

THE IMPACT OF BUMDES GOVERNANCE AND THE ROLE OF PENTAHHELIX COLLABORATION IN REALIZING VILLAGE SDGs

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ABSTRACT

The village's Sustainable Development Goals aim as an effort to realize an equitable, growing economic village. The goals of the Village SDGs are in line with the objectives of establishing BUMdes, namely to grow and strengthen the village economy. Accelerating the achievement of Village SDGs through BUMdes can be realized in various efforts that refer to the achievement of financial performance and BUMdes business sustainability. The achievement of BUMdes goals does not only come from internal BUMdes itself but is also influenced by various supports, roles, and collaborations from Universities, Business Units, Government, Community, and Media. This research uses quantitative methods. This research was conducted at the Purworejo Regency BUMdes Forum, which totaled 469 Business Entities. The sampling technique is purposive, with certain criteria to obtain a sample of 107 business entities. This study uses data analysis techniques in multiple correlation tests, multiple regressions, determination tests, hypothesis testing (T-test), and model accuracy tests (F-test). The results of this study are that BUMdes governance has a positive and significant effect on village SDGs. The role of the Pentahelix Collaboration has a positive and significant impact on village SDGs.

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1. INTRODUCTION

International cooperation carried out in 2020 is expected to be a major milestone for the start of various international conferences. However, the year 2020, which was originally filled with big ideals and concrete actions, soon changed due to the Covid-19 pandemic. Covid-19 is caused by the coronavirus transmitted from human to human through saliva media. The corona virus attacks the respiratory tract with mild symptoms of cough, runny nose, fever to more severe symptoms such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory (SARS) (Subandi, 2022). As a result, the Global Development Goals (SDGs) are becoming more important. After Covid-19, SDGs are expected to be the basis for building a better world. The Sustainable Development Goals (SDGs) were inaugurated at UN headquarters in New York on September 25, 2015, Alisjahbana & Murniningtyas (in Yuliana, 2022). By 2030, SDGs are expected to be able to achieve three dimensions, namely environmental, social, and economic, Tysara (in Yuliana, 2022). SDGs come with 17 sustainable development goals with 169 time-measurable targets of 15 years until 2030. SDGs are a world development agenda that aims at human welfare (Napitupulu et al., 2022).

Village SDGS is here to realize a village without poverty and hunger consisting of 18 goals grouped into 4 interdependent and inseparable pillars (Napitupulu et al., 2022). Alisjahbana and Murniningtyas (in Napitupulu et al., 2022) mentioned four pillars that show the importance of balance between 3 main pillars, namely the social pillar, the economic pillar and the environmental pillar supported by the governance pillar. These pillars must move and develop balanced so that sustainable development is not trapped in conventional development that only emphasizes the economy and ignores social and environmental development (Suparmoko, 2020). The goal of village SDGs is an integrated effort to realize an evenly distributed economic growth in villages. This aligns with establishing BUMDes to grow and strengthen the village economy (Edy Yusuf Agunggunanto, Fitri Arianti & Darwanto, 2016). BUMDes were formed by the community with the hope that they can accommodate the needs and potential of the village which in turn can improve the welfare of the village community (Tui & Ilato, 2021). For BUMDes to realize economic growth and equity, management in BUMDes must be in accordance with the principles of BUMDes governance, namely cooperative, emancipative, transparent, responsible and sustainable, Purnomo (in Yuliana, 2022).

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Acceleration of the achievement of Village SDGs through Village-Owned Enterprises can be realized through various efforts that refer to the achievement of financial performance and business sustainability for BUMDes itself. In addition, BUMDes help strengthen rural communities' economy by growing and developing the local economy. Therefore, BUMDes act as elements or economic instruments of rural communities that must be understood and implemented optimally (Sofian, 2021). Based on studies that several previous researchers have conducted, one of the factors that needs to be strengthened is the BUMDes governance factor. Better governance will ensure business continuity and improve internal management and financial performance. Secondly, besides BUMDes governance, there are several other influential factors, including support and positive involvement from various parties supporting business sustainability.

In research conducted by Widiastuti et al (in Yuliana, 2022) it shows that the implementation of pilot BUMDes governance is still relatively low. Villages that do not understand BUMDes governance have difficulty finding human resources (HR) to manage BUMDes and the low interest of the community to manage BUMDes causes the management of BUMDes to be less than optimal, Nugroho (in Yuliana, 2022). The results of research conducted by Sofyani et al (in Yuliana, 2022) show that the higher the application of BUMDes governance principles, the better the performance of BUMDes, and vice versa if BUMDes governance is low, the performance of BUMDes will also be hampered. In addition, BUMDes have a problem that often arises, namely the emergence of the phenomenon of elite capture which is a form of corruption where resources that should be used together but spent for the benefit of a few. The achievement of BUMDes goals does not only come from within the BUMDes themselves but is also influenced by various supports and roles of various parties including support from local universities, business units, government, communities and the media.

Pentahelix collaboration is defined as cooperation activities between academic, private/business, community, government, and media lines. Academics play a role in terms of sources of knowledge with the latest concepts and theories relevant to the latest conditions. The private sector/business is an enabler that presents technological infrastructure and capital. The community acts as an accelerator that intercedes between stakeholders. The government acts as a controller with regulations and responsibilities in developing BUMDes. The media plays a role in supporting publications and promotions in branding BUMDes (Dani Rahu & Suprayitno, 2021).

Based on the background description above and several previous literature reviews, this research is important to do. In addition, reviewing the results of the Focus Group Discussion (FGD) that has been carried out with all sub-districts and BUMDes Directors throughout Purworejo Regency in the Mentoring 3 Community Service event by Lecturers and Students as a form of follow-up to the MOA of Higher Education and the Office of Women's Empowerment and Child Protection and Community and Village Empowerment, it was found that 83% of BUMDes in Purworejo Regency do not have good governance and do not understand the concept Pentahelix collaboration, so that this research is fully supported by relevant stakeholders to be carried out as a form of deeper study on BUMDes. In addition to the urgency of the research mentioned above, this research supports the 4th mission of Purworejo Regency, namely increasing the competitiveness of regional economic growth based on MSMEs, Village-Owned Enterprises, industry and tourism and cultural arts potential and supports the focus of RIRN in 2017-2045 number 3, namely the study of strengthening social capital through Global Village. With this research, it is hoped that it will be able to map what obstacles BUMDes faces in implementing BUMDes Governance and examine how much impact BUMDes Governance and the Pentahelix Collaboration Role have in realizing village Sustainable Development Goals.

Literature Review

BUMDes Governance

In general, governance is defined as a way to direct and control the organization so that organizational goals are achieved, Sari et al (in Yuliana, 2022). The objectives and definitions of governance vary depending on the context of the cultural system, situation and business sector, Widiastuti et al. (in Yuliana, 2022). Governance is considered capable of providing security, transparency and trust and protecting the public's and shareholders' interests, Pintea et al. (in Yuliana, 2022). Governance itself is often associated with companies, so the term good corporate governance emerged. Governance can be interpreted as a regulatory term based on the word's meaning. Good corporate governance is also referred to as civil service governance (Da Santo & Pedo, 2020).

Effective management of BUMDes and in accordance to establish in the village, the principles of BUMDes governance are needed. The principles of BUMDes governance are as follows: cooperative where

people involved in BUMDes can work well together to maintain, develop and sustain the business; participatory where people involved in BUMDes are willing to volunteer to support and contribute to the progress of BUMDes; emancipatory means that all people involved in BUMDes are considered equal regardless of their ethnicity, religion or class; transparency means that the general public can easily and openly know all activities in BUMDes; accountable means that all activities in BUMDes can be accounted for technically and administratively; sustainable which means that through BUMDes the community can develop and preserve all business activities (Palupi, 2021; Yuliana, 2022). With good governance, it is hoped that BUMDes can be managed professionally, independently and have good networks with various parties so that they can form a village economic strength to become an independent village (Syam et al., 2021).

Pentahelix Collaboration

Pentahelix collaboration is between academics, private industry, communities, government and media (Yunas, 2019; Khusniyah, 2020). Academics are research institutions that assist in implementing government policies and are actors who are often involved in policy and have knowledge. Innovation is a key word in academic engagement (Dani Rahu & Suprayitno, 2021). This includes disseminating information and applying technology and entrepreneurship through beneficial collaborations and partnerships between academia, government, private industry, communities and the media. In pentahelix collaboration, the private industry sector acts as an enabler. Private industry is an entity that implements business processes to create value and sustain sustainable growth. The role of private industry is to introduce capital and technological infrastructure. The community acts as an accelerator. The community in this case is people who have the same interest for the development and progress of the village. The community acts as a facilitator or partner between stakeholders to support the community to expedite the economic process. The government acts as a regulator and supervisor in business development. In this regard, the government covers all activities in the form of planning, implementation, monitoring, control, promotion, financial allocation, licensing, programs, legislation, development and knowledge, public innovation policy, support for innovation networks and public-private partnerships. The media plays a role in socialization and communication and becomes a liaison between the government and society. In addition, the media also plays a role in helping promotion and brand image (Dani Rahu & Suprayitno, 2021; Khusniyah, 2020).

Village SDGs

After the era of the MDGs (Millennium Development Goals) ended in 2015, the SDGs appeared designed to continue the MDGs goals that had not been achieved until the end of 2015 (Nawir et al., 2022). Village Sustainable Development Goals is an effort implemented to realize eight village typologies, namely poverty and hunger-free villages, evenly growing village economy, health care villages, environmental care villages, education care villages, women-friendly villages, networked villages and cultural response villages to achieve sustainable development goals. Sustainable development can be defined as village development to meet its current needs without sacrificing the needs of the next generation of villages Affandi et al., 2020; Permatasari et al.; Sjaf et al.; Surya (in Nawir et al., 2022).

Research Hypothesis

The Influence of BUMDes Governance on Village SDGs

The purpose of village SDGs is a form of effort to realize the welfare of rural communities which can be measured through economic equity. In addition, by considering the priority of using village funds in accordance with village authorities contained in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 13 of 2020 concerning Priorities for the Use of Village Funds in 2021 where these funds can be used to form Village-Owned Enterprises (BUMDes) (Yuliana, 2022). One of the objectives of BUMDes was established to grow and equalize the village economy (Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 4 of 2015 concerning the Establishment, Management and Management, and Dissolution of Village-Owned Enterprises, Palupi (in Yuliana, 2022). According to research (Da Santo & Pedo, 2020), applying good corporate governance principles in the management of BUMDes can create smooth business management, including increasing competitiveness and bringing progress to BUMDes. So that if the better the implementation of governance of a BUMdes, the faster the achievement of SDGs.

H1 : BUMdes governance affects Village SDGs.

The Role of Pentahelix Collaboration on Village SDGs

The purpose of village SDGs is a form of effort to realize the welfare of rural communities which can be measured through economic equity. In addition, by considering the priority of using village funds according to village authority (Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 13 of 2020 concerning Priorities for the Use of Village Funds in 2021) (Yuliana, 2022). The funds can be used to form Village-Owned Enterprises (BUMDes). Village development through Business Entities will not run well if the focus of business development is only on one internal side. Improved BUMdes governance will experience significant improvements if BUMdes can optimize cooperation from various parties or collaborate.

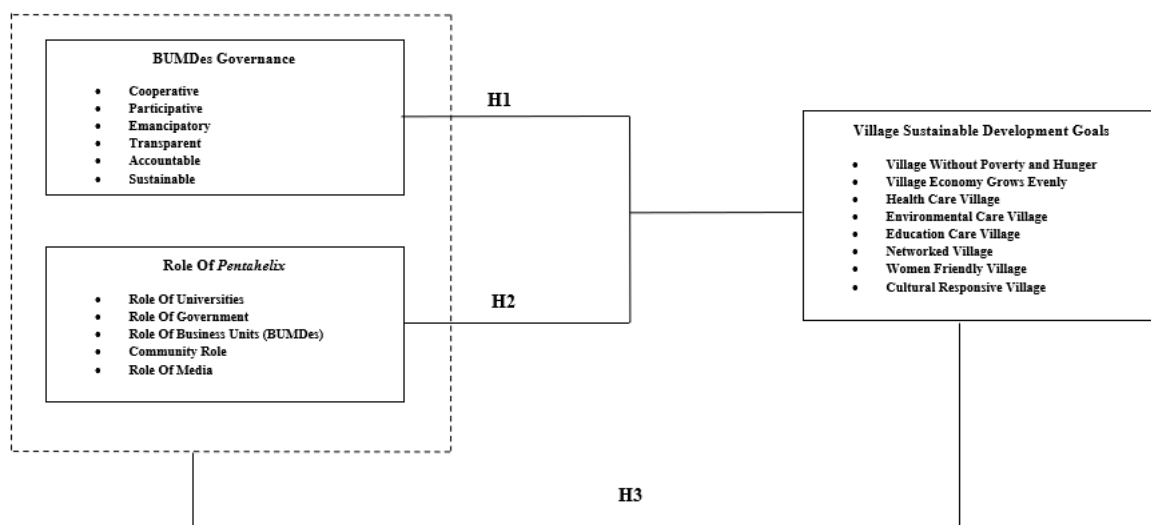
The pentahelix is a collaboration or socioeconomic development model that fosters a knowledge-based economy. Innovation and entrepreneurship through profitable collaborations and partnerships between academia, government, industry, and business Tonkovic, Veckie, & Veckie (in Maturbongs, 2020). Better collaborative efforts that are able to optimize mutually beneficial relations between various parties will indirectly accelerate the achievement of SDGs.

H2: The role of Pentahelix collaboration affects Village SDGs

The Influence of BUMDes Governance and the Role of Pentahelix Collaboration on Village SDGs

According to research (Da Santo & Pedo, 2020), the application of good corporate governance principles in the management of BUMDes can create smooth business management, including increasing competitiveness and bringing progress to BUMDes. Village development through Business Entities will not run well if the focus of business development is only on one internal side. Improvements in BUMdes governance will experience significant improvements if BUMdes can optimize cooperation from various parties or collaborate. So, if the better the implementation of the governance of a BUMdes and the more effective the collaboration carried out, the faster the achievement of Village SDGs.

H3: BUMDes governance and the role of Pentahelix collaboration affect Village SDGs



Keterangan:

H1: Partial influence of BUMDes governance variabels on Village Sustainable Development Goals Variables

H2: Partial influence of the Pentahelix Collaboration Variable on the Village Sustainable Development Goals Variable

H3: Simultaneous influence of BUMDes governance variables and Pentahelix collaboration variables on the Village Sustainable Development Goals variable

Figure 1. Thinking Framework

Source: Researcher, 2023

2. METHODS

This research uses quantitative research methods, namely research using methods to examine certain theories by examining the relationship between Creswell variables, (in Adhi Kusumastuti, 2020). The variables studied are usually measured by research instruments in the form of numbers so that they

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can be analyzed statistically. This study examines and analyzes the impact of implementing BUMDes governance and the role of pentahelix collaboration in realizing Village Sustainable Development Goals. The population in this study is Purworejo Regency BUMDes who are members of the Purworejo Regency BUMDes Forum totaling 469 Business Entities. The technique used in sampling is the Purposive Sampling Technique using certain criteria. The sample in this study was 107 Business Entities. Data analysis techniques in this study are instrument tests consisting of data validity and reliability tests, then statistical tests in the form of multiple correlation tests, multiple regressions and determination tests. Next, test the hypothesis (Test T) and the Model Accuracy (Test F).

3. RESULTS AND DISCUSSION

Result

Test Validity and Reliability

Validity Test

A validity test is performed to measure the validity value of the questionnaire in each variable. The validity test results of this study are as follows:

Table 1. Validity Test Results

Variable	Question Item	Personal Correlation	Minimum Validity Value	Information
BUMDes Governance Variables (X1)	X1.1	0,682	≥0,3	Valid
	X1.2	0,815		Valid
	X1.3	0,797		Valid
	X1.4	0,614		Valid
	X1.5	0,752		Valid
	X1.6	0,839		Valid
Pentahelix Collaboration Variable (X2)	X2.1	0,620	≥0,3	Valid
	X2.2	0,797		Valid
	X2.3	0,877		Valid
	X2.4	0,859		Valid
	X2.5	0,713		Valid
SDGs Desa(Y)	Y1	0,652	≥0,3	Valid
	Y2	0,735		Valid
	Y3	0,849		Valid
	Y4	0,687		Valid
	Y5	0,766		Valid
	Y6	0,791		Valid
	Y7	0,774		Valid
	Y8	0,771		Valid

Source: Data processed, 2023

Based on the Validity Test table in table 1, it can be seen that of the 19 question items, all question items are declared valid and can be forwarded to the next test. All question items are valid because they have a validity value of ≥ 0.3 . So, it can be concluded that all questions on BUMDes governance, Pentahelix collaboration and village SDGs are valid in measuring research variables.

Reliability Test

The reliability test measures the consistency of the research questionnaire used to measure variable X and Y. The variable is considered reliable if it has a value of ≥ 0.60 . If the reliability value is smaller, ≤ 0.60 , it is unreliable. Here are the reliability test results for the variables in this study:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Item	Minimum Validity Value	Information
BUMDes Governance Variables (X1)	0,845	7	≥0,6	Reliable
Pentahelix Collaboration Variable (X2)	0,914	6	≥0,6	Reliable
Village SDGs(Y)	0,951	9	≥0,6	Reliable

Source: Data processed, 2023

Based on reliability tests in table 2 shows that all items are declared reliable and can be passed on to further testing. All items are considered reliable because Cronbach's alpha value on BUMdes governance variables, Pentahelix collaboration and SDGs has a value of ≥ 0.6 . The instrument is declared reliable to measure research variables consistently or stably over time.

Multiple Correlation and Regression Test

Correlation Test

The purpose of the correlation test is to find out how big the relationship between variables (X1, X2) with variable (Y) or to determine whether the relationship between these two variables is strong. The value of the coefficient measures the relationship. If the value obtained touches -1 then the relationship is considered low, but conversely if the value obtained touches the number 1 then it is considered high or strong relationship.

Table 3. Correlation Test Results Between Variable X1, X2 and Variable Y

BUMDes Governance (X1)	Pearson Correlation	1	,320**	,198*
	Sig. (2-tailed)		,001	,041
	N	107	107	107
Pentahelix Collaboration (X2)	Pearson Correlation	,320**	1	-,128
	Sig. (2-tailed)	,001		,190
	N	107	107	107
SDGs Desa (Y)	Pearson Correlation	,198*	-,128	1
	Sig. (2-tailed)	,041	,190	
	N	107	107	107

Source: Data processed, 2023

Based on the correlation results between BUMDes governance variables (X1), pentahelix collaboration role variables (X2) with Village SDGs variables (Y1) in Table 3 it can be concluded that the calculated r value in this variable is 1 so that it can be concluded that the relationship in this variable is strong or mutually influencing between variables.

Multiple Regression Test

Used to examine the effect of BUMDes governance variables (X1), pentahelix collaboration role variables (X2) with Village SDGs variables (Y1). The results of multiple regression testing on the variables of this study are as follows:

Table 4. Multiple Regression Test Results Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,643	1,030		3,536	,001
	TATA_KELOLA BUMDES	,444	,100	,472	4,456	,000
	KOLABORASI PENTAHHELIX	,377	,100	,400	3,776	,000

Dependent Variable: SDGs_Desa

Source: Data processed, 2023

Based on the multiple regression test results in Table 4 above, the regression equation $Y = 3.643 + 0.444 X1 + 0.377 X2$ was obtained. The equation means:

- The constant result is 3.643, meaning that if the value of the BUMDes governance variable (X1) and pentahelix collaboration (X2) in the research object is equal to zero, then the level or magnitude of the Village SDGs variable (Y1) is 3.643.
- The regression coefficient in the resulting BUMDes governance variable is 0.444 (positive marked coefficient) which means that if the BUMDes governance variable (X1) increases by one point, then the Village SDGs (Y1) will increase by 0.444.
- The regression coefficient on the resulting pentahelix collaboration variable is 0.377 (positive sign coefficient) which shows that if the pentahelix collaboration variable (X2) increases by one point, the development of Village SDGs (Y1) financial performance will increase by 0.377.

Coefficient of Determination Test

The results of the coefficient of determination test in this study are as follows.

Table 5. Coefficient of Determination Test Results

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,890a	,791	,787	,912

Predictors: (Constant), Kolaborasi *Pentahelix*(X2), Tata Kelola BUMDes (X1)

Source: Data processed, 2023

Based on table 5, the Adjusted R Square value is 0.787. This value means that the variables of BUMDes governance and pentahelix collaboration contribute 78.7% to Village SDGs and the remaining 21.3% (100%-78.7%) are influenced by other factors that are not studied in this study such as internal village government policies, the role of elite capture, the competence of BUMDes management.

T Test and F Test

T Test

The T test results in this study can be seen in the following table.

Table 6. T Test Results Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Say.
1	(Constant)	3,643	1,030		3,536	,001
	TATA_KELOLA BUMDES	,444	,100	,472	4,456	,000
	KOLABORASI PENTAHHELIX	,377	,100	,400	3,776	,000

The Effect of BUMDes Governance on Village SDGs

Source: Data processed, 2023

a. Influence of BUMDes Governance on Village SDGs

Based on the analysis of BUMDes governance variables, the calculated t value (4.456) > t table (1.659) and significance value (0.000) < 0.05 were obtained. So it can be interpreted that there is a positive and significant influence between the governance of BUMDes on Village SDGs. This means that the H1 hypothesis which states that BUMDes governance affects Village SDGs is accepted.

b. The Effect of Pentahelix Collaboration on Village SDGs

Based on the analysis of BUMDes governance variables, the calculated t value (3.776) > t table (1.659) and significance value (0.000) < 0.05 were obtained. So it can be interpreted that there is a positive and significant influence between pentahelix collaboration on Village SDGs. This means that the H2 hypothesis which states that the role of pentahelix collaboration affects Village SDGs is accepted.

Test F

The results of the F test in this study can be seen in the following table.

Table 8. F Test Results

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Say.
1 Regression	246,132	2	123,066	76,244	,000b
Residual	167,868	104	1,614		
Total	414,000	106			

a. Dependent Variable: SDGs Desa (Y)

Predictors: (Constant), Kolaborasi *Pentahelix*(X2), Tata Kelola BUMDes (X1)

Source: Data processed, 2023

Based on table 8 obtained F count (76.244) > F table (3.93) and significance (0.000) < 0.05. Thus, the result is a positive and significant influence between BUMDes governance and pentahelix collaboration on village SDGs. This means that H3 which states the governance of BUMDes and the role of pentahelix collaboration affects Village SDGs is accepted.

Discussion

The Effect of BUMDes Governance on Village SDGs

Based on the results of the hypothesis test, it can be seen that there is a positive and significant influence between the governance of BUMDes on Village SDGs. This can be caused by the cooperation between BUMDes administrators and village communities, the community playing a role in the process of the original village improvement program, the disclosure of information about the documents of the results of the implementation of BUMDes. In addition, respondents also agreed that BUMDes can be used

for economic empowerment of rural communities. So that the better the implementation of BUMDes governance, the Village SDGs will also be quickly achieved.

This is in accordance with previous research conducted by Elfrida Yuliana and Natasia Alinsari (Yuliana, 2022) whose research results revealed that the principles of BUMDes Estu Mukti governance are applied very well and consistently to help improve the welfare of the community and the village economy. So Bajalen Village through BUMDes Estu Mukti has realized one of the village SDGs programs: equitable village economic growth.

The Effect of the Pentahelix Collaboration Role on Village SDGs

Based on the results of the hypothesis test, it can be seen that there is a positive and significant influence between pentahelix collaboration on Village SDGs. This can be caused by BUMDes getting facilitators from the village government, namely the Community Empowerment and Village Development Office (DPMPD). In addition, coordination and collaboration between BUMDes with communities, academics and businesses also affect the sustainability of BUMDes. Coordination and collaboration from various parties will help BUMDes create quality and service of BUMDes so that they can optimize relations between parties, indirectly accelerating the achievement of Village SDGs.

This is in line with research conducted by Khusniyah (Khusniyah, 2020) which in her research revealed that coordination and collaboration between pentahelix actors are needed to be able to implement the role of pentahelix in Kediri Regency tourism. In research conducted by Hasan Sidik (Sidik, 2020), BUMDes in Langensari Village can effectively be developed using a collaborative governance model involving many groups, such as business actors, village governments and BUMDes themselves.

The Influence of BUMDes Governance and the Role of Pentahelix Collaboration on Village SDGs

Based on the results of the hypothesis test, it can be seen that there is a positive and significant influence between the governance of BUMDes and the role of pentahelix collaboration on Village SDGs. This can be caused by implementing good BUMDes governance that can help smooth BUMDes in managing their business to bring progress to BUMDes. In addition, the support and facilities provided by pentahelix actors also affect BUMDes. With good collaboration and coordination between all parties, Village SDGs will be achieved faster.

This is in line with research conducted by Elfrida Yuliana and Natasia Alinsari (Yuliana, 2022), which in their research revealed that the application of the six principles of governance of BUMDes Estu Mukti Najalen is very good and carried out consistently. So BUMDes Estu Mukti is very helpful in improving the village economy because the business units managed by BUMDes Estu Mukti help the economy of the people of Bajalen Village. This means that through BUMDes Estu Mukti, Bajalen Village can realize one of the Village SDGs programs: the village economy grows evenly. Research conducted by Mahfudhoh and Yeni Selfia (Selfia, 2023) states that BUMDes to support village SDGs in Lamongan Regency have proven to have a significant effect on economic growth, welfare levels, creating partnerships and regional/village innovation levels. Collaboration between stakeholders can also encourage BUMDes to realize Village SDGs.

4. CONCLUSION

Based on the research that researchers have conducted, it can be concluded that based on the results of the research that has been carried out shows the results that BUMDes Governance and the Implementation of Pentahelix Collaboration have a significant effect on accelerating the achievement of Village SDGs which means that people involved in BUMDes can work well together to develop and maintain businesses; willing to volunteer to support and contribute to the progress of BUMDes; the existence of the principle of justice regardless of ethnicity, religion or group, even activities in BUMDes can be easily known by the general public, technically and administratively accountable; Through BUMDes the community can develop and preserve all business activities. In addition, BUMDes administrators are also aware of the importance of collaboration and support from various parties. BUMDes has collaborated with academics, business units, communities, government and media in developing their businesses. In terms of business management, BUMDes need to increase the capacity of human resources owned both in terms of business institutional management and in terms of business administration. Most BUMDes have not been able to take opportunities in collaboration posts that have been carried out, besides that BUMDes have not been able to assess business potential and also analyze the feasibility of the business to be run and also have not been able to be sustainable and follow up on the trainings that have been provided both by the Government, Universities and other institutions. Further research development is needed by

adding other variables not studied in this study such as internal village government policies, the role of elite capture, the competence of BUMDes administrators.

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