

IMPLEMENTATION OF VILLAGE GOVERNMENT POLICY ON THE ESTABLISHMENT AND MANAGEMENT OF VILLAGE-OWNED BUSINESS ENTITIES IN BATUKARAS VILLAGE CIJULANG DISTRICT PANGANDARAN DISTRICT

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ABSTRACT

This research is based on the problem that the implementation of village government policies regarding the formation and management of village-owned enterprises in Batukaras Village, Cijulang District, Pangandaran Regency is still not optimal, this happens because there is no good communication between the village government and the community so that the level of participation of the village community Batukaras in participating in developing the BUMDes business of Batukaras Village Partners is still low, Lack of socialization carried out by the village government and Lack of human resources for BUMDes managers. The research method used in this research is descriptive qualitative by conducting observations and interviews with 4 (four) informants, namely 1 (one) Head of Batukaras Village, Staff Head of Service, Head of BUMDes Mitra Batukaras Village, and Treasurer of BUMDes. The results of this study indicate that the implementation of village government policies regarding the establishment and management of village-owned enterprises in Batukaras Village, Cijulang District, Pangandaran Regency as a whole from various activities carried out has been going well but still not optimal. This can be seen from the lack of socialization that was carried out and also the BUMDes managers or Human Resources who did not understand the functions, and the communication that was carried out did not go well, the direction and policies provided did not motivate BUMDes implementers.

Keywords: Policy Implementation, Village Government, BUMDes, Management, and Establishment.

Introduction

The BUMDes Rural economic organization is an important part as well as a weak point in supporting the strengthening of the rural economy. Therefore, a systematic effort is needed to encourage this organization to be able to manage strategic economic assets in the village as well as to develop an economic network to

increase the competitiveness of the rural economy. In this context, BUMDes. Some of the agendas carried out include: Developing human resources (Human Resources) capabilities so that they can provide added value in managing village economic assets, integrating competitive economic products into developed economic businesses,

strengthening village economic institutions, developing supporting elements.

With the enactment of Law Number 6 of 2014 concerning Villages, village development aims to improve the quality of human life and reduce poverty through the provision of the fulfillment of basic needs, development of facilities and infrastructure, development of local economic potential, utilization of local resources, utilization of natural and environmental resources. Continuously prioritizing togetherness has given new hope for the village and the village economy towards an independent village.

Village-Owned Enterprises according to Wijaya (2018:93) are Pillars of economic activity in the village that function as social and commercial institutions. Village Owned Enterprises is a social institution that focuses on the interests of the community by contributing to the provision of social services

According to Law Number 6 of 2014 concerning Villages in Article 87 Village-Owned Enterprises paragraph (1) Villages can establish Village-Owned Enterprises called BUMDes. Paragraph (2) BUMDes are managed in a spirit of kinship and mutual assistance. Paragraph (3) BUMDes can run businesses in the economic sector and/or public services by the provisions of the law. Article 88 paragraph (1) the establishment of BUMDes is agreed

upon through Village deliberation paragraph (2) The establishment of BUM Desa as referred to in paragraph (1) is determined by Village regulations.

And as a reference for the legal entity, BUMDes Desa Batukaras refers to running the business activities of BUMDes Mitra Desa Batukaras based on:

1. Law NO.1 of 2013 concerning Microfinance Institutions (MFIs)
2. Law No. 6 of 2014 articles 87 and 88 concerning Villages
3. PP No. 43 of 2014 and PP NO. 47 of 2015 concerning amendments to PP No. 43 of 2014 concerning implementing regulations for the Village Law, in particular Chapter VIII concerning BUM Desa Article 132 related to the establishment of BUM Desa.
4. Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia No. 4 of 2015 concerning the Establishment, Management, Management and Dissolution of Bundes.
5. Batukaras Village Regulation Number 7 of 2017 concerning the establishment and management of Batukaras Village-Owned Enterprises (BUMDesa).

Thus the BUMDes Mitra Batukaras runs by forming a 3Kg LPG Gas business unit and Mercendays,

therefore several problems occur including:

1. No communication exists between the village government and the community of Batukaras Village, Cijulang District, Pangandaran Regency so that the level of participation of the Batukaras Village community in participating in developing the BUMDes business of Mitra Batukaras Village is still low
2. Lack of socialization carried out by the government of Batukaras Village, Cijulang District, Pangandaran Regency.
3. Lack of human resources managing BUMDes which is where to make an annual reporting system system

Based on the thoughts and background above, the formulation of the problem is determined as follows: How is the Implementation of Village Government Policies regarding the Establishment and Management of Village-Owned Enterprises in Batukaras Village, Cijulang District, Pangandaran Regency?

Theoretical Studies

1. Implementation

The definition of implementation according to Pressman and Wildavsky (2015:20), is: As a pioneer of implementation studies, it defines according to its decade. Implementation is interpreted with

several keywords as follows: To carry out the policy (to carry out) to fulfill the promises as stated in the policy document (to fulfill), to produce output as stated in the policy objective (to produce), to complete the mission that must be realized in the policy objective (to complete).

Furthermore, according to Afan Gaffar, (2009: 295), implementation is one of the stages in the public policy process. Usually, implementation is carried out after a policy is formulated with clear objectives.

Furthermore, the implementation according to Mulyadi (2015:12) is defined as follows:

Implementation refers to actions to achieve the goals that have been set in a decision. This action seeks to turn these decisions into operational patterns and seeks to achieve major or minor changes as previously decided. Implementation is essentially an effort to understand what should happen after the program is implemented.

2. Policy Implementation

According to Edward III (in Subarsono, 2020: 90) of the view that policy implementation is influenced by four variables, namely:

- a. Communication;
- b. Resources;
- c. Disposition/Attitude of the executor; and
- d. Bureaucratic Structure.

3. Public Policy Process

According to Subarsono (2020:8), The policy analysis process is: A series of intellectual activities carried out in the process of political activities, these political activities appear in a series of activities that include agenda setting, policy formulation, policy adoption, policy implementation, and policy assessment.

4. Definition of Government

According to Wilson in Syafie (2017:23), the government at the end of his description is:

An organization of force, not always related to the organization of the armed forces, but two or a group of people from many groups of people who are prepared by an organization to realize their common goals and objectives, with matters that provide information for the general affairs of society.

5. Village

According to Soetardjo (1984) in Nicholas (2014:20) Villages are: Indigenous institutions have the right to regulate their household based on customary law. In its original form, Village Autonomy (the right to regulate one's household based on customary law) is characterized by the following characteristics:

a. The Village Government consists of the village head assisted by the village. The village head is chosen by the more *kaki*, a kind of

formation team consisting of elders, religious experts, and customary experts who are considered to have wisdom. The village government consists of the village head assisted by the village. The village head is elected by the *morokaki* council, a kind of formation team consisting of elders, religious experts, and customary experts who are considered to have wisdom.

- b. The one who holds the highest power in the village is the village meeting/village group.
- c. Institutions and institutions are developed according to the real needs faced by the village community concerned, based on the concepts of debating that surround them and real practices and their problems.
- d. Communal land becomes a very important social institution that functions to regulate, control, and supervise the behavior of members of the legal community in a village area concerned.
- e. Falling mountains, compulsory work, and cooperation become institutions that function as a means of justification and at the same time as a preserver of the village autonomy system.

6. BUMDes Management Principles

According to Wijaya (2018:137-138), there are six principles in managing BUMDes, including:

- a. Cooperative, All components involved in BUMDes must carry out good cooperation for the development and survival of their business.
- b. Participatory, all components involved in BUMDes are also willing to be asked to provide support and contributions that can encourage the progress of BUMDes businesses.
- c. Emantif, All components involved in BUMDes must be treated equally regardless of class, ethnicity, and religion.
- d. Transparent, Activities that affect the interests of the general public must be known by all levels of society easily and openly.
- e. Accountable, All BUMDes business activities must be accountable technically and administratively.
- f. Sustainable, All BUMDes business activities must be able to be developed and preserved by the village community in the BUMDes container.

7. Management Terms

Management is a term used in management science, etymologically comes from the word 'manage' (to manage) and usually refers to the process of managing or handling something to achieve goals. According to Balderton (2011:21), the term management is the same as management, namely moving,

organizing, and directing human efforts to achieve a goal.

8. BUMDes Strategic Management

Definition of BUMDes strategic management according to Wijaya (2018:200); Regarding how to decide on the strategies and plans that are taken by the BUMDes managers and have an impact on the organization, strategic management is a process in which the top leadership of the BUMDes determines the long-term direction and performance of the organization by ensuring that its formulation is carried out carefully, its implementation is effective, and carries out continuous evaluation.

Village Owned Enterprises (BUMDes) Village-Owned Enterprises according to Wijaya (2018:93) are Pillars of economic activity in the village that function as social and commercial institutions. The Village Owned Enterprise as a social institution focuses on the interests of the community through its contribution to the provision of social services. The Village-Owned Enterprises as a commercial institution aim to make profits through offering local resources to the market.

Village-Owned Enterprises are defined in Article 1 paragraph 6 of Law number 6 of 2014 concerning Villages, namely: "Village-Owned Enterprises, hereinafter referred to as BUMDesa, are business entities whose entire or most of the capital is owned by the

village through direct participation originating from village wealth which is separated to manage assets, services and other businesses for the greatest welfare of the village community.

Article 87 of the Village Law states that BUMDes can be formed by the village government which is managed with a spirit of kinship and cooperation to utilize all economic potential, economic institutions, potential human natural resources to improve the welfare of rural communities.

Law Number 6 of 2014 concerning Villages, Village development aims to improve the quality of human life and alleviate poverty through the provision of the fulfillment of basic needs, development of facilities and infrastructure, development of local economic potential, sustainable use of natural resources, and the environment prioritizing togetherness, kinship, cooperation. to realize the mainstream of peace and justice

Method

Types of research. The type of research used in this research is by using qualitative descriptive research methods.

1. Time and Place

This research lasted for approximately 6 (six) months which was conducted in Batukaras Village,

Cijulang District, Pangandaran Regency.

2. Research subject

The subjects of this research are 4 (Four) Informants consisting of the Village Head, Service Head Staff, Head of BUMDes, and Treasurer of Bundes.

3. Procedure

This research was conducted by direct involvement in the field so that the data obtained were primary, namely the collected data received directly from the people/actors involved in this research.

4. Data Collection Technique

The data collection techniques used are: Conducting field studies, namely observation (direct fieldwork, supervising the situation and conditions that occur at the research site) and interviews conducted face-to-face with all informants in this study and then conducting a literature study by reviewing documentation, means collecting data from various documents found in the field to study a definite fact and evidence.

5. Technical Data Analysis

- a. Data reduction, which can be interpreted as selection, termination of attention, simplification, abstraction, and transformation, rough data that appears, from written notes from the field.
- b. Data display (data presentation), namely the next step after data

reduction takes place is the presentation of data, as a set of structured information that gives the possibility of drawing conclusions and taking action.

- c. Verification and concluding, are interpreted as drawing the meaning of the data that has been submitted. Giving this meaning is of course as far as the understanding of the researcher and the interpretation he makes.

Research Results and Discussion

1. Implementation of Village Government Policies regarding the Establishment and Management of Village-Owned Enterprises in the Village Batukaras, Cijulang District, Pangandaran Regency

- a. Communication

Based on the results of research on the implementation of village government policies regarding the formation and management of village-owned enterprises in Batukaras Village, Cijulang District, Pangandaran Regency, it is indeed the problem that no communication exists between the village government and the people of Batukaras Village, Cijulang District, Pangandaran Regency so that the Batukaras Village community participates in developing The efforts of BUMDes Mitra Desa Batukaras are still low because for the community there is a lack of understanding carried

out by the BUMDes and the Village so that the community is less interested in participating because of the small number of business units. to increase community participation in the running of BUMDes Mitra Desa Batukaras.

Thus, for communication problems that are established with the BUMDes and the Village parties to the community, they do not provide a good understanding and support regarding the running of business units in Batukaras Village and also the transmission must be targeted.

The description above is in line with the theory put forward by Eyston in Wahab (2020:13) Public Policy is "the relationship that takes place between government units/units and their environment".

- b. Natural Resources

Based on the results of research on the implementation of village government policies regarding the formation and management of village-owned enterprises in Batukaras Village, Cijulang District, Pangandaran Regency, Natural Resources is the most important success factor, namely that it is a unit, in terms of what is in the implementation that will be implemented. This is done in the village and also implements something that is in the BUMDes in Batukaras village, therefore resources are one of the driving factors for the progress of the Bumdes and to find new units that

will be run to get new results and annual income against the village.

Based on the results of the study that the natural resources that will be developed until now there has been a plan or plan that has been made to increase the results and income of the PADes in Batukaras Village, for this reason, making plans and master plans and DD that have been planned

The above description is in line with the opinion expressed:

According to Subarsono (2020:8), The policy analysis process is: A series of intellectual activities carried out in the process of political activities, these political activities appear in a series of activities that include agenda setting, policy formulation, policy adoption, policy implementation, and policy assessment.

Based on the description above, the planning for extracting natural resources that will be carried out by the village is in line with the theory and description carried out by researchers with the preparation and agenda carried out such as making a master plan and DD that will be carried out.

c. Disposition

Based on the results of research on the implementation of village government policies regarding the formation and management of village-owned enterprises in Batukaras village, Cijulang district, Pangandara district with the problem of management commitments who feel responsible for

the running of the village-owned enterprise program, for the committees that are carried out, each member always does what he or she does. what must be done but with a time that clashes with each other's work, there is a vacancy, but with this problem the village provides a policy by involving the village apparatus to help run BUMDes Mitra Batukaras.

The description above is in line with the definition that has been offered by Wilson in Solichin Wahab (2020: 13) is: "Actions Objectives and Statements of Government regarding certain issues, steps that have been/are being taken (or failed to be taken) to be implemented, and the explanations given by them regarding what has happened (or not occur)."

d. Bureaucratic Structure

Based on the results of research on the implementation of village government policies regarding the formation and management of village-owned enterprises in Batukaras Village, Cijulang District, Pangandaran Regency by conducting interviews about the BUMDes management who can master their main duties and responsibilities as well as making annual reports for problems that have occurred in the last 2 years because of reporting delayed due to human resources who do not understand about making reports, thus the path taken by the village government and the head of the bumdes with the formulation

related to existing problems, therefore coordination is carried out with the inspectorate for reporting and also government officials who help for reporting.

Thus the village government provides a policy that is delegated to a village apparatus that must assist in making reports so that the coordination carried out by these efforts goes well as the time of making annual reports goes.

The description above is in line with the theory. The success of implementation according to Grindl (1980) in Subarsono (2020-93) is influenced by two major variables, namely:

Policy content (the content of policy) and implementation environment (context of implementation) Variables of the content of this policy include:

- 1) The extent to which the interests of the target group or target groups are contained in the content of the policy.
- 2) Types of benefits received by the target groups.
- 3) The extent to which the desired change of a policy.
- 4) Is the location of a program correct.
- 5) Does a policy mention its implementers in detail.
- 6) Is a program supported by adequate resources.

With a good bureaucratic structure, it will certainly greatly affect the progress and smoothness of the

implementation that Batukaras Village and BUMDes Partners want to achieve together in Batukaras Village.

Conclusion

Based on the results of the study, it can be concluded several things as follows:

1. The implementation of the Village Government policy regarding the Establishment and Management of BUMDes in Batukaras Village, Cijulang District, Pangandaran Regency, in general, is going well for now, but for the obstacles that occur according to what has been described in the problem indicator, the striking problem is in the human resources that manage it for that reason the village government provides policy implementation in the form of SK and village regulations that are valid until now. For problems that have occurred in the last 2 (two) years, it is because of delayed reporting due to human resources who do not understand about making reports, thus the path taken by the village government and the head of the bumdes with the formulation of the existing problems, coordination is carried out with the inspectorate for reporting and also government officials who help with reporting. Thus, the village government provides policies that I delegate to one village apparatus.

2. The obstacles faced in implementing the Village Government Policy Implementation regarding the formation and management of Village-Owned Enterprises in Batukaras Village, Cijulang District, Pangandaran Regency are the lack of human resources who manage village-owned enterprises due to the small number of business units thus implementing the policy not so optimal given to BUMDes MITRA DESA BATUKARAS, therefore many factors cause, including communication that is still not going well and also the business units that are formed are still few, this results in less transfer, minimal business income, giving few incentives resulted in very less community participation in the running of Village-Owned Enterprises.
3. Efforts to overcome the obstacles faced in the Implementation of Village Government Policies regarding the formation and management of Village-Owned Enterprises in Batukaras Village, Cijulang District, Pangandaran Regency by carrying out socialization and also emphasizing the communication that exists between various parties who

provide input for the progress of the agency. village-owned businesses with problems that occur because of the lack of communication that exists, therefore communication and extracting natural resources and also human resources to support sustainable progress for BUMDes Mitra Desa Batukaras, and also for the reporting system or main tasks that are run.

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