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## IMPLEMENTATION OF VILLAGE OWNED ENTERPRISE PROGRAM POLICY IN LAMU VILLAGE, TILAMUTA DISTRICT, BOALEMO DISTRICT

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### Abstract

*This study aims to determine and analyze the Policy Implementation of the Village-Owned Enterprise Program in Lamu Village, Tilamuta District, Boalemo Regency, in terms of Communication, Resources, Disposition and Bureaucratic Structure. This research method uses a qualitative approach with a type of Qualitative Descriptive research, while the data collection techniques used are observation and documentation. Based on the results of research analyzed in the field that (1) the Policy Implementation Process of Village-Owned Enterprises Program in Lamu, Tilamuta District, Boalemo Regency includes aspects Communication carried out by managers with the community, it is sufficient to be applied by BUMDes managers because the information obtained is clear in terms of information, transparency of the BUMDes Program. However, there are still people who do not know the programs implemented because the community does not attend meetings held by the Village Government and BUMDes Management. Resources, which exist in the management of BUMDes are quite good, in this case Human resources can be seen from the managers of BUMDes have greatly supported the success of existing BUMDes activities, but in terms of facilities that support BUMDes program policies have not been fulfilled properly. Disposition, the executors of Village-Owned Enterprises behave in accordance with the existing rules in BUMDes, but have not been optimal and professional in carrying out their duties and functions because managers still need to learn and need guidance, in addition to the attitude of the management that is not open, and the Bureaucratic Structure, regarding the BUMDes Program do well based on AD / ART regulations and SOPs so that the programs carried out are not neglected / failed.*

**Keywords: Implementation, Program Policy of Village-Owned Enterprises**

### INTRODUCTION

According to the Regulation of the Minister of Home Affairs Number 39 of 2010 concerning Business Entities, it is stated that Village-Owned Enterprises, hereinafter referred to as BUMDes, are village businesses formed/established by village governments whose capital ownership and management are carried out by village governments and communities. The consideration in the formation of BUMDes is to improve the financial capacity of the village government in governance and increase community income through various economic business activities of rural communities, established Village Owned Business entities in accordance with

the needs and potential of the village (Ridlwan, 2014) The independence of a region is a demand from the central government when autonomy was enacted during the New Order period, namely in 1966 A.D. This era of autonomy made Regions in Indonesia are competing to be the best region among other regions because this is a great opportunity for regions to advance and develop their own regions to achieve welfare for the community and employees. In order to achieve regional discourse to advance and develop their regions, regions must set strategies in running their governments to be maximized to support the improvement of a better life, both in the economic, social and political fields. BUMDes are business entities either all or part of their capital is controlled by the village. Villages can include their capital directly in efforts to manage assets to provide services and services and other businesses in order to improve community welfare, in this case the village community. The capital included in BUMDes comes from the wealth of separated villages. Thus, the establishment of BUMDes has basically realized two functions of village funds, namely the function to carry out village development as well as the implementation of community empowerment (Hamka et al., 2020).

In the current era of autonomy, not only regions have regional autonomy but villages also have village autonomy where villages have full rights and authority in managing and running their own government so that they are independent and creative in improving the progress and welfare of the people in the village which was first regulated in Law No. 8 of 2005 concerning amendments to Law No. 32 of 2004 concerning Regional Government. Over time the law underwent changes according to the circumstances that occurred, until the government had the initiative to issue a law on Villages. So far, the village is considered a hicky and lowly place compared to kelurahan, so that not a few villages have turned into kelurahan to raise social status in the eyes of other communities. This certainly cannot make the government stand still, because if left unchecked, the village will slowly disappear, while the village is very important for the preservation of customs and culture. Therefore, the central government wants to boost this *mindset* with the issuance of the latest Law No. 6 of 2014 on Villages in which the village is an autonomous region and has the right to regulate and manage its own village.

The implementation of public policy cannot be separated from the policy implementer itself. The behavioral aspect of policy implementers is a success factor in achieving policy objectives, in line with the focus and sub-focus of research, following the views of Bressman and Wildansky (Agustino, 2008: 198), which states that: "Policy implementation is a process of

interaction between a series of goals and actions that are able to achieve these goals (Aneta & Nani, 2022)

As a region that has full autonomy, to run its government, the village must find its own funds to develop its village. Although now in Law No. 6 of 2014 states that villages will get assistance from the State Budget every year around 600 million to 1.2 billion listed in Law No. 6 of 2014 article 72 paragraph (1) and paragraph (4) concerning villages, villages do not fully depend on their income from these assistance. Because before the law was enacted, village fund allocation assistance did not exist and the village had to drain its energy and rack its brains to get maximum Village Income. Therefore, the village must explore the potential of the village both in terms of Natural Resources (SDA) and in terms of Human Resources (HR) in the village which will later become a source of village income and will enter the village treasury or village finance.

Village finances obtained from village income sources must be managed properly in order to achieve village development. However, we know that most of the village's sources of income come from central and local government assistance, because the village is a small autonomous region so that if you only rely on the village's original income, it will not be able to increase village development, both in terms of infrastructure and in administrative terms. So it needs good management and management in the original village income and village finances so that the village has adequate PADes to support the welfare of the village community.

One strategy in making it easier for villages to get a source of village income is for the government to make policies that regulate it. One of them is Law No. 32 of 2004 concerning local government which states that village governments are also encouraged to have Village-Owned Enterprises (BUMDes) that are useful for regulating the village economy and meeting the needs and exploring village potential, and this law is one of the efforts of the central government in increasing the role of villages to participate and intervene directly in improving the village economy. The law overshadows the Regulation of the Minister of Home Affairs No. 39 of 2010 concerning Village-Owned Enterprises which is a follow-up regulation of Law No. 32 of 2004 strengthened by the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 4 of 2015 concerning the Establishment, Management and Management, and Dissolution of Village-Owned Enterprises where this regulation states how to establish and manage BUMDes itself.

BUMDes is one of the institutions that has economic interaction between the village government and the village community, so this also has an impact on the relationship between the village government and the community which will be created naturally. And with the existence of BUMDes, it will attract people to start trading so that slowly the poverty rate will decrease and raise families who cannot afford it to become a prosperous family. These BUMDes are expected to be the driving force of economic activities in the village which also functions as a social and commercial institution. Bumdes as a social institution sides with the interests of the community through its contribution in the provision of social services. Meanwhile, as a commercial institution, Bumdes aims to seek profits to increase village income.

BUMDes themselves have the same literature as BUMN (State-Owned Enterprises) and BUMDs (Regional-Owned Enterprises), which both manage assets in their fields, it's just that BUMN is a national-level business entity owned by the state and BUMD is of course a regional-owned enterprise that manages assets in the region, it's just that this BUMDes has a simple scope unlike National SOEs and BUMDs whose scope is around the province, district/city. So BUMDes in Pagedangan Village also have the same function, namely managing all assets owned by the village, both physical and non-physical, which are towards the village economy.

Lamu Village is one of the villages in Boalemo Regency, Tilamuta District, which until now still has a BUMDes program which was established on May 8, 2018, but it is very unfortunate that for the last three years the BUMdes program is no longer running, based on the results of initial research as a result of an interview with the head of Lamu village BUMDes, the implementation of the BUMDes budget for the last three years includes the following:

**Table 1**  
**Realization of BUMDes program in Lamu Village in the last three years**

No	Year	Total Budget	Work Program
1.	2018	IDR 100,000,000	Agricultural products trading business
2.	2019	IDR 7,000,000	Agricultural products trading business
3.	2020	IDR 50,000,000	Savings and loans business

*Data source: BUMDes Lamu*

It was explained that the initial capital participation of BUMDes in Lamu Village which was budgeted in 2018 was 100 million rupiah engaged in agricultural product trading business, then in 2019 the village government again provided capital participation of 50 million rupiah

engaged in savings and loans business, and in 2020 capital participation to BUMDes in Lamu Village amounted to 7 million rupiah to serve the needs of the community with the type of Agricultural Product Trading business. However, in 2020-2022 it was reported that BUMDes in Lamu Village went bankrupt, so that this BUMDes program was no longer running due to the covid pandemic, so that the implementation of the BUMDes Program suffered losses, including:

**Table 2**  
**Results of the achievement of the Lamu Village BUMDes Work Program.**

No	Year	Total Annggara	BUMDES Work Program	Advantage	Loss
1.	2018	IDR 100,000,000	Agricultural Product Trading Business	IDR 25,000,000	IDR 75,000,000
2.	2019	IDR 7,000,000	Agricultural Product Trading Business	Tidak Ada	Tidak Ada
3.	2020	IDR 50,000,000	Savings and Loans Business	IDR 50,000,000	IDR 45,000,000

*Data Source: BUMDes Desa Lamu, 2021*

The problems that occur in the field as described above, are the implications of the failure of the Lamu Village BUMDes management, in terms of policy making, as the results of an interview with the Secretary of the Lamu Village BUMDes management stated that, regarding the management of BUMDes in Lamu village, all policies were not decided jointly, even never held between fellow BUMDes Lamu Village teachers, regarding BUMDes financial planning and governance, The budget is managed unilaterally by the chairman and treasurer, without planning and communication with other administrators, this causes the implementation of policies regarding BUMDes to have an impact on the finances of BUMDes themselves, even in terms of managing BUMDes Lamu Village there has never been an evaluation of the performance and achievements of BUMDes Lamu Village, so, various errors cannot be protected, and these things cause BUMDes Lamu Village has not been implemented optimally.

Subarsono, Ripley (1985) suggested that the stages of public policy include: (1) Agenda preparation, (2) Policy formulation and legitimacy, (3) Policy implementation, and (4) Evaluation of policy implementation, performance, and impact. If we look at the theory put forward by Subarsono above, it is very clear that the field facts as the results of the initial research described above are inversely proportional to the theory proposed by Subarsono that the policy-making process should have a policy agenda, until finally there must be an evaluation of the impact of the

policy, while in the implementation of the Lamu Village BUMDes management policy, did not do such a thing at all, and in the end it had an impact on the ineffective management of Lamu Village BUMDes.

## **METHOD**

This research method uses qualitative research with a type of qualitative descriptive research. The data collection techniques used were observation, interviews and documentation, while the research location was located in Lamu Village, Tilamuta District, Boalemo Regency.

## **RESULTS AND DISCUSSION**

Based on the results of research on the Implementation of Village-Owned Enterprise Policy in Lamu Village, it can be described as follows:

### 1. Communication

Based on the explanation of Edward III's theory, communication is a very important factor because communication is related to the delivery of information, ideas, skills, regulations and others using certain means to those who are entitled to receive it. Policy implementation will be effective if those who implement decisions know what they need to do. Communication is also the first and foremost factor influencing the success of policy implementation.

Based on the observations of researchers, it can be concluded that the Implementation of the Village Owned Enterprise Program Policy in Lamu Village, judging from the communication factor, there are still people who do not know the program implemented because the community does not attend meetings held by the Village government and BUMDes Supervisors.

### 2. Resources

Based on the explanation of Edward III's theory that resources are one of the important factors in policy implementation because how well policies or programs are formulated without adequate resource support, policies will have difficulty in implementing them. The intended resources include an adequate number of implementing staff with adequate expertise, information, authority or authority, facilities and infrastructure needed to ensure that policies are carried out in accordance with what is expected.

Based on the results of the researchers' observations about the existing resource factors in the management of the BUMDes Program in Lamu Village are quite good, in this case human resources can be seen from the managers / supervisors of BUMDes who have greatly supported the success of existing BUMDes program activities. However, based on the results of

interviews, researchers found that the facilities that support the BUMDes program policy have not been fulfilled properly.

### 3. Disposition/Attitude of Executors

Based on the explanation of Edward III's theory that positions the character and characteristics possessed by the implementor. If the implementor has a good disposition, then he will carry out the policy well as what the policy maker wants. When implementors have different attitudes or perspectives from policy makers, the policy implementation process also becomes ineffective. Based on the statement above, it can be concluded that the Village-Owned Enterprise program in Lamu Village is seen based on the Disposition / attitude factor of the implementer, this is based on the results of research and the results of the researcher's interview with informants that the researcher found in the field that there is still a lack of transparency on the activities made due to the success of an elemental Policy Implementation from the implementers / administrators that have not. The attitude of the managers of Village-Owned Enterprises has not been optimal and professional and the attitude of the management is not open to the community.

### 4. Bureaucratic Structure

Based on the explanation of Edward III's theory that the bureaucratic structure is part of the task in helping the government area in the regions, this is very influential on the success of policy implementation, implementation may not be effective because of the inefficiency of the existing bureaucratic structure. Bureaucracy is one of the most frequent ingredients and even overall policy implementation. Policy implementation requires the support of the organizational structure. Edwards III (1984) emphasized two characteristics that can boost the performance of organizational structures in a better direction, namely carrying out Standard Operating Procedures (SOP) and fragmentation.

Based on the statement above, it can be concluded that the Bureaucratic Structure regarding the BUMDes Program in Lamu Village has done its best based on AD / ART regulations and SOPs so that the programs carried out are not neglected, meaning they do not fail, and there is still a process of cooperation between managers and communities that has not been on target.

**CONCLUSION**

The policy of the Village-Owned Enterprise program in Lamu Village, Tilamuta District, has not been implemented properly, because in this study, researchers decided to only use four aspects in implementing the Village-Owned Enterprise Program Policy in Tilamuta District, Lamu Village, namely: Communication, Resources, Disposition/attitude of implementers, and Bureaucratic Structure. Based on the results of research analyzed in the field that (1) the Policy Implementation Process of Village-Owned Enterprises (BUMDes) Program in Lamu, Tilamuta District, Boalemo Regency includes aspects of Communication, Resources, Disposition, and Bureaucratic Structure has been carried out well, but it is still not optimal because the existing resources are still lacking and not compatible, as well as providing information on the activities carried out by the manager is appropriate.

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Law No. 8 of 2005 concerning amendments to Law No. 32 of 2004 concerning Local Government

Law No. 32 of 2004 concerning amendments to Law No. 6 of 2014 concerning Villages.