

ASSET MANAGEMENT STRATEGY FOR VILLAGE OWNED COMPANIES IN THE FRAMEWORK OF INCREASING VILLAGE REVENUE

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ABSTRACT

This research aims to succeed in village development by increasing village income. Describe how Village Owned Enterprises carry out that asset management strategy in increasing village income. By explaining the inhibiting factors for the development of Village-Owned Enterprises in running their business and providing solutions in the form of strategies to develop Village-Owned Enterprises, the asset management strategy implemented includes observing the environment, preparing strategies, implementing strategies, and evaluating or controlling. The method used in this study is a qualitative method with a descriptive approach through interviews. The research results obtained are Village Owned Enterprises experiencing several problems, namely the level of public awareness, access to capital, marketing, and human resources. Some of the strategies implemented are outreach to the public to increase awareness, increase and optimize business profit results with strengthened financial reports to convince borrowers of capital, cooperate with outsiders, and provide training to improve human resource performance.

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1. INTRODUCTION

The government's effort to alleviate poverty in rural areas is to establish socio-economic institutions managed by the community, namely Village Owned Enterprises. This social institution is regulated in [1], which is a forum for the community to develop village potential to move the economic community towards a prosperous village, the greater the potential a village has, the greater the opportunity for Village-Owned Enterprises to manage it. Based on [2] Village-Owned Enterprises are given the authority to collectively manage village potential to improve community welfare. So that in order to manage the assets in the village, a strategy is needed that can provide maximum benefits and increase village income.

Village-Owned Enterprises is a strategy for strengthening the village economy that is formed based on the needs and potential of the village [3], [4]. The government's role in Village-Owned Enterprises is as a facilitator while the operational mechanism is handed over directly to the community. Village economic development through can be freely developed because it is separate from village administration but there are also problems faced by Village-Owned Enterprises. Each Village-Owned Enterprises has different problems depending on the problems from the village itself and the solution strategy that is also in accordance with village problems.

Many Village-Owned Enterprises have been established but after the establishment of the Village-Owned Enterprises operational activities did not run due to various factors. Therefore it is necessary to have a strategy that is used by each Village-Owned Enterprises so that operational activities can run and can develop village potential through Village-Owned Enterprises. Strategy is needed with a strategy to achieve goals in the long term. In choosing a strategy, it is seen from various aspects with the scope of the problems encountered in order to be able to use the right strategy in Village-Owned Enterprises development.

One of the villages that have Village-Owned Enterprises is Langonsari Village in Pameungpeuk District, Langonsari Village-Owned Enterprises has four business activities, namely the village market, the Multipurpose Building, and tourism. Langonsari Village-Owned Enterprises has natural resource potential which, if developed, can support the village economy by turning idle land into aquaponic land. As well as the many processed products produced such as banana snacks, peci centers, and so on. With this potential, the existence of Village-Owned Enterprises is an alternative to increasing the village income budget in order to prosper Langonsari Village. However, in carrying out operational activities and

developing village potential, several problems were encountered and also failures from the programs that had been made. Therefore a development strategy is needed so that Village-Owned Enterprises can remain standing. Langonsari Village-Owned Enterprises is one of the Village-Owned Enterprises that until now has continued to run business operations well and develop village potential by carrying out several controls or evaluations to improve performance. The strategy implemented is adjusted to what problems occur in the field so that Village-Owned Enterprises can continue to grow.

2. LITERATURE REVIEW

Village

The village is a legal area that has the authority to manage and regulate its government affairs based on the government system. The village government obtains Village Expenditure Revenue Budget funds to finance the implementation of village authority in the form of village development and empowerment for the welfare of village communities. Village Funds originate from the State Revenue and Expenditure Budget, then transferred through the Regency/City Regional Revenue and Expenditure Budget and only then are handed over to the village through the Village Expenditure Budget for community development, construction and empowerment [5].

Village Owned Enterprises

Village-Owned Enterprises are business entities that are social in nature in which the participation of funds from the village is managed for the welfare of the community. Regulation of Village Owned Enterprises based on [2]. The four main goals of Village-Owned Enterprise are 1) Improving the village economy, 2) Increasing the village's original income, 3) Managing the village's potential according to community needs, and 4) Being the main source that supports the village economy. The characteristics of Village-Owned Enterprises are 1) In the form of a legal entity, 2) The business is engaged in the economy, 3) Funds come from the government of 51% and from the community 49%, 4) One of the sources of village income, 5) In the form of services for the community (Nugrahaningsih et al., 2016). Businesses formed by Village-Owned Enterprises are based on the potential that exists in the village. These potentials can be in the form of natural resources (HR), human resources (HR), and others. This potential is developed to form a business in the form of tourism, crafts, agribusiness livestock, fisheries, and many more that are adjusted to the existing potential.

Asset Management Strategy

Strategy is a method used to achieve a goal using existing potential. The right strategy can have a high chance of success. To be able to make the right strategy, it is necessary to examine the various potentials to support the strategy. While the development strategy is a way to strengthen the position or expand the goals that have been achieved. Village Owned Enterprises is a strategy to strengthen the village economy.

The role of strategy according to [6], namely:

1. Support for decision making, with the existence of a strategy can be considered by an individual or organization in making decisions
2. Means of coordination and communication, strategies can make coordination easier to communicate. As a target, determining the strategy becomes the basis for achieving the goals of an organization state that a management strategy has basic principles including [7]:
 1. Environmental Scanning
Observing the environment is the activity of monitoring the organization's internal and external factors through the concepts of strengths, weaknesses, opportunities, and threats
 2. Strategy Formulation
Formulation of a strategy discusses the development of long-term plans such as determining vision and mission, goals to be achieved, and developing strategies that are embodied in a program or procedure as a guide in carrying out organizational activities.
 3. Strategy Implementation
Implementation of the strategy is the application of policies that have been determined through the development of programs, budgets, and procedures. The implementation of the strategy in each organization can vary or adapt to the circumstances of the organizational environment.
 4. evaluation or control

To find out whether an organization is running according to the strategy that has been prepared, the organization needs supervision from either membership or internal parties or third parties or external.

3. METHOD

This research method uses a descriptive approach with a type of qualitative method located in Langonsari Village Owned Enterprise, Pameungpeuk District. The data sources used are primary data and secondary data. Primary data was obtained through structured interviews with questions and answers to the manager of Village Owned Enterprises while secondary data was obtained from the literature in the form of documents (village profiles), books, journals and data related to research. Data analysis used focus group discussion techniques, interviews, observation, and documentation. The focus of the research is 1) the inhibiting factors for the development of Village-Owned Enterprises, 2) The strategies used in the development of Village-Owned Enterprises, and 3) The effectiveness of the strategies that have been used. The research instruments were the researchers themselves, interviews, and documentation. The research results obtained were then analyzed using interactive analysis, namely data collection, data reduction, data display, and conclusion.

4. RESULT AND DISCUSSION

Environmental Observation

Langonsari Village is located in Pameungpeuk District. Village Owned Enterprises in Langonsari Village were established because of village potential that could be explored and developed with natural resources from the village itself and to increase Village's Original Income. The business activities owned by Langonsari Village Owned Enterprises are:

1. Village Market
The management carried out by Village Owned Enterprises is the collection of daily fees and the person in charge of cleaning the market. In addition to managing the market, the Langonsari Village-Owned Enterprise also manages stalls for rent
2. Payment services regarding community needs
Services provided to the public in helping with online payments such as paying for electricity, water, etc.
3. Business Units
The business unit is a business activity carried out by a village-owned enterprise to seek profits and strengthen the village economy. The business units contained in Langonsari Village-Owned Enterprises are: 1) naratas (Sundanese clothing and accessories); 2) exclusive cap; 3) mixroban studio; 4) kotaloka (traditional arrows); 5) cau bolokot (crispy bananas).
4. Tourism
The natural potential of Langonsari Village can be used as a tourist attraction. The tourism object offered is outbound. The tourist villages managed by Village-Owned Enterprises are Garongan and Sangurejo. Tourism management in the form of marketing.

Strategy Development

Based on the results of the interviews obtained, there are several challenges and problems faced by Village Owned Enterprises with the strategies implemented to be able to overcome these:

Table 1. Problems and Solution Strategies

No	The problems encountered	Strategy
1	Determine the right program for the community	Identification of problems that occur in the field
2	Lack of public awareness	Increase awareness by conducting socialization
3	Tourist destinations that are not yet known to the wider community	Increase promotion related to the available tourism potential
4	Difficult access to the marketing of processed products	Conduct business management training in stages
5	Limited capital	Optimizing access to capital and attracting creditors
6	The human resources managing Village-Owned Enterprises are less competent	Improving competency through training

Strategy Implementation

1. Determine the right program for the community
Identification of problems in the field is carried out in this case, with direct communication with the community regarding the problems faced, which can assist in establishing appropriate programs so that they can be accepted and recognized by the community. In addition, by looking at the available village potentials, it also helps in determining the program, if the program is made in accordance with the existing village potential, it will facilitate the running of the program because it utilizes existing natural resources.
2. Increasing public awareness through Potential outreach
Many tours are available and running, but there are many problems arising from the community itself, such as for example claiming roads leading to tourism, which according to some communities, the road is recognized as theirs which tourists cannot pass. Village-Owned Enterprises try to socialize with the community by taking an approach on how to foster a tourism-aware community spirit, for example through Tourism Awareness Groups. The profits obtained from tourism will also be for the community itself, so when the community feels the results they automatically support the existence of the program. Socialization is also used to explain to the community regarding the urgency of the program being formed, that later the program can help the community, especially in supporting the economy. This socialization can be done by cooperating with all community groups such as youth organizations to be invited to joint discussions regarding the program to be held. Then these groups help in outreach to the community such as mapping the existing potential.
3. Increase promotions related to the available tourism potential
Until now, not many people are aware of the existence of a tourist destination located in Langonsari village, due to the lack of intensive promotion. Most of the tourism available in Langonsari is based on outbound, tracking and camping ground where the target is more visited by institutions in holding activities such as intimate evenings, organizational interests, and so on. Therefore, promotion is carried out by offering through presentations with institutions that come, because word of mouth will surely spread more quickly. Then through online media and also distribution of brochures by visiting these institutions such as schools and campuses can also be done as a means of promotion. So armed with this promotion, when there are nature-themed activities that you want to hold, you can go to the tours provided by village-owned enterprises.
4. Business management training in stages
Furthermore, there are business units that are also formed by Village-Owned Enterprises engaged in the culinary and handicraft sector. The problem faced in this business unit sector is the lack of a network for marketing or marketing the products produced by these groups and the lack of community consistency. When processed products are marketed in larger markets, such as for example malls, people still cannot be consistent in producing products when there is high market demand. The plan is for Village Owned Enterprises to focus on programs that are directly related to the community, such as selling all goods or services available to the community by collaborating with one of the universities in Bandung. The system is marketed through the web so that later it can go through a preorder system so that people can prepare processed products in advance which will later be sold widely. The development of village markets and business units can be carried out by continuing to hold annual training sessions that bring in external sources. Training is carried out from product processing to sales packaging. As planned this year, village-owned enterprises will assist in the product licensing process. When everything is running, then it will play a role in terms of marketing training. The training held will be realized in stages
5. Optimizing access to capital
Capital is one of the important things that is the main foundation when going to run a business. Capital is one of the obstacles faced by Village-Owned Enterprises. One way to take so that capital continues to run is to continue to improve and optimize the results of business profits so that cash flow continues to rotate and the profits obtained can be used for the next access to capital. As well as prioritizing legal and orderly administration to attract creditors' trust.
6. Increasing the competence of HR managers of Village-Owned Enterprises through training
Judging from the internal factors, the problems faced are in terms of human resources. Most of the human resources available at Village-Owned Enterprises are not from their respective fields, so the knowledge gained regarding management is not very competent. So in this case, trainings were

carried out to improve performance as well as comparative studies with other Village-Owned Enterprises that had developed.

Evaluation

Every month, the Langonsari Village-Owned Enterprise conducts a monthly report in the form of an evaluation related to the program that has been running and then looks at the various problems that have been encountered in the implementation of the program. This is done in order to correct mistakes that occur and implement future strategies so that they can continue to grow. In addition to the core management, the Dessa-Owned Enterprise also has several employees who handle each program. These employees will go directly to the field to control the running of the business.

Village-Owned Enterprises are village-owned institutions whose existence is very important to be able to support the economy in the village. The profits generated can be allocated for the prosperity of the village and also the welfare of its people. Therefore, it must be managed properly so that it has a positive impact, including in Langonsari Village. Several solutions can be made so that Village-Owned Enterprises can continue to grow in view of the several problems that occur, including the following:

1. Available natural resources must be processed effectively in order to produce quality output. Many processed products are produced, but these products are not much in demand by the public either because of the usual processing, simple packaging or so on. Therefore, maximizing output results is an important
2. Starting to use social media acts as a marketing tool to introduce processed products and available tourist destinations. There is no doubt that social media is a service that cannot be separated from society in today's modern era. Almost all people use social media every day. Langonsari Village has an attractive tourist destination in the form of a camping ground and also an outbound which is often needed for activities and family tourism, therefore it can actively intensify social media to introduce it to a wide audience.
3. Form competent human resources. The human resources referred to are not only the community but also the managers of the Village Owned Enterprises themselves because competent resources will later be more optimal in community development so that they are effective and efficient in carrying out the programs held.
4. Always pay attention to the needs of the community so that later the programs created can run because they are in accordance with field needs, besides that programs that match the needs will be easier to manage and develop

In previous research, [8] stated that the inability of Village-Owned Enterprises to develop is the result of not optimally utilizing the available natural resources. However, in this study, different things were found in which the existing natural resources had been managed properly by producing abundant processed products and various natural destinations. However, the problem lies in the human resources that have not been able to manage them optimally. In the research of [9] states that the strategy that must be carried out so that the governance of Village-Owned Enterprises can develop is to cooperate with companies as controllers of performance. Furthermore, in research by [10] offers a strategy in management without explaining the management that occurs in the field, such as how it performs and the problems it faces. Whereas in this study, first identified the related problems that occurred then implemented the right strategy to overcome these problems.

5. CONCLUSION

In this study, internal factors are related to human resources who are not yet competent in their fields, as well as external factors related to problems caused by society and also other factors such as marketing. So there are several strategies that can be done so that this Langonsari Village-Owned Enterprise can continue to grow, namely by identifying the needs of the community to be further adapted to the programs that will be made, socializing with the community so that they can increase awareness so they want to work together in running the program, holding promotions, conducting training in the business sector, collaborating with external partners and improving the performance of existing human resources in Langonsari Village-Owned Enterprises. Furthermore, it is hoped that Langonsari Village Owned Enterprises can implement the strategies that have been made to be able to overcome all existing problems so that they can develop. In addition, it is also necessary to carry out comparative studies with Village-Owned Enterprises that have developed so that they can add insight and also knowledge that will be applied in the future so that they will be better than before.

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