

**IDENTIFICATION OF SUPPORTING AND INHIBITING FACTORS OF  
BUMDES (VILLAGE-OWNED ENTERPRISES) VILLAGE DEVELOPMENT  
PLANNING IN SUKARAME DISTRICT GARUT**

**Dodi Yudiardi (Garut University), Nina Karlina (Padjadjaran University)  
Administrative Science Program Concentration in Public Administration**

---

**ABSTRACT:** *Sukarame village has a good productive field either for wet or dry agriculture, producer of fresh water and home industries products, and the center of agricultural products broker. In tourism, the existence of lake is like an embryo for tourism place in Sukarame village. Besides that, the potential of spring water natural resource and the green village atmosphere in Sukarame can be used by BUMDes (Village-owned Enterprises) for the industry development. The BUMDes (Village-owned Enterprises) of Sukarame Village has not been maximally managed in professional way and has not been able to give the optimal contribution to the income of village treasury or PADes. The villagers' economic development is still slow. The core of those problems is the non optimal planning process of BUMDes (Village-owned Enterprises) of Sukarame Village. In this research, the writers use qualitative method with field study approach. The writers use theory from James A.F. Stoner about planning steps. In collecting data, the writers held the observation, in-depth interview, Focus Group Discussion (FGD), interpretation approach, and literature review. In validity test, the writers use triangulation technique with check, re-check, and cross check for the data gained from theory, methodology, and writer perception. The result shows that the conducive leadership is needed so that it can give the strong effect to the trust formation of the administrators and employees to the Village Chief of BUMDes (Village-owned Enterprises) Sukarame. Furthermore, a shared commitment. The BUMDes (Village-owned Enterprises) of Sukarame Village commitment belongs together so that all the managers and the employees take care of BUMDes (Village-owned Enterprises) with a good sense of belonging. While the inhibiting factor is the human resources. The employees in BUMDes (Village-owned Enterprises) Sukamaju Village need to be improved in skill and potential through training and technical assistance. In addition, the better supervising of the employees' work of BUMDes (Village-owned Enterprises) is needed. Another inhibiting factor is inconsistent goals. The goal of BUMDes (Village-owned Enterprises) is to improve the economic level of villagers but the it has not been able to be achieved considering that BUMDes (Village-owned Enterprises) Sukarame village has to be able to provide more contribution to the rural income so the business fields in BUMDes (Village-owned Enterprises) Sukamaju Village has not led to the improvement of villagers' creativity that supports the improvement of local economy.*

**KEYWORDS:** Identification of Supporting and Inhibiting factors, BUMDes (Village-owned Enterprises) Development Planning.

---

## **RATIONALE**

Sukarame village in Leles District Garut has an area of 374.3 hectare consists of 16 RW (citizens association), and 37 RT (neighborhood association) with the boundaries of the

Tambaksari Village Leuwigoong subdistrict in north, the Sukalaksana Village Banyuresmi subdistrict in south, the Margacinta Village Leuwigoong subdistrict in east, and the Margaluyu Village Leles subdistrict in west. The population of the Sukarame Village is 6176 people, consists of 3.093 female and 3.083 male divided into 1658 families.

The dominant livelihood in the Sukarame Village is Agriculture. The agricultural land generally used for rice fields, as well as dry land farming. Agricultural Products in the Sukarame Village are abundant in form of rice and corn. The existence of water spring in the Sukarame Village can be used to develop economic activities in the field of fisheries. Besides fishery potential, the abundance of water in the Sukarame Village can be exploited by BUMDes (Village-owned Enterprises) Sukarame village for the development of drinking water packaging. The business is not only optimizing the natural resources, but also is providing new employment for productive age villagers.

Sukarame village has a good productive land either wet lands and dry land agriculture, producer of freshwater fish, home industry products, and center of agricultural products broker. In tourism, the existence of lake is like an embryo for tourism place in Sukarame village. Besides that, the potential of spring water natural resource and the green village atmosphere in Sukarame can be the attraction to be tourism place.

The social organizations of the society in the Sukarame Village also influence the dynamics of community life. Community participation in the organization at the village can strengthen the physical potential of the village. The social capital in Sukarame village can be seen neither from the interaction between the community nor the community with the village leaders, who delivered an emotional bond of trust, reciprocity, social networks, values and norms that form the structure of its own that is trusted by the Sukarame villagers.

The local wisdom of Sukarame village as a social culture in encouraging community participation to the development of the village, community participation can develop social, culture, economy, and knowledge, open up the hope for villagers to change. It is a momentum to encourage the birth of BUMDes (Village-owned Enterprises) Sukarame village governance more accountable and transparent, participatory rural communities and rural economies that support the community.

The village is the smallest part of the country that meets with society obviously and directly touches the needs of the community in improving welfare. Law Number 6 of 2014 about village made society independent in managing government and its social detailed through government regulations Number 4 Year 2015 has authorized village to explore the potential areas and set the direction of development policy.

Village-owned enterprises (Badan Usaha Milik Desa) hereinafter abbreviated as BUMDes projected emerged as a new economic power in rural areas. Law No. 6 of 2014 concerning villages provide a legal protection over BUMDes as economic actors who manage the potential village collectively to improve the welfare of the residents of the village, substantially, Law No. 6 of 2014 to encourage village as the subject of development is emancipator to the fulfillment of basic services to citizens, including

mobilize the assets of the local economy. BUMDes (Village-owned Enterprises) position becomes into institutions that bring economic centers in the village with the spirit of the collective economy.

Rural economic empowerment strategy through BUMDes (Village-owned Enterprises), is one of solutions to improve the welfare of society by exploring the region potency. BUMDes is a business entity managed by the community and village authorities and no longer founded on the instructions of the Government, is not controlled by a specific group as well as in the operations for the sake of the lives of many people by the villages located in the village business institutions run by the community and local government was formed based on the needs and potency of the village.

The main goals of BUMDes (Village-owned Enterprises) stated in Permendes (Local Ministerial Regulation) Number 4 of 2015 are to accommodate whole village economic activities and to make cooperation between villages and also to increase the public service in:

- a. Increasing the village economy
- b. Optimizing the village assets to be useful for the welfare of the village
- c. Increasing society business in the management of the economic potential of the village
- d. Developing a business cooperation plan between rurals and / or with third parties
- e. Creating networks and market opportunities that support the needs of public services
- f. Creating jobs
- g. Improving public welfare through the improvement of public services, economic growth and equality of the village
- h. Increasing the income communities and revenue villages

Local Government Regulation of Garut Regency (Perda) Number 24 year 2011 about the procedures for the establishment and management of a BUMDes (Village-owned Enterprises) business entity very encourages to the formation of BUMDes (Village-owned Enterprises) in Sukarame Village. Sukarame Village has several business like distribution of groceries to the stalls with the aim that the villagers buy groceries with low price comparable with price at market. The second is the management of bottled drinking water.

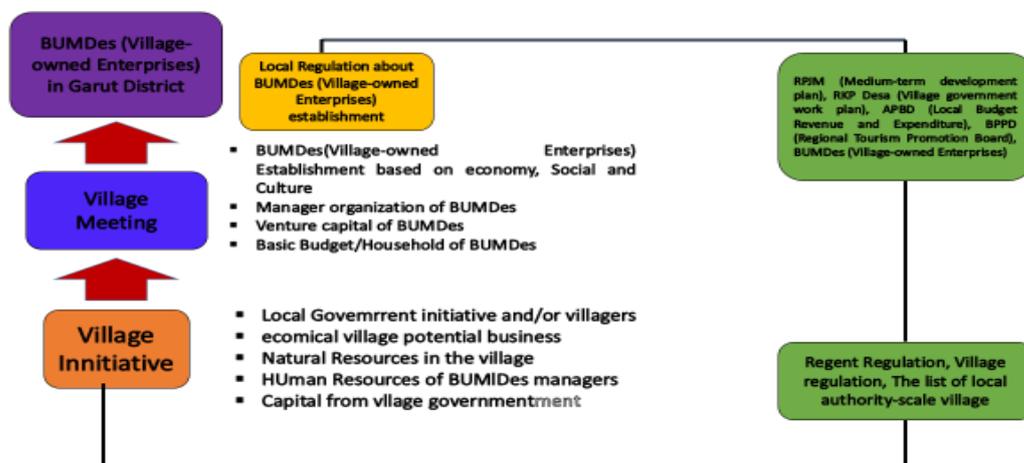
Procedural establishment of BUMDes (Village-owned Enterprises) requires the participative institutional steps of BUMDes (Village-owned Enterprises) so that BUMDes (Village-owned Enterprises) really becomes the pulse of the village economic business: First, the socialization of BUMDes (Village-owned Enterprises). Initiatives dissemination to the villagers can be done by the local government, BPD (Regional Consultative Body), KPMD (Community Empowerment Cadre), either directly or in cooperation with (i) Companion Village, located in sub district, (ii) Technical Assistants located the district, and (ii) Third Party Companion (NGOs, universities, mass organizations or companies). The socialization steps are intended to make the society and local institutional understand about what BUMDes (Village-owned Enterprises) is, the goals of establishing BUMDes (Village-owned Enterprises), the BUMDes (Village-owned Enterprises) establishment benefits and so forth. The overall companion and KPMD (Community Empowerment Cadre) undertake innovative efforts in convincing the public that BUMDes (Village-owned Enterprises) will provide benefits for the community and the village.

Results of socialization that includes learning from BUMDes (Village-owned Enterprises) and internal-external conditions of the village can be assisted by the companions. The substance of further socialization becomes recommendations on the implementation of the Village Meeting that makes schedule for establishment/formation BUMDes (Village-owned Enterprises). The recommendation of socialization can be used for:

- Aspirations Map / Community Needs about BUMDes (Village-owned Enterprises) by BPD (Regional Consultative Body) and will become the official view of BPD (Regional Consultative Body) associated with BUMDes (Village-owned Enterprises)
- A discussion of BUMDes (Village-owned Enterprises) Material prepared by the regional authorities and will be delivered by the village chief to the BPD (Regional Consultative Body).

Second, the implementation of the village meeting council. Village meeting council or consultation between the BPD, the local government, and the public held by BPD (Regional Consultative Body) to agree on terms of a strategic things. Practically, the village meeting council organized by BPD (Regional Consultative Body) facilitated by the local government.

**FIGURE 4.1 BUMDes Establishment Procedure**



BUMDes (Village-owned Enterprises) Sukarame village is one of the Village-owned Enterprises who becomes a pioneer of Owned Joint village in Leles District, the business field of BUMDes (Village-owned Enterprises) is the packaging of drinking water and grocery distribution. The existence of BUMDes (Village-owned Enterprises) in Sukarame village is like two sides of a coin. in one hand, it holds the potential and hope for the life of the society life through the optimization of potential of natural resources and human resources but on the other hand, BUMDes (Village-owned Enterprises) has complicated problems.

The problems concerning on the Aspirations Map / Community Needs namely:

1. The difficulties in finding the potential village that can be developed through business management / business.
2. The difficulties in recognizing the needs of most residents of the village and outside the village community.
3. The difficulties of formulating together with village residents to determine the alternative design of the business units and the classification of the type of business.

BUMDes (Village-owned Enterprises) Sukarame village has not been managed professionally. The BUMDes (Village-owned Enterprises) Sukarame village has not been able provide contribution to the cash village treasury or PADes (revenue villages) and the economic growth of rural communities is still slow. The problem comes from the planning process of BUMDes (Village-owned Enterprises) Sukarame village that has not been optimal because they do not perform a SWOT analysis. SWOT is a method of analysis that can be used to formulate an alternative strategy based on internal and external conditions. By using SWOT, some alternative strategies that are interconnected between alternatives can be obtained.

Based on the phenomenon above, the research of Identification Factors of Supporting and Inhibiting BUMDes (Village-Owned Enterprises) Village Development Planning in Sukarame District Garut aims to identify the supporting and inhibiting factors of BUMDes (Village-Owned Enterprises) development planning. The focus of this research is to recognize what are the supporting factors that can be seen from the leadership and the commitment together and also the inhibiting factors seen from human resources and inconsistent of regulation.

## **LITERATURE REVIEW**

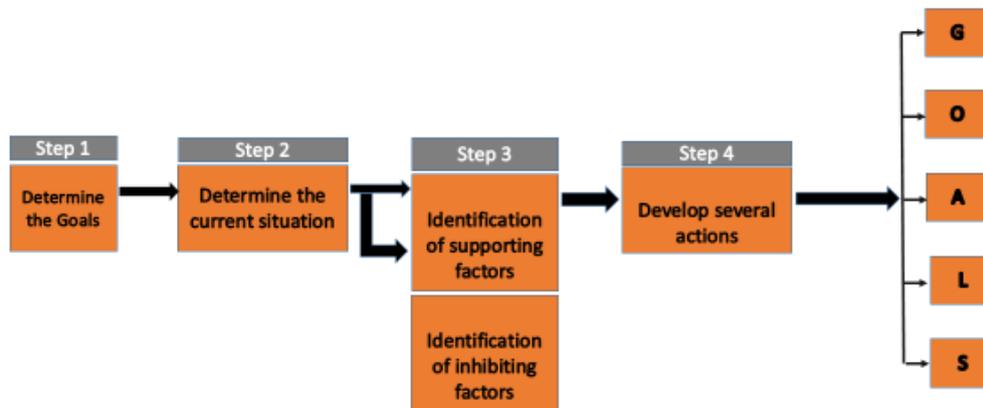
### **Definition of Planning**

Planning is one of the other processes, or changing a condition for achieving the intended purpose by design or by the person / entity that are represented by the plan. The planning includes: Analysis, policies and design. The essentials features of general plan include the series of sequential actions aimed to solve problems in the future and all the plannings include a sequential process that can be embodied as a concept in a number of stages.

According to James A.F Stoner (translation Wihelmus, 2006: 200), planning is the work of every leader, before they can organize, lead or control, they have to make a plan that gives purpose and direction to the organization to decide what to do, when and how it should be done and who should do.

James F. Stoner, stated there are four basic steps in planning that can be used in all planning activities in all levels of organization. The steps are:

Figure 2.3 Planning Process of A Company Based on James A.



(Source: James A. F Stoner, 2006: 88)

Step 1: Planning begins with a decision about what are wanted or needed by an organization or sub-unit. In the absence of a clear definition of the objectives, then the organization will be spreading its resources too broad. Prioritization and exposure objectives explicitly enable organizations to be focus on their resources effectively.

Step 2: How far is the organization or sub-unit from the goal? What resources are available to achieve that goal? Only after the last state of the existing problems is analyzed, a plan can be prepared to make further progress map. Open lines of communication within the organization and among sub-units will provide information, especially financial and statistics data required for the second step.

Step 3: What are internal and external environment factors that can help the organization achieve the goals? What factors might cause a problem? It is easy to see what is going on now, but the future is never clear. Although it is difficult to do, but anticipate situations, problems, and opportunities in the future are an important part of planning.

Step 4: The final step in the planning proses concerns on the development of various alternative courses of action to achieve the goals or objectives, to evaluate these alternatives and to choose the most appropriate alternative (or at least appropriate enough) to achieve the purposes. This is a step to make a decision on the action in the future and the most relevant guidelines for effective decision-making.

### Planning Stages

The role and function of Sukarame village faced with the wide and complicated task implementation, starts operational service staff until the ideological and spiritual staff, Sukarame village holds a central role in the development of BUMDes (Village-owned Enterprises) to make general policy and plan development. In line with James A. F Stoner (translation Wihelms, 2006: 202) who stated that the planning steps are as follows:

1. Set the goals / objectives devices
2. Determine the current situation

3. Identify the supporting and objectives of the goals

4. Develop a plan or any action to achieve goals

The opinions above mentioned that the activities of planning by BPMPD (Community Empowerment Agencies and Village Government), is the primary function in an attempt to achieve BUMDes (Village-owned Enterprises), thus BPMPD (Community Empowerment Agencies and Village Government) roles and functions to develop BUMDes (Village-owned Enterprises).

## SWOT

The definition of SWOT analysis is a form of analysis of the situation and also the descriptive condition (giving an overview). This analysis puts situation and the condition as input factors, and then grouped according to their respective contributions. One thing to remember by the users of this analysis is that the SWOT analysis is solely as an analysis aimed to describe the situation at hand, and not a magical tool of analysis that is able to provide solution of the problems that faced.

SWOT is an acronym for:

- S = Strength
- W = Weaknesses
- O = Opportunities
- T = Threats

a. Strength (S)

*Strength*, is an analysis of strengths, situation or condition which are the strength of an organization or company at current time. What needs to be done in this analysis is any company or organization needs to assess the strengths and weaknesses in comparison with their competitors. For example, if the strength of the company is superior in technology, the advantages that can be utilized to fill market segments that require a level of technology and also the more sophisticated quality.

b. Weaknesses (W)

*Weaknesses* is the weakness analysis, situation or condition which are the weakness of an organization or company at current time, is a way to analyze the weaknesses in a company or organization that become a serious obstacle in the progress of a company or organization.

c. Opportunity (O)

*Opportunity* is the opportunity analysis, situation or condition which are an opportunity outside of an organization or company and provide growing opportunities for the organization in the future. This method is to seek opportunities or breakthrough that allows a company or organization to be able to thrive in the future.

d. Threats (T)

*Threats* is the threat analysis. It is how to analyze the challenges or threats that must be faced by a company or organization to face a variety of unfavorable environmental factors to a company or organization that causes deterioration. If it is not to be overcome soon, the threat would be prohibitive for an organization in the present and the future.

## Purpose and Objectives of The Research

### Purpose of The Research

This research basically aims to make analysis about Identification of Supporting and Inhibiting Factors of BUMDes (Village-owned Enterprises) Village Development Planning in Sukarame District Garut.

If the purpose can be achieved, this research is expected to provide direct and indirect benefits for authors, for the development of science, society, and for authorized government institutions to foster and develop BUMDes (Village-owned Enterprises).

### **Objective of The Research**

The objective of this research is to identify the supporting and inhibiting factors of BUMDes (Village-owned Enterprises) Village Development Planning in Sukarame District Garut.

### **RESEARCH METHODOLOGY**

This research was conducted in Sukarame Village, Leles Subdistrict, Garut District. The area is 374.3 hectares, consists of 16 RW (citizens association), and 37 RT (neighborhood association) with the boundaries of the Tambaksari Village Leuwigoong subdistrict in north, the Sukalaksana Village Banyuresmi subdistrict in south, the Margacinta Village Leuwigoong subdistrict in east, and the Margaluyu Village Leles subdistrict in west. The population of the Sukarame Village is 6176 people, consists of 3.093 female and 3.083 male divided into 1658 families. Sukarame village has a good productive land either wet lands and dry land agriculture, producer of freshwater fish, home industry products, and center of agricultural products broker. In tourism, the existence of lake is like an embryo for tourism place in Sukarame village. Besides that, the potential of spring water natural resource and the green village atmosphere in Sukarame can be the attraction to be tourism place. Those potential factors can be used by BUMDes (Village-owned Enterprises) for business development.

This research uses field study approach with a qualitative method. Qualitative research prefer a substantive theory development guidance based on data. The research design is descriptive, which is to find facts with interpretations that describe the nature of some phenomenon of a group or individuals from the findings. A qualitative approach used to reveal the supporting and inhibiting factors of BUMDes (Village-owned Enterprises) Village Development Planning in Sukarame District Garut. In this research, the researchers are the major instruments in the data collecting, while the focus of the research is on the role of informants and their experience. To obtain the precise data and information, data collecting is done by:

1. Observing the condition of the village directly or studying the documents belong to the village that become the secondary data.
2. Doing personal interview to the key stakeholders of the village, the village head, village apprentice, BUMDes (Village-owned Enterprises), community activist groups, community leaders, and businesses in the village aims to explore the basic information about the existence of BUMDes (Village-owned Enterprises) as one of the economic drivers of the village.
3. Group discussion conducted with groups of influencing people like PKK (fostering family welfare), gapoktan (farmers combined group), BUMDes manager, and youth organization. At this stage, it is expected to gain information in the form of key roles that have been carried out by each group of people in the development of BUMDes (Village-owned Enterprises).

Researchers also emphasize the aspects of objectivity and honesty that realized by explaining the purpose of the study to informants. The identity of informants are concealed, so that the consequences of the results of this research has no impact to the informants who had provided information. The data and information used in this study obtained from direct observation, interview notes, interview recording and photos of activities are made into documents and the record of documents are then processed into data.

## **RESULTS AND DISCUSSION**

One of the tools most commonly used in the situation analysis is SWOT (Hunger and Wheelen, 2006, p. 138). This analysis is based on the logic that maximizes strengths and opportunities, but simultaneously can minimize weaknesses and threats. SWOT / TOWS matrix is a machine tool that helps managers develop four types of strategies. The matrix is considered can clearly describe how external opportunities and threats faced by the organization must be adapted to the strengths and weaknesses. BUMDes (Village-owned Enterprises) Sukamaju Village has not been able to provide optimal contribution to village treasury or PADes and the economy growth of rural communities is still slow. The problem comes from the planning process of BUMDes (Village-owned Enterprises) Sukarame village has not been optimal yet. These are the results discussion based on contributing factor to the leadership indicators and together commitment. The other factor is inhibit factors with human resources and inconsistencies as indicators.

### **Supporting Factors**

#### **Leadership**

According to Stoner (1998:161), leadership is the process of giving direction and attempt to influence the activity associated with members of the group. In line with Richard L. Daft (2014:291), he stated that the leadership is the ability to influence people that leads to objectives achievement.

One of the leadership role is decision-making. The leader makes leadership and responsibility of making decisions, encouraging and facilitating members to work, have a good commitment, giving feedback. A leader must have the authority, wisdom, and responsibility in all activities. A leader has to be able motivating and guiding the work environment both internally and externally.

A leader of BUMDes (Village-owned Enterprises) has a duty to improve the performance of his team in order to achieve the employment targets that have been defined. In reaching the maximum work, many things are done by the leader of BUMDes (Village-owned Enterprises), such as building supportive synergies among employees BUMDes (Village-owned Enterprises) so the whole team can do jobs effectively and productively. Employees can work with maximum synergy and productive, can only happen if all employees work in harmony and working condition is conducive (Brata Youth Hardjo-subroto. 2014). This is an absolute condition that must first be created by every leader. Although the individual skills of each employee is high, when they work in an organization where the working conditions is not conducive and harmony, then the motivation and performance will definitely be low, so that the productivity of the work will also be low. On the contrary, despite the competence of the employees is not too high, when they work in the right conditions, the performance will be maximized.

A leader of BUMDes (Village-owned Enterprises) always communicate with all employees about the mission of BUMDes (Village-owned Enterprises), employees

correctly understand the missions, aims of the job, and work programs. BUMDes (Village-owned Enterprises) leaders should be able to apply all the rules and policies fairly and openly without any distinction, honest and consistent, all employees of BUMDes (Village-owned Enterprises) obtain assignment and clear/specific delegation, non-overlapping and with accountability. Every employee is provided the adequate and fair empowerment evaluation obtained for their work by his boss. A leader of BUMDes (Village-owned Enterprises) applies leadership ethical to increase the pride of employees. BUMDes (Village-owned Enterprises) employees have to feel comfortable while working because the leader always backs up them and receive help support when required. BUMDes (Village-owned Enterprises) leader can create a work culture that is in accordance with the company's mission, in which the attitudes and behaviors of employees may be in line with the company's goals. So it is important for a leader to be able to create conducive and harmonious working conditions in order to achieve maximum and productive performance. The conducive working conditions will only happen when the working conditions in the harmonious company. The working conditions synergies will lead to high employment, so that the productivity will also be high as well. Organizations with unharmonious working conditions, will not be able to create conducive working condition.

A BUMDes (Village-owned Enterprises) must have a foundation of leadership that is intrapersonal skills, that is associated with moral competence, integrity, mental attitude, emotional intelligence and self skill. These competencies will provide a very strong impact on the formation of the employees' trust towards the leader. Without conducive working conditions, there will be a lot of conflicts, neither vertical or horizontal conflict. Trust is the most important thing in every organization and trust must be built by every leader of a company. With trust, both strong synergy and chemistry between employees will be built.

### **Mutual Commitment**

Attitudinal commitment focuses on the thought processes of individuals about their relationship with the organization. Individuals will consider the suitability of the values and goals of their organization. High organizational commitment will be demonstrated by the strong belief and acceptance of the values and objectives of the organization. While the behavioral commitment relates to a process in which the individual has been tied to a particular organization. The individual commitment shown by their actions. For example, individuals with a high commitment will remain in the organization and will have a positive view of the organization. Besides, individuals will exhibit behavior consistent to still have a positive self-perception (Mowday, in Meyer & Allen, 1997).

A public and private organizations must have Collective Commitments as capital to continue to grow better. A leader of BUMDes (Village-owned Enterprises) wants all employees to have a strong commitment to the organization by creating a sense of belonging to organization. To create these conditions, a leader of BUMDes (Village-owned Enterprises) provide the understanding and benefits to all employees regarding to benefits working in BUMDes (Village-owned Enterprises), creating sense of belonging towards BUMDes (Village-owned Enterprises) by increasing feelings of all members that BUMDes (Village-owned Enterprises) belongs together. All members of BUMDes (Village-owned Enterprises) involved, decide the creation and development of BUMDes

(Village-owned Enterprises) by giving delegation and responsibilities, involved in deciding change of work design, and so forth so that BUMDes (Village-owned Enterprises) has commitment motivation to work.

### **Inhibiting Process**

#### **Human Resources**

BUMDes (Village-owned Enterprises) is one measure of success in constructing village. The existence of BUMDes (Village-owned Enterprises) in Sukarame village must create groups of rural enterprises to support the improvement of the economy of rural communities by digging village potentials, the potentials and resources villages untouched well, which resulted in the village losing its natural resources, and some of the resources that only managed to any short-term interests, so development is not spread evenly.

In exploring natural resources and potential of the village, BUMDes (Village-owned Enterprises) Sukarame Village needs potential human resources to build and to develop other sectors of the rural economy. The existence of BUMDes expected to explore and capitalize existing various potentials village by upholding local wisdom. Synergy of local potential and local wisdom life will be built up naturally if the human resources is potential.

The increasing of Sukarame rural economies through the establishment of BUMDes (Village-owned Enterprises) can not be realized due to the development of management BUMDes (Village-owned Enterprises) has not been optimal considering many inhibiting process for BUMDes (Village-owned Enterprises) in developing economic institutions owned by the village management. Whereas, with BUMDes (Village-owned Enterprises) good management will generate income for local government. Most of the obstacles in the development of BUMDes (Village-owned Enterprises) sourced from the Human Resources (HR), which resulted in the non optimally BUMDes (Village-owned Enterprises) development. Besides that, BUMDes (Village-owned Enterprises) is still confuse to determine what are the potential enterprises that can develop and survive.

BUMDes (Village-owned Enterprises) is the central of village development that should be managed professionally and carried out by the villagers themselves. The villagers must receive education, training and experience in managing BUMDes (Village-owned Enterprises), where BUMDes (Village-owned Enterprises) should support the village human resources for the improvement and development of the village. Human resources should play an active role in the management of BUMDes (Village-owned Enterprises). The successful organization is determined by the good, competent, accountable and transparent human resources. BUMDes (Village-owned Enterprises) that is managed by villagers, provides strong psychological value and bond with hope and desire to build and develop the village. Beside to improve the development and the local economy, it is also a motivation for human resource of the village to boost their potency.

### **Inconsistency**

Regulations set by the village headman after receiving approval with village council, which was established in connection with implementation of village autonomy. Village regulation is a further elaboration of the higher legislation by concerning to the characteristics of each village. In connection with that, village autonomy is prohibited to be contrary with the public interest and / or higher legislation.

BUMDes (Village-owned Enterprises) established through regulations referring to the villages regulations No. 4 of 2015 on governance establishment rules, organization and management, and the dissolution of BUMDes (Village-owned Enterprises). In Local Government Regulation No.4 / 2015 Article 5 also explained the process of BUMDes establishment. The BUMDes establishment as referred to in Article 5 agreed through village meeting. The initiative of BUMDes formation is the government, Village Government and society based on the cooperative, participatory, and emancipatory principles. The establishment of BUMDes (Village-owned Enterprises) aims to improve local economic level. Local economic development is based on requirements, potency, and the capacity of the village, and also the village government in the form of financial and wealth of the village with the ultimate objective is to improve the local economy.

The existence of BUMDes (Village-owned Enterprises) Sukarame village has objectives that has been agreed, namely improving level of local economy, where BUMDes (Village-owned Enterprises) Sukarame village expected to be an agent for the facilitation in facilitating, developing creativity, independence and prosperity of rural communities. Increasing the economic level of rural society easily achieved if the BUMDes (Village-owned Enterprises) Sukarame village more focuses on the needs and demands of society, provides the contribution strategy of BUMDes (Village-owned Enterprises) to explore more local economic potency. BUMDes (Village-owned Enterprises) Sukarame village is still not consistent with the objectives previously agreed that improving the economy of rural communities through the development of community creativity. The activity of BUMDes (Village-owned Enterprises) Sukarame village now only focuses on the distribution of groceries.

## **CONCLUSION**

BUMDes (Village-owned Enterprises) Sukarame village is actually a pretty credible choice to be an agent of village development but there are common issues that still need attention, especially in human resources capacity of BUMDes (Village-owned Enterprises) manager impacting inconsistency of goals that has been planned before.

The supporting factors in the development of BUMDes (Village-owned Enterprises) is the conducive leadership that provides a very strong impact on the formation of the trust of the managers or employees to the leader of BUMDes (Village-owned Enterprises). A leader of BUMDes is able to make comfortable and conducive working conditions by minimizing conflict, both vertical and horizontal conflicts. Trust is the most important aspect of any organization, and this is the first aspect to be built by a leader of BUMDes. With the trust, it will form a strong synergy and chemistry between BUMDes manager.

The other supporting factor to the development of BUMDes Sukarame village is shared commitment. The commitment is that the BUMDes Sukarame village belongs together so that all managers and employees keep BUMDes with a good sense of belonging.

While the inhibiting factor is human resources. Human resources development of BUMDes Sukarame village needs improving skills and potency of employees through training and technical assistance. In addition to the need for further scrutiny of the employees performance of BUMDes. The other inhibiting factor is inconsistent goals. Goals are targets that must be achieved by an organization. Goals of BUMDes Sukarame village is improving economic level of rural communities, but these goals can not be achieved regarding to that BUMDes village Sukarame should provide contribution on

revenue villages so that the business field of BUMDes has not headed to increase creativity of community that supports the improving of the local economy.

## REFERENCES

- Athoillah, Anton. 2010. *Dasar-Dasar Manajemen*. Bandung: Pustaka Setia.
- Antlov Hans, 2001, Cederroth Sven, *Kepemimpinan Jawa Perintah Halus*, Pemerintahan Otoriter, Yayasan Obor Indonesia
- Grindle, M.S., (editor). 1997. *Getting Good Government : Capacity Building in the Public Sector of Developing Countries*, Boston, MA : Harvard Institute for International Development
- Hardjanto, Imam. (2006). *Pembangunan Kapasitas Lokal (Local Capacity Building)*. Malang: Program Pascasarjana Universitas Brawijaya.
- Koontz Harold, O'Donnell Cyril, Weihrich Heinz 1990, *Manajemen Alih bahasa* Gunawan Hutaaruk Jakarta: Gramedia
- Masri, Singarimbun, dan Effendi, S. 1995. *Metode Penelitian Survey*. Jakarta: LP3ES.
- Miftah, Thoha. 1996. *Perilaku Organisasi*. Jakarta: Raja Grafindo. Grafindo Persada.
- Moleong, Lexy. 2000. *Metode Penelitian Kualitatif*. Bandung: PT. Rineka Cipta
- Nigro, F. A. and Loyd G. N. 1990. *Modern Public Administration*. New York:Harper and Row Publisher.
- Osborne, David & Ted, G. 1992. *Reinventing Government*. New York:Addison Wesley Publishing Company. Inc.
- . 2003. *Mewirusahaakan Birokrasi (Reinventing Government)*. Alih Bahasa: Abdul Rosyid. Jakarta: PPM
- Pal, L. 1996.*Public Policy Analysis an Introduction*. New York:Nilson Antonio
- Richard L. Daft. 2010. *Era Baru Manajemen*. Buku 1 dan 2. Jakarta : Salemba Empat
- Riant, Nugroho. 2003. *Kebijakan Publik Formulasi, Implementasi, dan Evaluasi*. Jakarta: Elex media Komputindo.
- Riggs, F. W. 1961. *The Ecology of Public Administration*. London:Asia Publishing House.
- . 1996. *Administrasi Pembangunan*. Alih Bahasa: Luqman Hakim. Jakarta: Raja Grafindo Persada.
- Robbins, S, P. 2001. *Perilaku Organisasi: Konsep-Kontroversi-Aplikasi*. Alih Bahasa: Sugiono. Jakarta: Prenhallindo.
- Robbbins dan Judge. 2007. *Perilaku Organisasi*, Buku 1 dan 2. Jakarta : Salemba Empat
- Robbins & Coulter. 2007. *Manajemen*. Jakarta : Indeks
- S, Arikunto. 1996. *Prosedur Penelitian: Suatu Pendekatan Praktek*. Jakarta: Bina Aksara.
- S, Danim. 1997. *Studi Penelitian Kebijakan*. Jakarta:Penerbit Bumi Aksara.
- Siagian, Sondang P. 2007. *Fungsi-Fungsi Manajerial*. Jakarta: PT Bumi Aksara.
- Sondang, P, Siagian. 1997a. *Organisasi Kepemimpinan dan Perilaku Administrasi*. Jakarta: Gunung Agung.
- . 1997b. *Administrasi Pembangunan*. Jakarta: Bumi Aksara.
- S, Prawirosentono. 1999. *Kebijakan Kinerja Karyawan*. Yogyakarta: BPFE UGM.
- Steiner, G, A. 1997. *Strategic Planning*. New York: Free Press Paperbacks.
- Stoner, James, AF and Wangkel Charles 1992. *Managemen*. Fordham University
- T, Ndraha. 1989. *Konsep Administrasi dan Administrasi di Indonesia*. Jakarta: Bina Aksara.

- Wheelen, T, L. and J. David H. 1992. Strategic Management and Bussiness Policy. Addison Wesley Publishing Company. Massachussetts.
- .(2001). Manajemen Strategis. Alih Bahasa : Julianto Agung. Yogyakarta: Andi.
- W.J.S. Poerwadarminta. 1995. Kamus Umum Bahasa Indonesia. Jakarta: Balai Pustaka.
- Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia Nomor 4 Tahun 2015 Tentang Pendirian, Pengurusan Dan Pengelolaan, Dan Pembubaran Badan Usaha Milik Desa
- Undang - Undang Nomor 6 Tahun 2014 tentang Desa.
- Peraturan Daerah Kabupaten Garut 24 Tahun 2011 tentang **Badan Usaha Milik Desa**. Garut, Kabupaten Garut.
- Peraturan Menteri Dalam Negeri Nomor 39 Tahun 2010 tentang **Badan Usaha Milik Desa (c.2)**. Jakarta, Menteri Dalam Negeri.
- Peraturan Pemerintah Nomor 72 Tahun 2005 tentang **Desa**. Jakarta, Direktorat Jendral Otonomi Daerah.
- Undang - Undang Nomor 32 Tahun 2004 tentang **Pemerintah Daerah**. Jakarta, Direktorat Jenderal Otonomi Daerah