

The Synergy between Village-Owned Enterprises and Academics in Realizing Superior and Competent Human Resources

Diovany Tirtana¹, Eka Yuliyanti², Anis Turmudhi³

^{1,2,3} Department of Management, Sekolah Tinggi Ilmu Ekonomi Totalwin, Indonesia

ABSTRACT

This activity aims to develop the potential of Tanjungmojo Village through the establishment of a Village-Owned Enterprise (BUMDES), focusing on strengthening superior and competitive Human Resources (HR). The methods used include training and mentoring conducted in three main stages: preparation, implementation, and evaluation, with active participation from village officials, community leaders, and BUMDES management. The results of the activity indicate an improvement in the participants' understanding of marketing strategies, product planning, and mapping the potential of village products, as well as the use of technology to support the performance of BUMDES HR. The conclusion from this activity shows that the training has been successful in providing the necessary foundational knowledge for the formation of BUMDES, although faced with challenges in communication and the varied backgrounds of the participants. Suggestions given include the need for ongoing evaluation, aligning perceptions between organizers and participants, and discipline in following the planned schedule. This activity paves the way for the economic improvement of Tanjungmojo Village through the effective and sustainable establishment of BUMDES.

Keywords: BUMDES, Human Resource, Synergy

*Correspondence:

Diovany Tirtana
(diovany@stietotalwin.ac.id)

Received: 05-11-2023

Revised: 25-12-2023

Accepted: 15-01-2024

Published: 20-01-2023



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

1. INTRODUCTION

In the era of globalization and increasingly competitive economic conditions, the importance of developing superior and reliable Human Resources (HR) becomes a necessity that cannot be ignored (Rizki & Sulistyan, 2022). The synergy between Village-Owned Enterprises (BUMDES) and academics is a strategic step to achieve this goal (Utami et al., 2019). This synergy also aims to create a conducive environment for local economic growth by optimizing the resources available in the village (Setyobakti, 2017). Moreover, this collaboration is expected to open wider access for village communities to various opportunities for self-development and professionalism, in line with the dynamics of changing times and global market demands (Eikman & Vinuzia, 2020).

This devotion aims to explore and develop the potential of human resources in the village. Potential development can be achieved through the transfer of knowledge, technology (Salim et al., 2021; Turmudhi et al., 2021), and innovation from academics to the village community (Sadat et al., 2018). This activity is designed as a collaborative forum, where BUMDES together with academics from various disciplines strive to identify, discuss, and solve problems faced by the village, especially in human resource development (Nasfi et al., 2023). Through this synergy, it is hoped that programs will be created that are not only relevant to the needs of the village but also capable of improving the quality and capacity of village human resources sustainably (Aribowo & Sari, 2023).

The community service activity was conducted in Tanjungmojo Village, Kangkung Subdistrict, Kendal District. Tanjungmojo Village is one of the villages located in the Kangkung Subdistrict in the western part of Kendal District. The distance from the village to the capital of Kendal District is approximately 15 km. The village covers an area of 415.405 hectares, with productive land potential including plantations and rice fields. During the administration of Prince Diponegoro in 1830, the area experienced a decline with many Senopatis fleeing. It is rumored that in Balun village, there is the tomb of Raden Suratman, believed to be a historical landmark in Balun village. He was a Senopati who fled from the administration of Prince Diponegoro.

Similarly, in Wedari Village, there is a revered figure named Kyai Langen, whose tomb in Pesarean Wedari is believed by the community to be the founder of their governance. And Kyai Pulan Jiwo, whose tomb is venerated by the villagers, is located in the community's courtyard. He was known for his mystical powers, with which he could defeat notorious robbers. According to popular belief, he was a cleric from Bangsri, Jepara, who was asked by Kyai Langen to assist in governing Wedari Village at that time. The governance of Balun and Wedari Villages can only be traced back to 1911, led by Mr. Atmo as the head of Balun Village, and Mr. Rapin as the head of Wedari Village.

Due to the progression of time, in 1917, Balun and Wedari Villages were merged into one, named Tanjungmojo Village, as there was no one to replace the administration in Balun. At that time, Mr. Rapin became the village head. The unification of these two villages led to economic advancement in the agricultural sector and improved the living standards of the community. After Mr. Rapin's tenure, the position of village head was taken over by Mr. Sudiran in 1927, followed by Mr. Karman in 1930, and then by Mr. Harjo Hartas in 1943.

The vision of the village is 'The Realization of a Progressive, Resilient, Healthy, and Prosperous Tanjungmojo Village', with the mission of the village as follows:

- a. Improve the development of public service infrastructure that supports the village economy, such as village/neighborhood roads, bridges, and other strategic infrastructures.
- b. Enhance the quality and access to village health services, encourage the improvement of health status, empower Posyandu (Integrated Service Posts), so that people can live healthily and have a longer life expectancy.
- c. Increase the quality, access, and relevance of education from an early age, starting from early childhood education, basic education to higher education, to encourage the improvement of human resource quality. Stimulate investment growth in order to revive and enhance the development of the real sector and increase employment opportunities.
- d. Increase the resilience of SMEs (Small and Medium Enterprises) in accessing capital and creating a conducive business climate.
- e. Improve the community's economy.
- f. Increase the Village's Original Revenue, especially from non-conventional income sources, without burdening the community.
- g. Enhance the quality of human resources and apparatus who are professional, skilled, honest, of noble character, and religious.
- h. Implement development that always follows the developments and changes in local, national, and global situations and conditions.
- i. Increase participation and community involvement in sustainable development.
- j. Enhance the function of institutions starting from neighborhood units (RT), community units (RW), Village Community Empowerment Boards (LPMD), Village Child Protection Boards (KPMD), Village Consultative Bodies (BPD), Village Government, Youth Organizations, and Community Social Organizations.

In Tanjungmojo Village, there are potentials that can enhance the economy of its community. These include an existing soccer school, lands owned by the village currently utilized by the locals, uncoordinated management of electricity payments, uncoordinated management of clean water, and agricultural harvests still purchased by middlemen both from within and outside the village. The advantages possessed by Tanjungmojo Village need to be accommodated by the village government. This is necessary to boost the economy of the community in Tanjungmojo Village. Accommodating these potentials, the village government should establish a Village-Owned Enterprise (BUMDES).

Some potentials currently privately utilized by the villagers, along with other potentials, need to be accommodated by a legally established enterprise owned by the village government and the Tanjungmojo community, in the form of Tanjungmojo Village-Owned Enterprise (BUMDES). Forming this BUMDES (Puspita et al., 2022) requires special preparation, particularly knowledge about BUMDES from its human resources.

This community service program aims to achieve a number of strategic targets that will enhance the economic profile of Tanjungmojo Village. The main focus is on the development of Human Resources (HR) who are not only superior in skills and knowledge but also economically competitive, thus able to optimize the village's potential. Through improving the effectiveness of BUMDES and its business units, the program also aims to enhance cost and time efficiency, which will directly maximize the existing potentials in the village. Additionally, the program expects training participants to understand and identify effective marketing strategies, and have the ability to plan and implement these strategies based on the material presented during guidance sessions, thus creating a sustainable positive impact on the village economy.

In the implementation of this service, the expected outcomes include a series of strategic implementations that will significantly impact the economic development of Tanjungmojo Village. First, the creation of innovative marketing methods is expected to expand the reach and effectiveness of BUMDES product sales. Second, the implemented product planning strategies aim to increase product diversity and differentiation, ensuring BUMDES can compete in the market with unique and attractive products. Third, systematic mapping of village product potentials will support long-term production planning and new product development. Fourth, the utilization of information and communication technology is targeted to support and improve the performance of BUMDES HR, ensuring that the team can work more efficiently and effectively. Fifth, further technology development is expected not only to increase the work efficiency of BUMDES HR but also to provide them with the necessary tools to face rapidly changing market challenges. These outcomes together will lead to the strengthening of the economic capacity of BUMDES and the improvement of the welfare of the Tanjungmojo Village community.

2. METHODS

The community service activity was conducted in March 2022, held at the Tanjungmojo Sejahtera Village-Owned Enterprise (BUMDES), in Tanjungmojo Village, Kangkung Subdistrict, Kendal District. The activity, referencing (Sulistyan, 2020; Turmudhi et al., 2020) started with preparation, implementation, and evaluation phases. The details of this activity are as follows:

a. Preparation

The preparation phase involved a series of training and mentoring sessions (Emilda et al., 2022). It aimed to equip the village community, especially the managers and members of BUMDES, with the necessary skills and knowledge to implement and manage various self-development and village economic programs. The training covered various topics, from business management and digital marketing to modern agricultural techniques and sustainable natural resource management. Mentoring was conducted by the academic team and professionals involved in this program, who worked directly with the village community to guide and provide practical input in implementing various projects.

b. Implementation

This activity was carried out using training and mentoring methods. The training and mentoring were organized for seven hours with 21 participants, including village officials, youth groups, community leaders, and village innovation facilitators. The training was accompanied by Mr. Saiful Umam as the Secretary of Tanjungmojo Village, Mr. M. Khoirun as a member of the Tanjungmojo Village Innovation Team, Gemuh Subdistrict. Mr. Saiful Umam, as the Secretary of Tanjungmojo Village, Gemuh Subdistrict, Kendal District, played a role in opening and closing the training.

c. Evaluation

Following the implementation of various activities, the evaluation phase began. The primary goal of this evaluation was to measure the impact of the activities on the development of human resources and the village's economy (Sulistyan, 2017; Terttiaavini et al., 2021). This evaluation also aimed to identify challenges, obstacles, and opportunities for future improvements. Feedback from the village participants was crucial in this process to ensure that the programs implemented truly addressed their needs and aspirations. The results of the evaluation would be used to formulate follow-up action plans, improve existing programs, and possibly design new initiatives based on the lessons learned.

The challenges encountered during the training and mentoring for the establishment of BUMDES included time allocation and the content to be delivered. Other problems were delays in starting the training and some participants being late in attending the sessions. The content provided in the training and mentoring for the establishment of the BUMDES in Tanjungmojo Village, Gemuh Subdistrict, included:

- a. Government regulations and rules regarding the establishment of BUMDES.
- b. Preliminary identification of business potentials in Tanjungmojo Village, Gemuh Subdistrict.
- c. Development of a time schedule for the establishment of BUMDES in Tanjungmojo Village, Gemuh Subdistrict.

The response and enthusiasm from the training participants were generally good. Many questions were raised during the training, and there were extensive discussions, especially regarding the identification of business potentials and the development of a time schedule for the establishment of BUMDES. Nevertheless, it is hoped that this training and mentoring for the formation of BUMDES will provide an overview and certainty about the establishment of BUMDES in Tanjungmojo Village.

3. RESULTS AND DISCUSSION

3.1. Results

The outcome of this activity was to provide knowledge and understanding of government regulations and rules as the foundation for establishing BUMDES in Tanjungmojo Village. The establishment of BUMDES is an implementation of Law No. 6 of 2014 concerning Villages, which allows the establishment of BUMDES, as well as the Ministry of Village Regulation No. 4 of 2015 regarding Guidelines for Establishment, Management, Operation, and Dissolution of BUMDES. Additionally, there are regional regulations like the Governor's Regulation No. 18 of 2018 concerning Guidelines for Development and Supervision of BUMDES in Central Java.

These regulatory foundations serve as the main pillars for the village government and BUMDES managers in establishing and managing BUMDES. Besides, there are technical regulations regarding BUMDES operations, including Village Regulations or Village Head Decrees concerning the operational Articles of Association and Bylaws. Proper governance of BUMDES is a crucial prerequisite for managers in running the business and its activities to ensure alignment with the village's needs and the utilization of village potentials in addressing local challenges.



Figure 1. Results of Community Service Activities
Source: Activity Results (2022)

The training for enhancing the capacity of human resources in the village in preparation for the establishment of BUMDES is a crucial aspect, aiding in achieving the goals and targets of the Village Law optimally. This also involves implementing the Central Java Governor Regulation No. 18 of 2018. Consequently, it can promote the realization of village autonomy, increase Village Original Income, open employment opportunities at the village level, and address unemployment and poverty, ultimately leading to the welfare of the community, particularly in Tanjungmojo Village.

The outcome of this training is to encourage training participants to identify types of businesses that are currently operated by residents and those not yet undertaken but have potential for development by BUMDES. A summary of the business types identified by the training participants is as follows:

Table 1. Identification of Priority Business Types for Operation by BUMDES

No	Types of Business	Development
1	Soccer School Activities (SSB - Sekolah Sepak Bola).	A food court has been opened around the square, creating a village tourist spot.
2	Services for electricity bill and land and building tax (PBB) payments.	It has been expanded to include services such as mobile phone credit top-ups, electricity token purchases, motorbike credit payments, and more.
3	Village-owned land still being used privately by some residents.	Commercial buildings (ruko) have been established to be rented to residents who have businesses.
4	Management of artesian water.	It is being developed to provide even wider services.
5	Collection and management of agricultural produce from the community.	Currently, the residents' harvests are still being bought by middlemen, both from Tanjungmojo and from outside Tanjungmojo.

Source: Data Processed (2023)

The table presented includes various types of businesses that have been identified for development by the Village-Owned Enterprises (BUMDES) with the aim of improving the economy of Tanjungmojo Village. Firstly, there is the Soccer School (SSB) activity, which will be complemented by the construction of a food court in the surrounding area, expected to attract visitors and create a village tourist destination. Secondly, the provision of electricity and property tax payment services is planned to be expanded by adding mobile phone credit services, electricity token services, and motorbike credit payment services, making it easier for residents to transact and enriching BUMDES services. Thirdly, to improve the utility of village-owned land that is currently used privately by some residents, the construction of commercial buildings (ruko) is planned to be rented out, thus providing new business opportunities and a source of income for the village. Fourthly, the management of artesian water will be developed to expand its service coverage, increasing the availability of clean water to more residents. Finally, for the storage of agricultural produce, BUMDES plans to intervene in the sales process, which has been dominated by middlemen, by opening opportunities for residents of Tanjungmojo and the surrounding area to get better prices and strengthen food sovereignty in the village. These initiatives demonstrate BUMDES' commitment to strengthening the village economy through business diversification and improving the welfare of its residents.

The schedule for the preparation and establishment of BUMDES Tanjungmojo, which was also presented during the counseling session, has resulted in an agreed-upon time schedule from the preparation phase until the formation of the BUMDES management committee in Tanjungmojo Village.

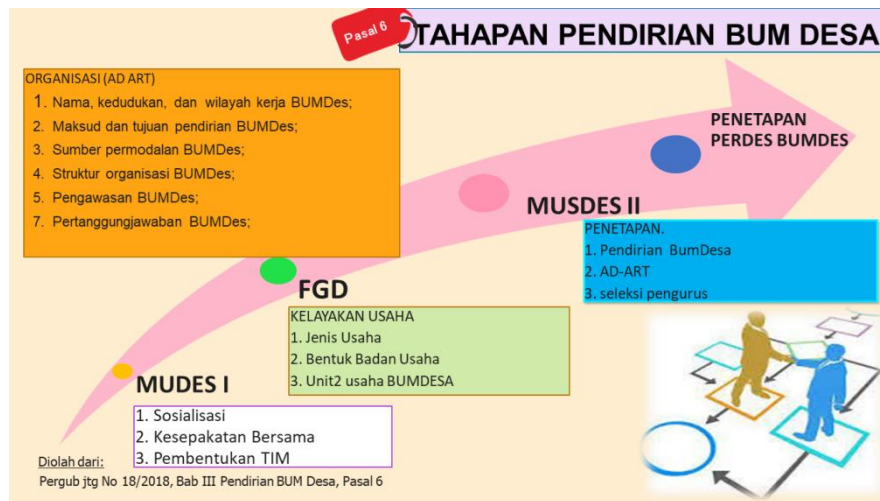


Figure 2. Stages of establishing BUMDES
Source: Data Processed (2023)

The main agreement on the schedule is as follows:

1. Village Meeting (Mudes) I
This meeting will focus on the socialization of the establishment of BUMDES and its essential role. It will also involve reaching a collective agreement and forming a Focus Group Discussion (FGD).
2. Focus Group Discussion (FGD)
The FGD will discuss the planned types of businesses to be undertaken by the BUMDES management committee, the organizational structure of BUMDES itself, and the units of business to be implemented.
3. Village Meeting (Musdes) II
This meeting will involve the formal establishment of BUMDES, the adoption of BUMDES' Articles of Association (AD-ART), and the selection of members for the BUMDES management committee.
4. Drafting of BUMDES Village Regulation (Perdes BUMDES)
This step is essential for the legal recognition of BUMDES in Tanjungmojo Village.

A summary of the simple time schedule successfully created by the training participants is as follows:

Table 2. Time Schedule for the Establishment of BUMDES (Village-Owned Enterprises) in Tanjungmojo Village, Gemuh Sub-District, Kendal Regency

No	Description	Month 1		Month 2		Month 3		Month 4						
		3	4	1	2	3	4	1	2	3	4			
1	Village Meeting for the Establishment of BUMDES	█												
2	Complete BUMDES Management Committee		█											
3	Employee Recruitment			█										
4	Village Regulations Governing BUMDES				█									
5	Proposal Preparation by BUMDES					█								
6	Community Awareness and Socialization						█							
7	BUMDES Office Setup							█						
8	Benchmarking with Other Village BUMDES								█					
9	Initial Business Units Managed by BUMDES									█				

Source: Data Processed (2023)

The training was attended by the officials of Tanjungmojo Village, youth group members, community leaders in Tanjungmojo Village, and the village innovation facilitators in Tanjungmojo Village. The main challenge faced during this training was the participants' occasional tardiness in attending the sessions. Additionally, the participants had varying levels of education, leading to differences in their understanding of the material. Nevertheless, the majority of participants showed great enthusiasm, as evidenced by their attendance throughout the entire training.

Humanly speaking, training activities exceeding 4 hours led to some participants experiencing boredom. Some participants requested a faster pace, which presented a challenge in delivering the content. The organizers allowed participants with prior commitments to leave the training. By the time the event concluded at 4:00 PM, there were still 16 participants who remained until the end. For those who didn't fully grasp the content, the presenting team committed to providing additional support until they understood and could follow the planned time schedule

4. CONCLUSION

After the training and mentoring for the establishment of BUMDES (Village-Owned Enterprises) in Tanjungmojo Village, Gemuh Sub-District, Kendal Regency, it can be concluded that this initiative has yielded significant results. Based on government regulations and policies, the formation of BUMDES in this village not only fulfills legal obligations but also has the potential to boost the village's economy. Despite the challenges in communication and training delivery due to differences in participants' backgrounds and ages, the majority of participants showed seriousness and active participation. They have gained a basic understanding of BUMDES formation, including the development of activity schedules and the identification of business types to be managed. This demonstrates positive potential for the economic development of Tanjungmojo Village through the strengthening of BUMDES and active community involvement.

The primary limitation of the BUMDES formation activities in Tanjungmojo Village lies in the diversity of participant backgrounds, encompassing differences in age, education, and work experience, which challenge the effectiveness of content delivery and communication. These differences can lead to disparities in understanding and the application of training concepts, necessitating a more flexible and diverse teaching approach. Additionally, the suboptimal participation of some participants indicates barriers to tapping into the full potential of this program. These barriers may include a lack of motivation or awareness of the importance of BUMDES in the village's economic development, which could hinder the effective and sustainable development of BUMDES.

Based on the outcomes of the BUMDES formation training in Tanjungmojo Village, several important recommendations can be made to enhance the program's effectiveness. Firstly, it is crucial to conduct ongoing evaluation and monitoring of the training activities to ensure that the training objectives are met and there is continuous improvement. Secondly, alignment of perceptions between organizers and training participants is essential to ensure effective communication. Thirdly, it is important for all parties to commit to and adhere to the planned time schedule to ensure that the BUMDES formation process proceeds as intended. Finally, it is highly important for village officials to prepare and involve qualified human resources in the BUMDES formation process to optimize the expected outcomes and impacts of the BUMDES formation.

REFERENCES

- Aribowo, N. C., & Sari, K. A. (2023). Pengelolaan Badan Usaha Milik Desa (BUMDES) Lancar Jaya Di Desa Mejing Sebagai Upaya Meningkatkan Kemandirian Desa. *Profit: Jurnal Manajemen, Bisnis dan Akuntans*, 2(3), 195-205. <https://doi.org/10.58192/profit.v2i3.998>
- Eikman, A., & Vinuzia, M. (2020). Peran Badan Usaha Milik Desa (BUMDES) Terhadap Kesejahteraan Masyarakat di Desa Tua Nanga Kecamatan Poto Tano Kabupaten Sumbawa

- Barat. *Jurnal Ilmu Sosial dan Pendidikan*, 4(3), 343-352. <https://doi.org/10.58258/jisip.v4i3.1228>
- Emilda, E., Meiriasari, V., & Suwartati, S. (2022). Pelatihan dan Pendampingan Penyusunan Laporan Keuangan Bagi Pelaku UMKM di Kecamatan Plakat Tinggi, Sumsel. *RESWARA: Jurnal Pengabdian Kepada Masyarakat*, 3(2), 490-496. <https://doi.org/10.46576/rjpkm.v3i2.1878>
- Nasfi, Aimon, H., & Ulfa Sentosa, S. (2023). Build the village economy: A systematic review on academic publication of Indonesian village-owned. *Cogent Social Sciences*, 9(2), 2252682. <https://doi.org/10.1080/23311886.2023.2252682>
- Puspita, E., Nurbayanti, R., & Novianti, D. N. (2022). Analysis Of Bumdes Management Success (Qualitative Descriptive Study Of Successful Analysis Of Bumdes Management In Indonesia Through Online News Sites). *Jurnal Ilmu Sosial Politik Dan Humaniora*, 5(1), 35-50. <https://doi.org/10.36624/jisora.v5i1.62>
- Rizki, V. L., & Sulistyan, R. B. (2022). *Manajemen Sumber Daya Manusia*. Widya Gama Press.
- Sadat, A., Mahyudin, & Hastuti. (2018). Penguatan Kelembagaan Bum Desa Menjadi Kekuatan Baru Ekonomi Di Desa Di Desa Wajah Jaya Dan Desa Mulia Jaya Kabupaten Buton. *Jurnal Pengabdian Kepada Masyarakat Membangun Negeri*, 2(2), 103-119. <https://doi.org/10.35326/pkm.v2i2.358>
- Salim, N., Ristianawati, Y., & Tirtana, D. (2021). Upaya Peningkatan Ekonomi Masyarakat Desa Sukomulya Kecamatan Kaliwungu Selatan Kabupaten Kendal Melalui Pengelolaan Aset Desa. 78-83, 3(1). <https://doi.org/10.29040/budimas.v3i1.1635>
- Setyobakti, M. H. (2017). Identification of Business Enterprises Bumdes Based on Social and Economic Aspect (Case Study at BUMDes Ijen Lestari Tamansari Village District of Banyuwangi). *JEMA: Jurnal Ilmiah Bidang Akuntansi dan Manajemen*, 14(2), 101-110.
- Sulistyan, R. B. (2017). Website Management Training Tourism Village in Sumber Pakel Padang District Lumajang. *International Journal of Society Development and Engagement*, 1(1), 120-128. <https://doi.org/10.29138/scj.v1i2.587>
- Sulistyan, R. B. (2020). Lecturer E-learning Training: The Role of Social Exchange Theory. *Empowerment Society*, 3(2), 50-56. <https://doi.org/10.30741/eps.v3i2.589>
- Terttiaavini, Sofian, & Saputra, T. S. (2021). Pendampingan Penyusunan Program Rencana Kerja Badan Usaha Milik Desa Dalam Rangka Optimalisasi Potensi Desa Serijabo Ogan Ilir Sumatera Selatan. *JMM (Jurnal Masyarakat Mandiri)*, 5(6), 3536-3546. <https://doi.org/10.31764/jmm.v5i6.5608>
- Turmudhi, A., Astono, A. D., & Iswara, J. W. (2021). Sosialisasi dan Implementasi Peraturan Gubernur Nomor 18 Tahun 2018 di Bumdes Taruna Agung Desa Kebonagung, Kecamatan Ngampel Kabupaten Kendal. *BUDIMAS: Jurnal Pengabdian Masyarakat*, 3(1), 90-96. <https://jurnal.stie-aas.ac.id/index.php/JAIM/article/view/1630>
- Turmudhi, A., Savitri, D. A. M., & Tirtana, D. (2020). Pelatihan Dan Pendampingan Pendirian Badan Usaha Milik Desa (BUMDESA) Di Desa Poncorejo, Kecamatan Gemuh, Kabupaten Kendal. *Jurnal Ilmiah Pengabdian Kepada Masyarakat (PAKEM)*, 1(2), 51-57. <https://jurnal.stietotalwin.ac.id/index.php/pakem/article/view/238>
- Utami, K. S., Tripalupi, L. E., & Meitriana, M. A. (2019). Peran Badan Usaha Milik Desa (BUMDes) dalam Peningkatan Kesejahteraan Anggota Ditinjau Melalui Kewirausahaan Sosial. *Jurnal Pendidikan Ekonomi*, 19(2), 498-508. <https://doi.org/10.23887/jjpe.v11i2.21545>