



VILLAGE GOVERNMENT STRATEGY IN DEVELOPING VILLAGE-OWNED ENTERPRISES IN SUNGAI KALI VILLAGE, SUNGAI RAYA DISTRICT, HULU SUNGAI SELATAN DISTRICT

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Abstract

The purpose of this research is to determine the strategies, obstacles and inhibiting factors of the Village government in developing the Sungai Kali Village-Owned Enterprise, Sungai Raya District, Hulu Sungai Selatan Regency. This research method uses a qualitative approach with descriptive research type. Data collection techniques used were interviews and documents. Key research informants are the village head and supporting data for the BUMDes chairman, BUMDes members and community support informants and community leaders. Data analysis uses qualitative data analysis techniques, namely data collection, data reduction, data presentation and conclusions. The research results obtained in accordance with the research concept, namely organizational strategy, program strategy and Resource Support Strategy, show that of the three strategies in the development of BUMDes "Joint Effort" have carried out and implemented the vision and mission, even though BUMDes operations have not been fully implemented as expected. The obstacles found in the management of BUMDes have not provided maximum results in improving BUMDes to the community's economy, from the dimensions of the facilities and infrastructure provided by BUMDes "Joint Efforts", the inhibiting factors are adequate facilities and infrastructure but have not been maximized, human resources still have not received training related to BUMDes Management.

Keywords: Organizational Strategy, Planning, BUMDes.

INTRODUCTION

Village government is an important element in the government structure in Indonesia, which is regulated in Law Number 6 of 2014 concerning Villages. One of the main roles of the village government is to run the wheels of government based on the principles of legal certainty, obeying the administration of government, prioritizing the public interest, openness, professionalism, accountability, effectiveness, efficiency, local wisdom, diversity and participation (Wijayanto, 2014; Timotius, 2018; Sugiman, 2018).

In the context of village government management, economic sector development policies in villages are very important (Matuankotta, 2020; Putri, 2016). This policy aims to improve the welfare of village communities and become an indicator of progress in village governance. Development of the economic sector in the village is also an effort to create an independent village, which is able to generate income from its potential (Surida, 2022; Sangki et al., 2017; Ridlwan, 2014).

The Role of Village-Owned Enterprises (BUMDes) in the Village Economy To support economic development in villages, village governments can form Village-Owned Enterprises (BUMDes) (Saputra et al., 2019; Riyanto et al., 2016). BUMDes is a legal entity established by a village or together with villages to manage businesses, utilize assets, develop investment and productivity, and provide services for the welfare of village communities.

Community Empowerment Through BUMDes Community empowerment is an effort to increase the abilities and potential of the community so that they can develop themselves independently in various fields, including economics (Hidayatullah & Suminar, 2021; Habib, 2021). Through BUMDes, the community can implement the abilities, skills and expertise they have to develop businesses in the village (Prasetyo, 2016; Zunaidah et al., 2021).

Village Government Strategy in Development of BUMDes to develop BUMDes well, the village government needs to design the right strategy (Setiadi & Pradana, 2022; Hidayatullah & Suminar, 2021). This strategy must cover various aspects, starting from managerial training for BUMDes administrators, providing an active role for BUMDes administrators in developing businesses, regular coaching and monitoring, to providing adequate infrastructure (Putra, 2013; Susilowati, 2020).

The experience of BUMDes Ikhtiar Bersama Sungai Kali Village. The example of the BUMDes Ikhtiar Bersama Sungai Kali Village case shows several problems faced, such as the lack of managerial ability of BUMDes administrators, the lack of active role of BUMDes administrators in developing businesses, the lack of guidance from the regional government, and the lack of infrastructure. adequate.

Strategy for Development of BUMDes Ikhtiar Bersama Sungai Kali Village To overcome the problems faced by BUMDes Ikhtiar Bersama Sungai Kali Village, several strategies can be implemented. This strategy includes increasing the skills and knowledge of BUMDes administrators through training, encouraging the active role of BUMDes administrators in developing businesses, regular coaching and monitoring, as well as providing adequate infrastructure.

Experience and Learning from Previous Research Previous research shows various strategies and experiences in developing BUMDes in various regions (Soleh, 2017; Pradani, 2020). This research can be a reference and lesson for other village governments in developing BUMDes in their respective regions. Development of BUMDes is one strategy that can be carried out by village governments to improve the village economy and the welfare of the community. To be successful in developing BUMDes, the right strategy is needed, full support from the regional government, and active involvement of village communities. In this way,

BUMDes can become one of the main pillars in village economic development and improving community welfare.

RESEARCH METHODS

This research focuses on strategies for developing Village-Owned Enterprises (BUMDes) in Sungai Kali Village, Sungai Raya District, Hulu Sungai Selatan Regency. BUMDes has a strategic role in improving the economy and welfare of village communities. A qualitative approach was chosen because it can provide an in-depth understanding of the factors that influence BUMDes performance.

The research method used is descriptive qualitative. This approach allows researchers to understand phenomena that occur naturally in the field and provides a comprehensive picture of BUMDes development strategies. Data was collected through in-depth interviews with various related parties, such as BUMDes administrators, community leaders and village officials. Apart from that, data was also collected through participatory observation to understand the social and cultural context in Sungai Kali Village.

Data analysis was carried out using thematic analysis techniques. Data from interviews and observations were analyzed to identify the main themes that emerged. Several themes that emerged included the development of BUMDes organizations, human resource management, and community involvement in decision making.

It is hoped that the results of this research can contribute to the development of BUMDes in Sungai Kali Village. By understanding the factors that influence BUMDes performance, it is hoped that village governments can design more effective strategies in developing BUMDes. Apart from that, it is also hoped that the results of this research can provide input for local governments in designing policies that support the development of BUMDes in other regions. In this way, it is hoped that BUMDes can become a driving force for the village community's economy and improve the welfare of the community as a whole.

RESULTS AND DISCUSSION

Sungai Kali Village is one of the definitive villages in Sungai Raya District, Hulu Sungai Selatan Regency, with legal status which gives the village full authority to organize and manage its own household based on local customs recognized in the Indonesian national government system. Since the initial leadership by Mr. Lamoe until now under the leadership of Mr. Maldi, the village head has been directly elected by the local population. Sungai Kali Village consists of 4 Neighborhood Units (RT) and borders Paring Agung Village (north), Batang Kulur Kiri Village (east), Batang Kulur Kanan Village (south), and Baru Village (west). Geographically, this village is at an altitude of 5.8 meters above sea level, with a distance of 120 km to the province, 12 km to the district capital, and 5 km to the sub-district capital. The total area of Sungai Kali Village is around 350 Ha, with most of the land used for rice fields (175 Ha), plantations (46 Ha), housing (6.5 Ha), offices (1.5 Ha), and other land (121 Ha).

At the end of 2021, the population of Sungai Kali Village was recorded at 409 people, consisting of 197 men and 212 women. The majority of the population is the Banjar tribe. Demographically, the population growth rate is stagnant, with no infant or maternal mortality rates. Population composition according to age and gender describes the distribution of the population in various age ranges. In terms of education, the majority of the population has a low level of education, with the majority having elementary school education. However, there are also a number of residents who have studied up to high school and university levels.

Economically, most of the population makes a living as farmers, while other sectors such as trade, home industry and self-employment also play a role in the village economy.

The economic situation of Sungai Kali Village is supported by the agricultural, plantation, livestock, fisheries and small/home industry sectors. Leading commodities in the agricultural and plantation sectors include rice, secondary crops, coconuts and hardwood plants. Meanwhile, the livestock sector is represented by cows, sheep/goats, chickens and ducks. In terms of village government, Sungai Kali Village is divided into 2 RWs, each of which includes 2 RTs. Each RW is led by the RW chairman, while each RT is led by the RT chairman. These two RWs have an important role in serving the interests of the people of their area, including in their relationship with government at a higher level.

Village Government Strategy in Development of BUMDes Sungai Kali

The Sungai Kali village government is actively fighting for community welfare with an inclusive and sustainable approach. One of the strategic steps taken is to develop Village-Owned Enterprises (BUMDes) as the main instrument to achieve this goal. The BUMDes concept is a response to economic challenges in villages, including in Indonesia, with the hope of managing local resources efficiently, increasing income, creating jobs, and increasing community access to local services and products.

Before the village decided to form BUMDes, the village government provided comprehensive outreach and explanations to the community. This socialization is not only about the concept of BUMDes, but also the objectives, benefits, management mechanisms and potential risks. Socialization is carried out through community meetings, workshops, training and information campaigns that actively involve village communities. Explanation regarding the potential of the business sector that can be developed is also an important part of socialization (see Figure 1).



Figure 1. Socialization of the Bumdesa Sungai Kali Business Unit



Figure 2. Futsal Tournament held by BUMDes Sungai Kali

The village government holds futsal events and tournaments as a way to promote the sport, strengthen relations between communities, and provide opportunities for players to compete in a healthy manner. This event is not only an entertainment venue, but also a platform to build solidarity and a spirit of togetherness. Before holding an event, the village government carefully plans the theme, concept and objectives of the event. They also prepare a budget, carry out extensive promotions, and prepare the technical implementation of the event well (see Figure 2).

The village government provides special offers to futsal clubs as a strategy to build long-term relationships and increase club involvement in BUMDes activities or programs. These special offers may include discounts or special prices for field rentals, additional service packages, additional promotions or exposure, as well as opportunities to participate in various activities or programs.

Collaboration with schools is a strategic step in promoting sports, increasing awareness of the importance of a healthy lifestyle, and providing opportunities for students to develop sports and leadership skills. This collaboration includes organizing additional sports programs, large-scale sports events, providing sports facilities and facilities, as well as sports skills development programs for students. Thus, the Sungai Kali village government is actively taking strategic steps in developing the Sungai Kali BUMDes with the hope of advancing the local economy and improving the welfare of the village community.

Village Government Obstacles in Development of BUMDes Sungai Kali

From the results of research conducted through interviews, it can be seen that the Sungai Kali village government has implemented a strategy to develop Village-Owned Enterprises (BUMDes). However, in this process, several important obstacles have been identified that affect the progress of the Sungai Kali BUMDes in Sungai Raya District, Hulu Sungai Selatan Regency. In facing these obstacles, village governments need to pay attention to better strategic steps to overcome the challenges they face.



Figure 3. Discount Coupon Voucher for BUMDes Sungai Kali Futsal Field

One of the main obstacles faced by the village government is the low level of community participation in supporting the promotion and management of BUMDes business units (Ammar, 2023; Rezky, 2023), as expressed by Mr. Maldi, Head of Sungai Kali Village. Even though socialization has been carried out, there are still some people who have not utilized the BUMDes business unit properly. Efforts to increase participation have been made, including providing incentives in the form of free top-up coupons (see Figure 3), but these challenges remain significant.

Another obstacle is the lack of management capacity in managing BUMDes, as expressed by member of BUMDes Ikhtiar Bersama, Mr. Sumadi. Reporting management and administration are still weak, indicating that the human resources involved in BUMDes still require capacity building. A similar thing was also conveyed by community leader, H. Junaidi, who highlighted the lack of training for BUMDes administrators in managing BUMDes properly. Therefore, efforts are needed to increase the capacity of BUMDes administrators through appropriate training.

The final obstacle faced is inadequate infrastructure, such as office space or the BUMDes secretariat. Even though BUMDes Ikhtiar Bersama is still newly established, the village head and BUMDes administrators realize the importance of having their own office to increase efficiency and productivity. Support from the village government, which has accepted the proposal to build a BUMDes office, shows a positive step in improving this situation.

Recommendations for Overcoming Obstacles

To overcome the obstacles faced in developing BUMDes Sungai Kali, the village government can consider the following steps (Ahmad et al., 2024; Arifin, 2023):

1. **Increasing Community Socialization and Education:** Carry out more intensive outreach and education to the community about the benefits and importance of BUMDes in improving village welfare.
2. **Increasing Management Capacity:** Provide training and assistance to BUMDes administrators in good management and administration.
3. **Construction of Infrastructure Facilities:** Accelerate the construction of BUMDes offices or secretariats to increase efficiency and productivity.
4. **Collaboration with External Parties:** Involve external parties such as training institutions or management consultants to provide assistance in improving BUMDes management.

By implementing these steps, it is hoped that the village government can overcome the obstacles faced in developing BUMDes Sungai Kali and improve the welfare of the village community as a whole.

Discussion

The strategy implemented by the Sungai Kali Village Government in promoting futsal sports through Village-Owned Enterprises (BUMDesa) not only has an impact on local economic aspects, but also creates a close relationship between BUMDesa futsal and the village community as a whole. In this context, this strategy aims to create a mechanism for active community participation in decision making related to village development. Collaboration with various parties, such as futsal clubs, schools and the community, is the main key in this strategy.

The Sungai Kali Village Government recognizes the importance of transparency and participation in village development. Through open dialogue and discussion, the community is encouraged to contribute in formulating the direction and strategy for developing BUMDesa futsal. This reflects the village government's commitment to ensuring that decisions taken truly reflect the needs and aspirations of local communities. Socialization and explanation of the role of BUMDesa is also important in strengthening community understanding and involvement in the development process.

The importance of developing inclusive strategies is also highlighted in this discussion (Judijanto et al., 2024; Tobasa & Nurjanah, 2024). By involving the community in strategy formulation, BUMDesa futsal has a greater chance of succeeding in achieving sustainable development goals. Through active participation, communities can identify their own needs and aspirations, which are then reflected in the decisions and actions taken by BUMDesa.

From a sustainable and inclusive development perspective, the practices adopted by the Sungai Kali Village Government and BUMDesa futsal have significant implications. By ensuring that policies and actions taken take into account economic, social and environmental sustainability, sustainable and inclusive development can become more accessible and sustainable for all levels of village society.

Overall, the strategy implemented by the Sungai Kali Village Government, with a focus on the strategic role of BUMDesa futsal, paves the way for more participatory, transparent and sustainable development at the local level. Collaboration with various parties and the active role of the community are key in ensuring the success of this strategy, as well as creating a positive impact on overall village development.

CONCLUSION

Based on the research results, it was concluded that BUMDes Ikhtiar Bersama Sungai Kali Village, established based on Sungai Kali Village Regulation Number 06 of 2022, experienced challenges in improving the village economy due to minimal community participation. Although efforts to establish these business entities have been made, their influence is still limited. A more appropriate strategy is needed from the village government to develop BUMDes so that they can become a significant source of income for the village. Research findings show that through organizational strategies carried out by village heads and the community, such as implementing Government Regulation no. 11 of 2021 and Village Ministerial Decree no. 3 of 2021, efforts to establish and develop BUMDes have been underway. However, the impact is still limited. Therefore, more innovative and sustainable strategies are needed to increase participation and effectiveness of the BUMDes program.

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