accordance with the fact that BUMG is considered to have business prospects, so that people are starting to be interested in participating in BUMG development.

Regarding financial resources, BUMG le Jeulanga obtained funds from the Village Fund of IDR 30,000,000.-. Initially, the BUMG management felt that this capital was lacking, they calculated that it was not enough to handle all the needs of running a BUMG business. The funds are used for spending on infrastructure needs only, so that the budget for operational costs is not sufficient. However, after entering the next Fiscal Year, as in 2018, it was Rp. 226,614,397,-. Based on the results of observation and data

analysis, namely that the average budget is still used in the form of fixed and movable assets. Meanwhile, to focus on the use of the budget on the operation of the AMDK production business, it will only start in 2022.

Description of Business Capital Problems at BUMG le Jeulanga AMDK Production Business is as follows:

3.4.1. Limited initial capital

BUMG Bottled Drinking Water Production Business (AMDK) in Gampong Jeulanga Mata, le Jeulanga, faces challenges in terms of limited initial capital. Limited capital can hamper the ability of BUMDes to make necessary initial investments, such as purchasing production equipment, acquiring large quantities of raw materials, and developing infrastructure.

3.4.2. Operational financing

Even though the AMDK business has been running, operational financing such as purchasing raw materials, employee salaries and other daily needs can be a challenge. Limited financial resources can affect the smooth running of daily operations and limit the potential for business growth.

3.4.3. Product development and marketing

Capital limitations can also affect BUMDes' ability to develop new products or improve the quality of AMDK products. Additionally, effective marketing and branding efforts require significant investments to increase product visibility and competitiveness in local markets.

3.4.4. Technological innovation and sustainability

Investment in more efficient and environmentally friendly production technology can be an obstacle due to limited capital. Implementing technological innovations and sustainability practices requires additional investments that may be difficult to realize without adequate capital support.

3.4.5. Human resources development

Employee training and skills development in dealing with market changes or increasing production capacity also requires sufficient capital investment. Limited funds can limit human resource development efforts, which in turn can affect productivity and service quality.

3.4.6. Expansion of production capacity

In the context of business growth, expanding production capacity to meet increasing demand is also a problem. Capital limitations may be an obstacle to purchasing additional equipment and expanding production facilities.

Based on the discussion about business capital above, the following findings were formulated:

Finding 6: Even though BUMG AMDK le Jeulanga has obtained funds/capital from Dana Gampong, there is still limited initial capital. Capital originating from Village Funds appears to be inadequate to cover the operational needs and development of the AMDK business as a whole

Finding 7: The le Jeulanga AMDK Factory is only capable of producing 400 boxes (boxes) of bottled water, with a net content of 220 milliliters (ml). Where one box contains 48 cups (glasses) per day.

Based on findings 6 to 7 regarding business capital, proposition 3 is formulated as follows:

Proposition 3: Explore the potential for increasing funding sources from the Village Government, Gampong Funds, or through a partnership approach with external parties such as district governments or financial institutions to develop a more strategic plan for using funds, prioritizing operational needs and AMDK business development. Increase the production capacity of le Jeulanga AMDK to meet increasing market demand and increase the variety of AMDK products to meet the needs and preferences of diverse consumers.

3.5. Human resources

Managing human resources is very important in achieving goals. Resources can be divided into two, namely human resources (Human Resources) and natural resources

(Natural Resources). Human resources are a key no less important because it is humans who will manage financial and natural resources into potential businesses that bring benefits as well as benefits for villagers. With qualified human resource capacity, BUMG will be able to explore the potential of its own village. Meanwhile, natural resources are closely related to natural landscapes. Meanwhile, according to Susilo Martoyo stated that Human Resources is something that arises from interactions between humans who are always looking for tools to achieve goals and something outside humans that exist at this time called nature and culture.

A clear organizational and management structure is one of the keys to meeting the criteria for a good disposition. Likewise with what has been implemented by BUMG le Jeulanga which has appointed several members of the village community to become BUMG administrators. This is evidenced by the issuance of the Decree of the Head of Gampong Jeulanga Mata le Number 141/Kpts-10/Ds/VII/2016 concerning Appointment of BUMG le Jeulanga Management Regarding strengthening institutional commitment in terms of law, Jeulanga Mata le Village issued a Perdes challenging BUMG at the same time as the establishment of BUMG le Jeulanga. Likewise with the procedures and mechanisms for BUMG management, they have followed what is stated in the laws and regulations above it. Another one is the support from the local government, either district or provincial government. The role of local government in running BUMG le Jeulanga is still lacking. The district government only once a year supervises and guides BUM le Jeulanga.

The Indonesian Village-Owned Enterprises Forum (BUMDes) said that out of 27,067 BUMDes, only about 10% had businesses running. The rest don't work, and some do but don't give any profit. This was stated by the Secretary General of the Indonesian BUMDes Forum Rudy Suryanto when inaugurating the Village Cadets in Mataraman Village, Panggunharjo, Sewon, Bantul, Saturday (8/9/2018). "The village is actually not poor in potential but the main problem is human resources (HR). BUMDes managers need creative people so that their products are accepted by the community.

Based on the discussion about HR above, the following findings were formulated:

Finding 8: Most of the innovations in the le Jeulanga AMDK Production BUMG business experienced limited creativity in managing their business, which resulted in a lack of product appeal in the eyes of the public.

Finding 9: Recruitment of BUMG management is not done selectively, which has the potential to result in a lack of ability and commitment from the management.

Finding 10: Lack of human resource capacity in managing financial and natural resources, thus limiting the potential for BUMG business development.

Based on findings 8 to 10 regarding HR, proposition 4 is formulated as follows:

Proposition 4: Hold creativity training and workshops for BUMG administrators and members to increase innovation in business management. Develop a structured recruitment process by identifying the criteria and competencies required for management positions. And provide financial and natural resource management training to BUMG administrators and members.

3.6. Internal conditions

Internal conditions which are the strengths and weaknesses of the BUMG development strategy in the context of accelerating economic growth in Gampong Jeulanga Mata le. The results showed that the inhibiting factors for BUMG in the gold mining area were 1) budget factors, 2) management human resources factors, and 3) limited support from the private sector. Supporting factors as reinforcement are 1) government commitment, and 2) availability of natural resource potential. The existence of inhibiting factors because many government programs are funded. BUMG managers need to work hard in developing their business through creative and innovative programs to be competitive.

The results of this study are in accordance with David's internal environmental factors consisting of 3 aspects, namely:

3.6.1. Marketing aspect

Marketing can be identified as the process of determining, anticipating, creating, and fulfilling customer wants and needs for products or services.

3.6.2. Financial and accounting aspects

Financial condition is often considered the best measure of a company's competitive strength or position and is the main attraction for investors.

3.6.3. Aspects of production / operations and development research

The production/operations function of a company consists of all activities that transform inputs into goods or services. Production/operations management treats inputs, transforms, and outputs that vary widely among industries and markets. Manufacturing company operations transform inputs such as raw materials, labor, capital, machinery, and other facilities into finished goods and services.

Based on the discussion regarding Internal Conditions which are the strengths and weaknesses of BUMG's development strategy in the framework of the economic growth accelerator in Gampong Jeulanga Mata le above, the following findings were formulated:

Finding 11: Public perceptions that are difficult to change can be an obstacle in building trust and participation.

Finding 12: Difficulties in administration can hinder the efficiency and accountability of BUMG.

Based on findings 11 to 12 regarding internal conditions, proposition 5 is formulated as follows:

Proposition 5: Carry out a more intensive information and education campaign to change public perception about BUMG and its benefits. As well as increasing administrative capacity and skills through training and technical support.

3.7. External conditions

External conditions that become opportunities and threats to the BUMG development strategy in the context of accelerating economic growth in Gampong Jeulanga Mata le. External factors that influence the development strategy of Village-Owned Enterprises (BUMG) in the framework of an accelerator of economic growth in Jeulanga Mata le Village are:

Opportunity factors are as follows:

- a. BUMG can reduce community dependence on loan sharks,
- b. There is a new business loan and savings (equipment rental),
- c. Has a very good village potential to be developed,
- d. Establish good cooperation with business partners.

Threat factors are as follows:

- a. Not being able to use technology to the fullest,

- b. Internet network in the village is still weak,
- c. There are competitors in the same type of business.

Based on the discussion regarding external conditions that provide opportunities and threats for BUMG's development strategy in the context of economic growth accelerators in Gampong Jeulanga Mata le above, the following findings are formulated:

Finding 13: Limitations in the use of technology can hinder the efficiency and competitiveness of BUMG.

Finding 14: The existence of competitors with the same type of business can increase competition in the local market.

Based on findings 13 to 14 regarding external conditions, proposition 6 is formulated as follows:

Proposition 6: Conduct technology training and invest in technology infrastructure to increase capabilities and develop product differentiation and marketing strategies to differentiate themselves from competitors.

Based on minor propositions 1 to 6 above, the major proposition of this research can be formulated as follows:

Major Proposition: Integrating all previous findings and propositions to create synergy between the internal and external conditions of BUMG Jeulanga Mata le. This synergy involves increasing internal capacity, optimizing marketing, and utilizing technology to overcome identified obstacles. In addition, building closer partnerships with local governments, financial institutions and local business actors to support sustainable economic growth.

4. Conclusions

Based on data analysis from the description and discussion regarding the results of research on "Governance of Gampong-Owned Enterprises (BUMG) Jeulanga Mata le, Bandar Dua District, Pidie Jaya Regency (Policy Implementation Study Based on Pidie Jaya Regent Regulation Number 30 of 2020 concerning Establishment, Management, Management and Dissolution of Gampong-Owned Enterprises)", as well as supporting and inhibiting factors for BUMG Jeulanga Mata le both from internal and external conditions, the following conclusions can be drawn:

A good management system, such as job explanations for each employee and a clear coordination system, will make it easier for BUMG managers to achieve goals or

targets. This should be applied to the le Jeulanga AMDK production business, where each management element of BUMG le Jeulanga should have clear duties and functions as stated in the Articles of Association and Bylaws (AD/ART).

Administrative management has not been managed well, this is because managers still carry out bookkeeping manually and do not update or routinely input AMDK production data.

According to data on the condition of human resources from the last education of BUMG le Jeulanga managers, generally they have a high school education and the majority of the people of Gampong Jeulanga Mata le earn their living as farmers and planters, in the application of professionalism in the governance of this BUMG there are still things that do not run according to the regulations or work rules laid down. has been established, this is shown by the existence of dual professions.

Existing financial resources are still not sufficient for implementing the BUMG program, this is because the distribution of village funds, namely that on average the budget is still used in the form of fixed and movable assets. Meanwhile, the focus of budget use on the operations of the AMDK production business will only start in 2022.

References

- [1] Sugiyono P. Quantitative qualitative research methodology and R&D. Bandung: Alfabeta; 2011. pp. 62–70.
- [2] Miles H, MB H. Saldana. Qualitative data analysis: a methods sourcebook. 2014:408.