

THE ROLE OF VILLAGE OWNED ENTERPRISES (BUMDES) ON EFFORTS TO INCREASE ORIGINAL VILLAGE INCOME (PADES) AND VILLAGE COMMUNITY WELFARE (CASE STUDY ON TIRTA MANDIRI BUMDES IN PONGGOK VILLAGE, POLANHARJO DISTRICT, KLATEN REGENCY)

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ABSTRACT

This study uses a mixed approach studies which associates qualitative and quantitative approaches. The qualitative approach in this study will describe the stages of establishing BUMDes, strategies in managing BUMDes, and the benefits of BUMDes on the welfare of the village community. While the quantitative approach will explain the role of BUMDes to increase Village Original Income (PADes). The results of the study showed that the establishment stage of the BUMDes was to recognize the potential of the Village, socialize to the community about BUMDes, create a drafting team, hold a MUSDES, and issue PERDES. The BUMDes strategy in managing its business can be seen from the SWOT factor owned by BUMDes. The benefits of the existence of BUMDes Tirta Mandiri to the community are the many programs offered by the Village to the community, reducing unemployment, and providing assistance to people who want to become entrepreneurs. While the results of quantitative analysis are the highest average sector of Village Original Income (PADes) from the results of the Village business or in this case BUMDes.

Keywords: Village, PADes, BUMDes, Ponggok Village

1. INTRODUCTION

Economic development is a process carried out in an effort to increase per capita income in a State. National development is very necessary for every country, especially in Indonesia. National development has a goal so that people can live prosperously and prosperously based on Pancasila and the 1945 Constitution of the Republic of Indonesia. One of the keys to successful development which is very influential for a country is in the economic sector supported by existing human resources.

Regional development is a factor affecting national development. This is because national development also starts from the regional scope. This is something that is natural for Indonesia, where the majority of its population comes from rural areas. So that by placing the countryside as the central point of development, Indonesia can reduce poverty in rural areas and the income gap between rural and urban areas.

The village government is obliged to bring the community to live in a prosperous, just, and prosperous way. The government has made efforts to increase village development, one of which is done from the financial sector. Although according to Law Number 6 of 2014 concerning villages it has been stated that the village has received funding assistance from the government called the Village Fund Allocation (ADD) which comes from the Regency Regional Budget (APBD), but the village is also obliged to establish an agency to take care of the village's original wealth. Therefore, it is necessary for the village to establish an institution called a Village-Owned Enterprise (BUMDes) with capital from the village's wealth itself. BUMDes is tasked with processing the resources owned by the village in terms of agriculture, plantation, mining, trade, tourism, etc., so that they can be maximally utilized to make a profit. Currently there are several BUMDes that have succeeded independently in developing their businesses through the existing village economic potential. However, there are still many BUMDes that only rely on support from the district government through donations from the district APBD as initial capital. The cause is, among others, the less professional management of BUMDes. The development of human resources (HR) skills is needed so that BUMDes can be better managed.

According to the official website of the Klaten Regency government, Klaten Regency has had a significant development in the number of BUMDes. From 2010 to July 2018, 219 BUMDes had been formed from the total number of villages in Klaten, namely 391 villages. The development of this number included 68 BUMDes in 2010 to 2015, 77 BUMDes in 2016, 70 BUMDes in 2017, and 4 BUMDes in January - July 2018. So that a total of 219 BUMDes from 391 villages in Klaten Regency (Kominfo, 2018).

Ponggok is the name of a village in Polanharjo District, Klaten Regency, Central Java Province. Ponggok Village has abundant water potential. The local government took advantage of this by establishing a BUMDes with the name BUMDes TIRTA MANDIRI.

BUMDes Tirta Mandiri is engaged in tourism, especially water tourism. At first, water tourism from BUMDes Tirta Mandiri could not really increase village income. However, over time, the trend of increasing visits itself has started to increase in 2014 to date. In 2013, BUMDes Tirta Mandiri's gross income was Rp. 211,267,700, -. Then in 2014 it increased drastically to Rp. 1,153,075,730, - In 2015 it increased to Rp. 5,181,507,251. Then in 2016 it increased again to Rp. 11,967,651,290, - The gross income continued to increase until in 2018 it became Rp. 14,973,222,403,- (Source: BUMDes Tirta Mandiri data).

With the BUMDes Tirta Mandiri which is considered quite successful in developing its business, it can be a motivation for other BUMDes, especially in Klaten Regency. If BUMDes is considered sufficient to make a real contribution to improving the village economy, the government will pay more attention to BUMDes so that they can continue to develop. If the BUMDes can develop, then in its management the village does not only rely on the Village Fund Budget (ADD) which comes from the Klaten Regency APBD, but the village can be more independent in improving its economy, especially from Village Original Income (PADes).

This research was made to determine how big the role of BUMDes Tirta Mandiri is in increasing Village Original Income (PADes) and the welfare of the community in Ponggok Village, Polanharjo District, Klaten Regency. And based on the thinking of *SWOT (Strength, Weakness, Opportunity, Threat)*, this study also analyzes what factors can influence the establishment of BUMDes Tirta Mandiri so that it can be classified as a successful BUMDes. With the results of this analysis, it is hoped that they can become a reference and guideline for other villages if they want to establish BUMDes of a similar type. In addition, this research also describes the benefits felt by the community in Ponggok Village with the establishment of BUMDes Tirta Mandiri.

2. RESEARCH METHOD

The method used is a mixed sequential method, namely associating qualitative and quantitative methods by collecting quantitative data first for analysis, then later supported by the collection and analysis of qualitative data so that the research is more comprehensive (Creswell, 2009). This research will be conducted in Ponggok Village, Polanharjo District, Klaten Regency, Central Java Province, where the time period used is 2014-2018 by taking the problem of how big the role of BUMDes Tirta Mandiri is in helping to increase the village's original income. Based on the logic of the *SWOT* analysis, namely strengths, weaknesses, opportunities, and threats, it will be searched for how the formation of BUMDes Tirta Mandiri and what factors influence the success of BUMDes Tirta Mandiri. As well as also showing the benefits of having BUMDes for the welfare of the Village community.

The types of data used are secondary and primary data with *purposive random sampling technique*, which does not provide equal opportunity for the population to be selected as a sample and sample selection is based on certain criteria according to the researcher in accordance with the research objectives (Sujarweni, (2014: 72). Data collection was carried out by interview, observation and documentation. Meanwhile, the validity of the data was carried out by using the cheerful technique, namely the validity test of the data using external data as a comparison to the research data that had been obtained. Triangulation is divided into four types, namely data triangulation, research triangulation, technical triangulation, and theory triangulation (Sutopo, 2002: 78).

The data analysis technique will be carried out by using descriptive statistical analysis techniques which will look for the mean, median, and mode values of the BUMDes Tirta Mandiri income and the amount of donations given to Ponggok Village Income in 2014-2018 and will be described descriptively. In addition, flow analysis techniques are also carried out in which the analysis is carried out continuously and is interconnected in the data collection stages.

3. RESULTS AND DISCUSSION

3.1. The Role of BUMDes Tirta Mandiri in Increasing PADes in Ponggok Village

To find out the role of BUMDes Tirta Mandiri in increasing PADes in Ponggok Village, it is necessary to know each of the BUMDes revenue and Village Original Income (PADes).

1. BUMDes Tirta Mandiri income

- a. The average revenue of the Tirta Mandiri BUMDes from 2010 to 2018 is Rp. 9,311,612,062,8, with the following calculations:
- b. The minimum value of BUMDes Tirta Mandiri revenue from 2014 to 2018 is Rp. 1,153,075,730,- namely in 2014.
- c. The max income value of BUMDes Tirta Mandiri from 2014 to 2018 is Rp. 14,973,222,403,- namely in 2018
- d. The revenue from BUMDes Tirta Mandiri from 2014-2018 has increased every year.

The factor that causes revenue from BUMDes Tirta Mandiri to increase every year is the presence of new innovations in Umbul Ponggok which is the largest contributor to BUMDes revenue. Previously, Umbul Ponggok was only a water pool, but now there are several rides that can attract visitors. The rides include *Underwater Photo*, *Ponggok Warrior*, *Diving* and *Snorkeling*. Apart from the renewal of the rides, the innovations made are improving tourism facilities and infrastructure such as rental of swimming and *snorkeling* equipment, increasing the number of toilets and prayer rooms, cleaning the pool from moss, and maintaining cleanliness for every facility and infrastructure. In addition, promotional activities were also strengthened by distributing brochures and promotions through the internet.

2. Village Original Income (PADes) in Ponggok Village

Village Business Results are the results of the BUMDes Tirta Mandiri income. The results of the calculation of the Village business results from 2014-2018 are:

- a. The largest contributor to the Village Original Income (PADes) of Ponggok Village for each year from 2014 to 2018 is from Village Business Results (in this case, revenue from BUMDes Tirta Mandiri) except in 2014.
- b. The average contribution that can be given from the net profit of BUMDes Tirta Mandiri to PADes is IDR 384,600,000.
- c. The minimum or the lowest amount of funds from the sector contributed by BUMDes Tirta Mandiri to PADes from 2014 to 2018 is Rp. 30,000,000, - namely in 2014.
- d. Max or the highest amount of funds from the sector donated by BUMDes Tirta Mandiri to PADes from 2010 to 2018 Rp. 811,600,000, - namely in 2018
- e. The amount of funds donated by BUMDes Tirta Mandiri to PADes from 2014 to 2018 has increased every year.

The factor that led to the contribution made by BUMDes Tirta Mandiri to PADes in the form of village business results to experience a large increase in the transition between 2014 and 2015 was due to the development carried out by BUMDes Tirta Mandiri to Umbul Ponggok which was considered successful in attracting the number of visitors. So that with a high number of visitors, the income from BUMDes has increased greatly. With increased income, the contribution made to PADes also increased.

3.2. Stages of Establishing BUMDes Tirta Mandiri

The most important factor in village autonomy is village authority. The village has complete freedom to manage its own household and manage its own finances. According to the Secretary of Ponggok Village, every village must have a big dream in growing its economy. So that with this dream an effort was made to innovate in developing village potential which was realized by establishing Village-Owned Enterprises (BUMDes). The establishment of BUMDes must be adjusted to the potential of the village. Ponggok Village is a village with great tourism potential. With many springs (umbul) supported by a beautiful village environment, Ponggok Village has the potential to become a Tourism Village. According to the Village Secretary, the first step for a village that wants to establish a BUMDes is to recognize the potential of a village. If this potential has been found, the next step is to map the locations that can be used as a business, including forming a team that can be trusted to manage BUMDes.

Furthermore, there is a need for socialization from the Village Government to the Community about what BUMDes is and how important the existence of BUMDes is in a village. After recognizing the potential of the village and socializing the BUMDes, the next step is to create a Formulating and Reviewing Team. This team has the obligation to formulate the contents of the Village Regulation, the AD / ART of BUMDes, the results of a study of the businesses to be carried out by BUMDes, the recruitment procedures for BUMDes administrators, and other matters relating to the establishment and management of BUMDes. The results of the studies that have been carried out are then submitted to the Village Head who will be used to draft a Perdes. Then the Village Head submits the results of the study and draft Perdes to the BPD.

Then the Village Head can immediately take the initiative to establish BUMDes by holding a Village Deliberation (Musdes) which is the highest law at the Village level. The Musdes was attended by the Village Head, BPD, a number of village officials, and representatives of village community leaders. In the village meeting, a joint agreement will be discussed in the establishment of BUMDes, mutual agreement on the results of the BUMDes Perdes and AD / ART that have been made by the Formulating Team, mutual agreement on the recruitment of BUMDes administrators (including the chairman, secretary, treasurer, and others), as well as initial capital and equity participation in the establishment of BUMDes. The results of the Musdes will be made a Village Regulation and issued by the BPD together with the village head.

The initial capital in establishing BUMDes, the Village Government can take the budget from the APBDes and ADD (Village Fund Budget) to help BUMDes finances as a first step to develop. However, for BUMDes Tirta Mandiri, the initial capital used did not come from ADD, but came from village grants of Rp. 100 million. This village grant fund comes from Village treasury savings. Likewise, each year the BUMDes is obliged to report its finances to the Village Head, and the Village Head will also be responsible for providing the report to the BPD.

3.3. Strategy in Establishing BUMDes Tirta Mandiri

One strategy so that planning in running a business can be well designed is to know the strengths, weaknesses, opportunities and threats or better known as SWOT owned by the company. This research will analyze the SWOT of BUMDes Tirta Mandiri.

3.3.1. Strength of BUMDes Tirta Mandiri

The main strength of BUMDes Tirta Mandiri is the number of springs (or what the local community calls Umbul) located in Ponggok Village. With so many springs, the village government has made it a tourist attraction. Some of the springs developed by the village as tourist objects are Umbul Ponggok, Umbul Kapilaler, Umbul Cokro, Umbul Ponggok Ciblon and Umbul Besuki.

The biggest source of income from BUMDes Tirta Mandiri is the Umbul Ponggok tourist attraction. In this tourist attraction, several facilities are built that can be enjoyed by tourists. With this facility, it can provide additional income for BUMDes.

Apart from being a tourist attraction, this spring is also used by the village as freshwater fish cultivation and the provision of clean water for residents who are also accommodated in the Tirta Mandiri BUMDes. With clean water sources it also attracts other companies to collaborate with BUMDes Tirta Mandiri, one of which is the collaboration with PT Tirta Investama which is engaged in providing clean water (which is better known as *Danone* and *Aqua* companies).

Apart from abundant springs, the advantages possessed by BUMDes Tirta Mandiri are the strong kinship nature of the community and the good relationship between the community and the village government. With the togetherness of the community, of course BUMDes will be easier to develop.

The Head of Ponggok Village has a strong vision and mission. The vision of the Village Head is also the strength of BUMDes Tirta Mandiri. Because the success of a business really depends on the driving force in the business (in this case the Head of Ponggok Village). Likewise, according to Secretary I BUMDes Tirta Mandiri, the strength of BUMDes Tirta Mandiri is the firm leadership of the Village Head, good synergy with related institutions, and good employee management.

The various facilities provided by Umbul Ponggok Tourism Object are also the strength of BUMDes Tirta Mandiri which may not be owned by other Umbul. Some of these facilities include snorkeling, diving, underwater walker, photos underwater, ponggok warrior, and a cafe.

3.3.2. Weakness of BUMDes Tirta Mandiri

Even though BUMDes Tirta Mandiri is one of the successful BUMDes and has an annual income of more than 1 billion, it is still a business that has weaknesses or weaknesses. One of them is the problem of Human Resources.

According Secretary II BUMDes Tirta Mandiri, the weakness of BUMDes is related to human resources where recruitment is still done in the sphere of human resources Ponggok village. So that not all employees have professional employee capacity standards. Meanwhile, according to the Secretary I BUMDes Tirta Mandiri, there are no significant weaknesses from BUMDes. Everything related to BUMDes only needs to be improved, including regarding Human Resources.

3.3.3. Opportunities of BUMDes Tirta Mandiri

A person who owns a business usually lists the opportunities the company had at the beginning of the company establishment. This is done in order to find out how much profit that might be obtained from the business that will be run. Opportunities allow a person to know how likely his business is to survive and be accepted by society.

The opportunity that BUMDes Tirta Mandiri has is in the field of tourism. BUMDes Tirta Mandiri prioritizes an area that is more profitable than other fields. So that the benefits obtained can be immediately used to help develop other fields. According Secretary I BUMDes Tirta Mandiri opportunities of the BUMDes is to open a new business unit or maximize existing units in BUMDes.

3.3.4. Threat of BUMDes Tirta Mandiri

As a sociopreneur based institution, BUMDes is different from private institutions. It is always related to the community so that problems and threats must exist. Some people, both from inside and outside the village, of course, have parties who are pro and contra with the establishment of BUMDes Tirta Mandiri.

The threat faced by BUMDes Tirta Mandiri is not only from an internal perspective, but also from an external perspective. From an external perspective, one of them is the existence of an NGO (Community Social Institution). NGOs are social organizations run by a person or persons without intervention from the government and do not aim to make a profit. However, even so, there are still some NGOs that deviate from their goals and only prioritize profit.

As a business entity engaged in the tourism sector, especially water, around Ponggok Village itself many other business entities have established tours on the same basis but are not village institutions. So it is necessary to improve the facilities and quality of BUMDes Tirta Mandiri in order to keep visitors from the tourist object.

3.3.5. BUMDes Tirta Mandiri's Strategy in Overcoming Weaknesses

With the several weaknesses that have been described previously, it is necessary to have a strategy from BUMDes Tirta Mandiri to overcome these weaknesses.

The solution from BUMDes to overcome HR problems is to exaggerate the funds needed for HR training from previous years. In addition to exaggerating funds for training, BUMDes is also partnering with institutions that might be able to help train HR at BUMDes Tirta Mandiri. A comparative study was also carried out by BUMDes Tirta Mandiri in order to learn from each other related to BUMDes management.

3.4. Benefits of BUMDes Tirta Mandiri on Community Welfare in Ponggok Village

To overcome conflicts with the BUMDes community, a strategy is to involve involving many elements of the community in activities organized by BUMDes. To get support from the community, BUMDes must be able to prove that its presence can provide benefits to the community.

One form of community involvement in the BUMDes program is the investment program per family card of 5 million rupiah. So BUMDes invites all Ponggok Village people to be able to invest in BUMDes of 5 million rupiah. As for the monthly profit sharing, it is adjusted to the conditions of income obtained by BUMDes Tirta Mandiri. To attract the public's interest to invest, BUMDes proves by sharing business units that have been run such as Umbul Ponggok, Village Stores, Multipurpose Building Rentals, Fisheries, Micro Credit, etc. In addition, because part of the BUMDes revenue is donated to PADes, the Village also provides programs to the Village community. With this program, it is hoped that the educated residents of Ponggok Village will increase. So that the recruitment of quality human resources from BUMDes can also be easier. Apart from the education sector, Ponggok Village also provides health insurance for its citizens (apart from PNS, TNI, and POLRI). So all BPJS premiums for the residents of Ponggok Village are borne by the Village where the funds are also obtained from PADes. BUMDes Tirta Mandiri also provides benefits to the village from a social and religious perspective, namely by holding the Free Umrah Program which is given to the people of Ponggok Village annually by way of a rotating draw. It is also a social responsibility (CSR) given by BUMDes to the community.

With the existence of BUMDes, can reduce the unemployment rate in the village is by the recruitment board Ponggok BUMDes required from Ponggok Village residents and have a salary above the minimum wage Klaten district. According to Secretary I of BUMDes Tirta Mandiri, BUMDes also provides assistance in terms of capital to people who want to develop their business, especially in the fisheries sector. Meanwhile, according to the Secretary II of BUMDes Tirta Mandiri, BUMDes provides facilities for Android phones to RT / RW, BPD and all village governments to make it easier to communicate.

From the people's point of view, Ponggok Village also feels the benefits of the establishment of BUMDes Tirta Mandiri. An example is Mrs. Ngadmi, who is an old seller in the Umbul Ponggok Tourism Area even before BUMDes was founded. Bu Ngadmi is pleased with the presence of BUMDes in Ponggok Village because it can help in terms of the economy. The results of Mrs. Ngadmi's food sales have increased due to the presence of BUMDes, the Umbul Ponggok Tour has become much more crowded with visitors. From a social point of view, according to Mrs. Ngadmi, with the presence of BUMDes, especially the Development of Umbul Ponggok, the community relationship becomes stronger. This is due to the good relationship between traders in Umbul Ponggok.

According to Mr. Agus Santosa BUMDes establishment aims to improve people's lives. BUMDes can absorb labor from the Village community or become partners in it. And with the existence of BUMDes, the community can set up stalls to sell around tourist objects that are managed by BUMDes. Meanwhile, according to Mr. Agus Setianto BUMDes provides financial assistance to business groups called Pokja established by each RW in Ponggok Village. According to Mrs. Haryanti, fish farming is greatly helped in terms of capital with the BUMDes. This is because BUMDes provides financial assistance in the form of savings and loans to all people who have businesses, especially in the fisheries sector. Meanwhile, according to Mr. Subagyo, the presence of BUMDes can reduce unemployment problems. Because with the presence of BUMDes, the community can be recruited as employees at BUMDes, and BUMDes also manages stalls around the tourism area.

4. CONCLUSIONS

The largest contributor to the Village Original Income (PADes) of Ponggok Village each year from 2014 to 2018 is from Village Business Results (in this case, the income from BUMDes Tirta Mandiri), except in 2014 because the Umbul Ponggok Tourism Object is still in the development.

The stages of establishing BUMDes Tirta Mandiri are: (a) Identifying and mapping the potential of the Village; (b) The Village Government conducts outreach to residents about the importance of the existence of BUMDes in a village; (c) Creating a formulating team and reviewers in charge of formulating the contents of the Village Regulation, BUMDes AD / ART, results of studies of enterprises to be run by BUMDes, procedures for recruitment of BUMDes administrators, and other matters relating to the establishment and management of BUMDes; (d) Hold Village Deliberations (Musdes) attended by BPD, Village Heads, Village officials, and representatives of Village community leaders; (e) Issue Village Regulations.

One strategy for planning in running BUMDes Tirta Mandiri can be designed well is to know the SWOT of BUMDes Tirta Mandiri namely: (a) The surplus is abundant springs, the kinship nature of the strong community, good relations between the community and the village government, a strong vision and mission of the Village Head, the assertiveness of the Village Head, and various tourist facilities; (b) The weaknesses of BUMDes are Human resources that still need to be improved; (c) Opportunities for BUMDes are in the field of tourism, especially water-based and opening new business units or improving the quality of old businesses; (d) Threats owned by BUMDes are conflicts of interest with the community, some NGOs are only looking for profit, the number of other businesses engaged in the same sector.

The benefits of having BUMDes Tirta Mandiri for the community are the many programs offered by the Village to the community, reducing unemployment in the community, providing financial assistance to people who want to set up a business, as well as closer community relations due to associations between sellers at Umbul Ponggok tourism stalls.

Based on the conclusions from the research above, a number of suggestions are made as follows: (a) In recruiting HR, Bumdes Tirta Mandiri should be selected more strictly regarding the specifications of their expertise. So that when they enter the management they really master the assigned field of work; (b) Maximizing the socialization of the programs offered by BUMDes to the community; and (c) The transparency of BUMDes' financial flows is further improved so that people have more confidence in investing in BUMDes.

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