

Inhibitors Element of Bumdes in Promoting Rural Resilience in Indonesia

Muhammad Setiawan Kusmulyono, Wawan Dhewanto, Melia Famiola

School of Business and Management, Institut Teknologi Bandung
Jl. Ganesa No.10, Lb. Siliwangi, Kecamatan Coblong, Kota Bandung, Jawa Barat 40132

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ABSTRACT

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Corresponding author:
muhammad_kusmulyono@sbm-itb.ac.id

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Rural has become a prime headline for Indonesia's development since the enactment of the Rural Act in 2014. Since the ratification, rural governments in Indonesia have more authority to manage their village economy through the establishment of a village-owned social enterprise (VOSE). In 2019, 45,549 VOSEs were established from the total of 83,931 villages in Indonesia. Unfortunately, although several VOSEs show good performance, most have problems that hamper their growth. This article stems from the researchers' desire to observe the contribution of entrepreneurial activities in the village to rural resilience. This research applied qualitative research by interviewing rural stakeholders in nine Bumdes. The findings of the study indicate that low commitment from village heads and Bumdes directors, low motivation from Bumdes management, inadequate business knowledge from Bumdes management, rural political dynamics, and fluctuations in community participation are all obstacles to Bumdes' ability to promote rural resilience. This research demonstrates that in order to attain rural resilience, Bumdes requires a more holistic strategy to promote stakeholder attachment.

SARI PATI

Desa menjadi tajuk utama pembangunan Indonesia sejak diberlakukannya Undang-Undang Desa pada tahun 2014. Sejak disahkannya undang-undang tersebut, pemerintah desa di Indonesia memiliki kewenangan yang lebih besar untuk mengelola perekonomian desanya melalui pembentukan Badan Usaha Milik Desa (VOSE). Pada tahun 2019, telah terbentuk 45.549 VOSE dari total 83.931 desa di Indonesia. Sayangnya, meskipun beberapa VOSE menunjukkan kinerja yang baik, sebagian besar memiliki masalah yang menghambat pertumbuhan mereka. Artikel ini berangkat dari keinginan peneliti untuk melihat kontribusi kegiatan wirausaha di desa terhadap ketahanan desa. Penelitian ini menggunakan penelitian kualitatif dengan mewawancarai pemangku kepentingan pedesaan di sembilan Bumdes. Temuan penelitian menunjukkan bahwa komitmen yang rendah dari kepala desa dan direksi Bumdes, motivasi yang rendah dari manajemen Bumdes, pengetahuan bisnis yang tidak memadai dari manajemen Bumdes, dinamika politik pedesaan, dan fluktuasi partisipasi masyarakat menjadi penghambat kemampuan Bumdes untuk mendorong ketahanan pedesaan. Penelitian ini menunjukkan bahwa untuk mencapai ketahanan pedesaan, Bumdes membutuhkan strategi yang lebih holistik untuk mendorong keterikatan pemangku kepentingan.

INTRODUCTION

Rural has become a catchphrase in debate about Indonesia's economic development. Since the introduction of Rural Act No. 6 of 2014 in 2014, which governs the position and authority of the village, the presence of communities has become increasingly recognized. Through the establishment of a Village-Owned Social Enterprise (VOSE) or Badan Usaha Milik Desa (Bumdes), the act also promotes villages to have significant autonomy over their economy. Bumdes is a village-based economic organization that aims to be the driving force underlying rural communities' economic activity and public services (UU-Desa 2014). It has been emphasized that Bumdes is a social enterprise that operates on the principle of kinship and cooperation to achieve the village's holistic well-being.

Bumdes 's establishment is legitimized under village bylaws. Bumdes provides a wide selection of business sectors in which they can operate based on their local materials. Bumdes are allowed to form business in eight different sectors, including mineral water (springs), energy power plants, village food barns, applied technology, rent services, broking, trade, and financial services. Along from that, Bumdes can manage a village tourism business that showcases the hamlet's culture and local attractiveness. Some well-known Bumdes, such as Bumdes Tirta Mandiri (Ponggok Village, Klaten, Central Java) and Bumdes Sumber Sejahtera (Pujon Kidul Village, Malang, East Java), are mostly involved in tourism.

Bumdes is focused of being a social business organization that can serve public services while also profiting financially. Bumdes, on the other hand, has a special quality which no other social enterprise offers. Bumdes are owned and legally established by the local village government, whereas other social enterprises are formed based on personal initiatives, group initiatives, or agreement of parties who have the same vision and mission to solve social problems in society. Bumdes is also acknowledged at the national level because it

is incorporated in the country's law via the National Rural Act and municipal regulation. The village government, in conjunction with local deliberation, has the highest authority to establish a Bumdes in their community that is in accordance with their potential. People who managed Bumdes were also recruited professionally related to government rules.

According to information provided by Kemendesa-PDPT (2019) and Thomas (2019), only 45,549 new VOSEs were formed in Indonesia, out of a total of 83,931 villages across the country. According to this information, almost 90% of the units were formed after the 2014 Rural Act was issued. According to the statistics given by BPK, as many as 7,759 VOSE units are troublesome (BPK 2018). These units had a variety of issues, including administrative difficulties, a lower contribution to village income, poor management reporting, management incompetence, and a lack of business potential, with some units simply ceasing to exist (BPK 2018).

Preliminary assessments of Bumdes's performance in the literature are concentrated by studies about Bumdes's financial statement analysis and accounting systems. The significance of Bumdes's performance on rural resiliency has not been discussed in the literature. Rural resiliency is the ability of a community to adapt to changes in the environment by balancing its physical, social, and economic functions (Zwiers, Markantoni, and Strijker 2018). Rural resilience can also be used to assess a community's ability to sustain itself (Magis 2010).

In general, the term «resilience» is associated with societal issues such as catastrophe management (Fraser, Galinsky, and Richman 1999). However, especially in rural areas, the term resiliency is more dynamic than well-being. Resilience is more comparable to an idea of a community's capacity to withstand any form of disruption (Wilson 2012a). Rural resilience is critical in this pandemic Covid-19 circumstance for identifying villagers' ability to

adjust to enormous changes in social and economic order brought on by the pandemic.

According to several academic definitions, resilience is the skill or capability to respond to a condition in the environment to sustain the community's welfare level. In this perspective, resilience could be seen as an emergent quality characterized by disturbance reactions that can only be measured by looking at the system's evolution over time (Wilson 2012a). Furthermore, the ability of the community to adjust to change, reduce the consequences, and cope with disturbances could be used to assess community resilience (Cutter, Ash, and Emrich 2016; Adger 2006).

Wilson (2012b) established a rural resilience model based on the capital that the community should accumulate. Bourdieu (1987) is credited with developing this paradigm, which included three categories of capital: economic capital, social capital, and environmental capital. Economic capital is linked to the community's material assets, whereas social capital is linked to social networks, and environmental capital is linked to natural resources (Wilson 2012a; Robinson and Carson 2016). The idea of community resilience is established on the relationships between economic, social, and environmental capital, which can generate resilient and vulnerable environments. Engagement with all three capitals can result in a strong and resilient community (Wilson 2012a). Furthermore, if the community focuses solely on one side of the capital, it may be considered a community with a low level of resilience.

Individual resilience is a quality that can develop in the face of adversity (Connor and Davidson 2003). Their resiliency might be a synthesis of leadership characteristics that are critical for community and organizational life (Madsen and Mullan 2014; Walker and Salt 2012; Zwiers, Markantoni, and Strijker 2018; Leach 2013). In this manner, leadership that stems from an individual's resilience capacity can act as a catalyst to persuade someone to

generate more collective community participation in attempt to overcome economic and social problems in the environment (Madsen and Mullan 2014; Buchenrieder et al. 2017). The statement also underlined that resilient leadership, when combined with strong social networks and trust, can be a tremendous factor in helping a community accomplish its objectives (Walker and Salt 2012). In general, the concept of resilience-oriented leadership could be used in connection with stewardship to help communities and organizations achieve their environmental welfare targets.

Resilience provides villages with the ability to ensure communal wellbeing in the demanding setting of rural life (Fraser, Galinsky, and Richman 1999). However, if there is a strong leadership profile (Gray, Williams, and Phillips 2005; Madsen and Mullan 2014) that can suit the needs of rural communities, this can be accomplished. Having an accountable risk and protection analysis is one of the things that will help business do this. This risk and protection analysis is useful for identifying actors, comprehending social problems, and then devising a change strategy that meets the needs of the community (Fraser, Galinsky, and Richman 1999).

The originality of this study arises from the fact that resiliency research is still in its infancy (Connor and Davidson 2003). Furthermore, the convergence of the topics of resilience and entrepreneurship has received insufficient attention. However, there are certain intersections in the concepts of readiness, tenacity, persistence, and self-efficacy that are very strongly tied to entrepreneurship (Bullough, Renko, and Myatt 2014; Korber and Mcnaughton 2017). On the other hand, the term «resilience» is a better way to describe modern concerns in rural areas, such as depopulation, migration, and other issues. Entrepreneurial risk pressure (Bullough, Renko, and Myatt 2014), gaining self-efficacy (Chasekwa et al. 2018), managing with an unpredictable environment (Walker and Salt 2012; Curtin and Parker 2014), and change adaptation are all linked to resilience (Korber and Mcnaughton 2017).

The primary objective of this study is to discover factors that prevent Bumdes' ability to become a major contributor to rural resilience. The essential aspects that have an impact on Bumdes performance are investigated using a qualitative approach, according to the related rural stakeholders. The study will provide information about the role and influential figures who impact Bumdes' performance in the community, which will be useful in the future. From a theoretical standpoint, this study will contribute to the existing of information regarding organizational management in rural communities that are administered traditionally but face a variety of external challenges. On the practical side, the village government, Bumdes management, and local policymakers will benefit from the study in determining policy patterns that can enable the village to attain resilience through entrepreneurship.

METHODS

This research will aspire to understand from Bumdes that have been in operation for at least a year and have a distinct business unit. According to Becker (1998), the decision to investigate a sample should represent the broadest range of examples that may be relevant and rationalized by the researcher. Furthermore, sampling can provide the best representation when surveying the entire population is impractical, and it has a relationship with the study's demands to answer the research question (Saunders, Lewis, and Thornhill 2016). This study will employ a mono-method qualitative approach, with data collected through semi-structured interviews with key informants.

There will be nine Bumdes who will be the research's informants. Purposive sampling was used in this study, and the researcher chose the Bumdes based on their track record in business and a suggestion from a Bumdes expert. Based on that premise, this study went to nine Bumdes to interview the village head and Bumdes management in order to learn more about the obstacles that may be preventing Bumdes from contributing to rural resilience. The

research is conducted since the February 2020 to November 2021 to understand the performance fluctuation of the Bumdes.

1. Bumdes Mitra Cibogo Sejahtera (Cisauk District, Tangerang Regency, Banten)
2. Bumdes Pagedangan Jaya Sejahtera (Pagedangan District, Tangerang Regency, Banten)
3. Bumdes Cisantana (Cigugur District, Kuningan Regency, West Java),
4. Bumdes Muktisari (Kalapanunggal District, Sukabumi Regency, West Java)
5. Bumdes Panggung Lestari (Sewon District, Bantul Regency, Special Region of Yogyakarta).
6. Bumdes Sedya Makmur (Kasih District, Bantul Regency, Special Region of Yogyakarta)
7. Bumdes Makmur Mandiri (Kapanewon Berbah District, Sleman Regency, Special Region of Yogyakarta)
8. Bumdes Karya Usaha (Kebonarum District, Klaten Regency, Central Java)
9. Bumdes Bakti Manunggal (Kebonarum District, Klaten Regency, Central Java)

Thematic analysis was used to examine the qualitative data. Thematic analysis is a strategy that aims to find themes or patterns in a dataset (Braun and Clarke 2006; Saunders, Lewis, and Thornhill 2016). The interview's results were recorded in the form of a transcript, along with a coding technique for identifying pertinent facts and information. The researcher determines the main themes or trends that emerge from the results after integrating the interview findings. The researcher also compiled a thematic overview of the data and compared it to existing hypotheses. Finally, the researchers form conclusions and verify their findings.

This research performs a validity and reliability testing to determine the quality of the research approach. A thorough literature survey preceded this study to develop an initial model linked to the research topic, which was then used to inform the result. In addition, the researchers use the libraries

of various organizations and other official reports to confirm the interview results. This study will present the technique of generating the conclusion, as well as research process steps and transcript data, to address issues of reliability..

RESULTS AND DISCUSSION

The impediments to Bumdesa's performance that have been identified have reached more than 60 points of findings, based on the findings of interviews with nine Bumdes and stakeholders associated to Bumdes. The researcher categorizes these elements into more general features using theme analysis of the transcription of the interview results. These general characteristics can be divided into four stakeholders based on the source of the problem: the village head, Bumdes, village societies, and local governments.

Village Head Low Commitment

When asked about elements that hampered Bumdes' performance, the informants' most common response was commitment. The lexicon of commitment is not explicitly evident in the story that arises from each response. The overall response linked to the village head, however, leads to the context of commitment, according to the thematic analysis.

Commitment serves as a link between the organization's vision and its members' awareness (Kim, H. W., Chan, and Gupta 2016). The secret to boosting competitiveness and the positive spirit of the village administration to assist Bumdes is committed ownership (Kim, H. W., Chan, and Gupta 2016; Garavan, Verkhohlyad, and Mclean 2012). Some of the informants indicated that the village head in Bumdes, which did not work well, did not provide moral or formal assistance, indicating a lack of commitment. The village head takes over the activities to the Bumdes without giving any support once the Bumdes have been ratified through a village rule.

According to the source, this occurred because the village head was unfamiliar with Bumdes

governance. This governance pertains to Bumdes management, including how Bumdes and village administrations are divided, as well as how the village government can financially support Bumdes. Some village heads may have recently been elected and may have conflicts of interest with Bumdes since people who hold positions in Bumdes are relatives of the village head.

The village head's lack of commitment to Bumdes will stymie rural resiliency. This is linked to attempts to achieve resilience, which necessitate strong leadership from village head in assisting existing communities and organizations (Madsen and Mullan 2014; Zwiers, Markantoni, and Strijker 2018). The village head's leadership should serve as a catalyst for community participation and the development of a strong social network (Walker and Salt 2012; Preeja and Ramanathan 2017; Dwinugraha et al. 2020).

Low Commitment of Bumdes Director

The Bumdes director should be appointed in a democratic process, with members from the local community participating in the discourse. The outcome of the discussion will also be documented in the form of a village regulation signed by the village head. In practice, however, the selection of the Bumdes director might take a variety of forms, including selection according to regulations, direct appointment by the village head, or a nepotism situation. This circumstance exemplifies the difficulties that the Bumdes director will confront if the election process is not conducted democratically.

The readiness to pursue independent capital for the Bumdes business is the first issue posed by the Bumdes director's poor commitment. The Bumdes director is reliant on cash that the village authority should be providing. The Bumdes director will not begin his work unless the village provides funding. In truth, Bumdes are permitted to raise funds from other sources as long as they go in conformity with the Bumdes articles of association and by-laws.

The lack of a defined vision and purpose from the Bumdes director is the next hurdle to Bumdes performance, aside from a lack of finance. The Bumdes director believes he was appointed by the village head to fill the post without fully comprehending the main tasks and functions that must be performed. This is linked to the Bumdes director's lack of initiative, competency, and leadership abilities.

In rural living, the village community requires a leader who can serve as an example in the development of collective welfare (Fraser, Galinsky, and Richman 1999; Cockburn et al. 2019). This can only be realized if a strong leader is in charge (Madsen and Mullan 2014). Unfortunately, with the Bumdes director's minimal devotion, this will be tough to do. Low commitment demonstrates a lack of love or excitement for developing their territory, even if they have the capacity to do so.

Low Motivation of Bumdes Management

Bumdes is a complex organization that cannot be operated by only a single person. As a result, the administration of the Bumdes organization is a key aspect of this research. The validation of the respondent's responses is also similar. Bumdes who don't do as well as they shouldn't have clear job standards. As a result, Bumdes' everyday activities were disrupted, there was no one to guard the Bumdes office, and scheduling appointments was complicated. According to the source, this situation may arise because the Bumdes management election was only a point of reference and did not consider the motivation of the candidate for the board.

Bumdes officials, on the other hand, are discouraged due to the lack of a compensation. There is no remuneration, and if there is, it is insignificant. When Bumdes administrators perceive that Bumdes has not been able to give appealing operational benefits, they become sluggish and disinterested in their pursuit of a job and a decent income. As a result, the Bumdes management's performance becomes unprofessional, resulting in variable work outputs.

Human capital is a crucial component in achieving rural resilience. This human capital benefits not just the village population, but also Bumdes management as a business unit that is meant to be a change agent. If human capital is difficult to motivate, then the resilience balance will be tough to achieve (Zwiers, Markantoni, and Strijker 2018). As a result, the organization's problem-solving abilities grow sluggish, and it is unable to confront more difficult issues, particularly during a pandemic (Sen 2020).

Low Business Competence of Bumdes Management

Bumdes is being directed to become a business entity capable of managing village assets to increase village welfare, as mandated by village legislation. In relation to this job, the Bumdes management, starting with the director and all its members, must have sufficient business skills. Unfortunately, many Bumdes do not work successfully, according to insiders, because the Bumdes administration has not enough commercial expertise.

First, many Bumdes select business units that do not align with the village's potential. This occurred because several Bumdes took part in comparative studies in tourism-oriented villages, but these studies could not be applied in their individual localities. This indicates that the Bumdes managers are unaware of their village's potential and do not engage in asset-based rural development.

Bumdes has trouble establishing a thorough business plan and is not equipped with a creative marketing plan when it does not realize the potential of its area. As a result, Bumdes' product innovation is limited, and it is unable to present fresh business concepts for the company's growth. Businesses that are already up and running are not being handled efficiently, making the investment that has been acquired so far unprofitable and putting a strain on Bumdes' cash flow.

Human capital, social capital, and economic capital can all work together to create resilience

(Wilson 2012b). Resilience, on the other hand, will be impossible to develop if human capital is not at its best. The problem of human capital in rural regions is a hidden issue that has arisen because of urbanization (Sen 2020; Azzahra and Dhewanto 2015). This urbanization is the result of the village's inability to provide enticing job possibilities. As a result, the village experience shortage of human capital (Mayer, Malin, and Olson-hazboun 2017).

Rural Politics Dynamics

The political environment in the village was heated, particularly during the village head election. This is possible because, under the new law, the village head's power has been expanded, and each village now has the possibility to receive a village fund budget of up to 1 billion rupiah each year. As a result, the political situation in the village becomes serious, affecting Bumdes' performance.

According to the results of the interviews, one of the reasons that inhibits Bumdes' success is the dynamics of rural politics. This is a common occurrence in the position of Bumdes whose leaders disagree with the village head's views. This may occur because the village head is afraid that if the Bumdes goes well, the Bumdes director will be a candidate in the next village head election.

Another political issue that impedes Bumdes's success is the high level of village head intervention. The village head, in most cases, can intervene in the Bumdes business process. Village heads, on the other hand, can use their dominance and making Bumdes' job less ideal. Intervention can take the form of involving family in the Bumdes organization, administering the Bumdes whose revenues are mostly distributed to parties, and a variety of additional measures.

When competing with other local organizations, such as youth organizations (Karang Taruna), the political environment becomes increasingly negative. This occurs when the major tasks and functions are not well defined, causing their field

activities to collide. This friction also leads to confrontations, which foster a sense of mistrust between Bumdes and the village government, resulting in strained professional relationships. This is usually governed by each party's ego, which cannot be adequately controlled.

The ability of a village to attain resilience is thus largely decided by the ability of its rural leader to create harmonious interactions with other rural organizations. Leaders in rural areas that have a lot of social capital can cut down on political costs and encourage more community participation (Dwinugraha et al. 2020). A strong sense of leadership is also necessary, as is a good awareness of current legislation (Badaruddin and Ermansyah 2018).

Fluctuation of Society Trust

The community is the most essential factor in determining the Bumdes' performance. Some Bumdes who do well are encouraged by community units to participate in the value chain of Bumdes commercial processes as partners, suppliers, workers, and even consumers. Public trust in Bumdes that perform poorly tends to fluctuate, and Bumdes are often underestimated. As a result, social capital is not well-developed in the village, making it difficult for Bumdes to maximize the village's social assets.

This circumstance arises as a result of negative difficulties plaguing Bumdes, such as poor performance, lack of professionalism, and issues of insufficient competence. As a result, the community becomes apathetic, resulting in limited participation in any Bumdes event. This circumstance also demonstrates the existence of an unhealthy democracy in the village, as the social capital built in the village is insufficient due to the community's fluctuating noble values.

Weak socialization undertaken by the village government, local government, and Bumdes regarding the existence and activities of Bumdes in

the village contributes to a lack of social capital and bad performance related Bumdes not performing well. As a result, information about Bumdes in the society becomes vague, and the group finally develops its own interpretation of Bumdes' existence.

Bumdes whose performance isn't up to standard frequently overlook community participation as a vital factor. In reality, if an activity can identify the dangers and issues it faces, it can attain resilience (Fraser, Galinsky, and Richman 1999). This risk and protection analysis is useful for identifying actors, comprehending social problems, and then devising a change strategy that meets the needs of the community). Furthermore, Bumdes' performance cannot be optimized without community support.

MANAGERIAL IMPLICATIONS

The study's findings have practical consequences as they offer policymakers with a framework to work with in the following ways:

1. It is important for a Bumdes to build a strong social network with the village government and the community so that the agenda for meeting economic and social needs is in line with the political agenda of the village head.
2. Bumdes requires strong leadership to ensure the sustainability of Bumdes and is able to encourage the motivation and commitment of the Bumdes management.
3. Business competence of Bumdes management needs to be improved by training to ensure their ability to manage business units run by Bumdes.

CONCLUSION

The primary objective of this research was to discover the elements that impede Bumdes' ability to achieve rural resilience. The study's findings show that the surrounding stakeholders, starting with the village head, the Bumdes director, the Bumdes management, and continuing with the village community, are the most important variables in affecting the Bumdes' performance. The main obstacle is local leaders, who are largely unconcerned about Bumdes' existence. This is mainly due to a lack of knowledge and competing political goals.

The professionalism of the Bumdes, on the other hand, becomes an impediment when the chosen Bumdes director lacks leadership capable of managing the Bumdes. The lack of vision and motivation is a major reason in Bumdes' inability to advance quickly. Furthermore, if the current Bumdes management lacks desire and management skills and is unable to adequately administer the Bumdes business unit.

The dynamics of rural politics and the village community's support are the following variables that determine Bumdes' ability to achieve village resilience. These two issues lead to Bumdes' need for external assistance in fulfilling its duty as a social entrepreneurship unit in the village. This, of course, needs to be addressed right once because a robust village social ecological condition is a requirement for Bumdes to reap social and economic benefits in rural regions. Furthermore, Bumdes' capacity to fulfil its duty effectively can help the village become more resilient and self-sufficient. ■

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