

The Role of the Village Head in the Development of Badan Usaha Milik Kampung (BUMKam) in Maredan Barat Village

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ABSTRACT

This study aims to explore the role of village heads in the development of Village-Owned Enterprises (BUMKam) in Maredan Barat Village, Tualang District, Siak Regency. Village heads play a crucial role in implementing village governance processes for the welfare and progress of the community. This study is a descriptive qualitative study; the methodology used is based on observation, interviews, and documentation. Data analysis involves three key aspects: data reduction, data presentation, and elaboration of conclusions. This study found three characteristics: (1) as an inspirator, who inspires BUMKam managers to improve performance and use BUMKam services according to their needs; (2) as a facilitator, who helps BUMKam managers access education and training in BUMKam management, and facilitates the business start-up process for the community; and (3) as a driver, who motivates the community to use BUMKam services.

Keywords: *Role of the Penghulu; BUMKam*

INTRODUCTION

The progress of a village is closely linked to the role of its leader. In the Siak Regency regional government system, the village leader is called a penghulu, a term used for generations to refer to the village head. Villages are given full authority to manage, develop, and drive the economy for the advancement of their communities. In addition to carrying out their obligations and responsibilities in administering village governance, village heads are also authorized to increase village original revenue, as stipulated in Article 77 of Law Number 6 of 2014 concerning Villages, which states that "Villages have the authority to regulate, manage, and improve community welfare and village development."

Village Original Revenue (PAD) is a village's effort to become self-sufficient and reduce its dependence on the government. PAD represents the village's full potential to boost its economy and development, including fisheries, agriculture, livestock, community businesses, and the domestic sector. Villages are empowered to manage and maximize their potential, particularly in terms of revenue. According to Admadja et al. (2018), villages play a

crucial role in supporting government and community development in the context of realizing regional autonomy.

With regional autonomy, villages are given full authority to manage their potential. One way that village governments can increase PAD is by establishing Village-Owned Enterprises (BUMDes/Kam). BUMKam is a business established by the village to help meet the economic needs of the community. BUMDes/Kam was established based on the principles of independence, cooperation, mutual assistance, mutual support between the village government and the community in managing village potential, as well as helping in poverty alleviation and improving community welfare, (Sembiring, S, 2017). BUMDes/Kam was established based on the principles of meeting needs, assisting village development, maximizing natural and environmental resources, and developing community businesses, (Hardiani, M & M, Rifandi, 2023).

Maredan Barat Village is one of the villages in Siak Regency that manages a Village-Owned Enterprise (BUMKam) or BUMDes. BUMKam Maredan Barat was established in 2011 under the name UEK-SP (Village Economic Enterprise - Savings and Loans) and then became BUMKam Sinar Barat in 2015, which aims to improve the welfare of the community. The types of businesses in BUMKam Sinar Barat include: savings and loans, agricultural units, and construction units. In addition to these units, BUMKam also provides daily necessities such as rice, toiletries, food, and so on. The existence of BUMKam makes it easier for the community to meet their daily needs.

The Sinar Barat Village-Owned Enterprise (BUMKam) was established based on the needs and to develop the potential of the Maredan Barat village to improve community welfare. The Sinar Barat BUMKam is fully implemented by the village community, meaning this program is from the village, for the village, and by the village. This means that this BUMKam acts as an institution that accommodates or accepts community business activities that are managed professionally. Febryani, H., et al (2018) stated that the presence of BUMDes or BUMKam has a positive impact on the community, where it is easier for people to obtain loans or credit to start a business. In addition, the existence of BUMKam provides welfare to the community, provides employment, and generates creative ideas for starting a business, (Baskoro, W., 2019).

The government plays a significant role in developing BUMKam, as BUMKam can thrive with positive and active support from the government. This support can be provided by the government or village head (penghulu) through the creation of policies for the advancement of BUMKam (Suparji, 2019).

After observing the Sinar Barat Village-Owned Enterprise (BUMKam), several obstacles were identified: insufficient budget for BUMKam management, limited resources and management, irregular BUMKam members, and a lack of community knowledge about BUMKam. This prompted researchers to conduct further research into the role of the penghulu, as the highest level of village government, in developing BUMKam.

METHOD

This study employed a qualitative method with a descriptive qualitative approach. The purpose of this study was to identify and analyze the role of the Penghulu (village head) in the development of the Sinar Barat Village-Owned Enterprise (BUMKam). This study

employed observation, documentation, and interviews with various informants, including the Penghulu, company directors, and department directors.

RESULTS AND DISCUSSION

Maredan Barat Village is one of the villages in Siak Regency and implements the Village-Owned Enterprise (BUMKam) program. Badan Usaha Milik Kampung (BUMKam) Maredan Barat was initially established in 2011 under the name Village Economic Enterprise – Savings and Loans (UEK-PS). In 2015, UEK-PS changed its name to BUMKam, this is in accordance with the Regulation of the Minister of Villages, Disadvantaged Regions and Transmigration No. 4 of 2015 in Article 1 paragraph 2 concerning BUMKam. The purpose of establishing this BUMKam is to increase the village's original income and improve the welfare of the community. In its implementation, BUMKam Sinar Barat runs three types of units, namely savings and loan units, development units, and agricultural units. The success of BUMKam Sinar Barat in achieving its goals requires the role of the village head as the formulator and implementer of village policies. According to this research, the village head (penghulu) plays a role as a motivator, facilitator, and driver or guide (mobilizer) in the development of the Maredan Barat Village-Owned Enterprise (BUMKam) in Maredan Barat Village, Kabupaten Siak.

The Role of the Religious Leader as a Motivator

It was found that the village head is responsible for providing BUMKam services to the community. The village head acts as a motivator, encouraging the community to actively participate in using BUMKam services and bridging BUMKam in collaborating with local and national business partners. Furthermore, the village head also needs to motivate BUMKam staff to improve their performance in achieving goals.

The village head as a motivator plays a role in encouraging BUMKam members to improve their performance to achieve their goals, as well as the village community to actively participate in BUMKam programs, such as encouraging the community to act as users of products issued by BUMKam by socializing them during village meetings. A motivator is an action taken by someone to provide encouragement, enthusiasm, stimulation or stimulus to others, so that others are motivated to carry out these activities with enthusiasm and full responsibility (Hendrik. O, 2017). Then the village head can improve the performance of BUMKam members by providing work facilities such as computers, printers, wifi to facilitate the performance of BUMKam. This is supported by Aksan, et al (2018) the village head or village head who plays a role as a motivator is the village head who provides encouragement or encouragement to his subordinates to work well in achieving goals. The form of motivation or encouragement that can be done by the village head is to always provide input and support by encouraging his subordinates.

Furthermore, Mahayana. W, (2013) explains that a leader as a motivator aims to provide encouragement or enthusiasm to his subordinates to work well and correctly so that change or progress occurs in an institution or region. Supriadi (2021) states that the village head or village head as a motivator aims to encourage the community to work together in advancing village programs such as BUMKam. The motivation given by the village head to the community or BUMKam members aims to involve the community in BUMKam

development, both in terms of ideas, concepts, suggestions, or direct involvement in BUMKam development.

Therefore, it can be concluded that the village head plays a motivating role in the development of the Sinar Barat BUMKam. Progress has been seen in the community's role as consumers of BUMKam products. Furthermore, the village head provides motivation for BUMKam members and managers by providing them with complete office facilities and infrastructure.

The Role of the Religious Leader as a Facilitator

It was discovered that the penghulu (village head) plays a facilitative role by serving as a resource person in disseminating information about BUMKam to the community, both in person and online using social media. Furthermore, the penghulu, as a teacher, facilitates BUMKam staff in participating in Technical Guidance (BIMTEK)

on management, development strategies, and BUMKam program implementation. Furthermore, the penghulu assists BUMKam in collaborating with partners to advance BUMKam, acting as a mediator. Furthermore, the penghulu, as an incentive, strives to provide the necessary facilities and infrastructure to boost the morale of BUMKam staff and the community.

The leader as a facilitator aims to fulfill and facilitate every need required in achieving goals, (Nur Hasanah, 2018). The role of the leader as a facilitator is a person who facilitates both facilities and infrastructure, even providing opportunities to improve competencies aimed at achieving common goals, (Hendrik. O, 2017). Syahrizal. A (2016) stated that a facilitator has three functions, namely as a resource person, teacher and mediator. The headman as a resource person acts as a conveyor and disseminator of information both directly and using media. The headman as a facilitator in the development of BUMKam Sinar Barat as a resource person, in this study it was found that the headman disseminated information directly and using social media about BUMKam Sinar Barat. This is in accordance with the results of research by Ayub, D., et al (2022) that the headman plays a role as a resource person in disseminating information to the public using social media.

Furthermore, it was found that the penghulu as a facilitator who acts as a teacher provides support and facilitates members of BUMKam Sinar Barat to participate in technical guidance for the development of BUMKam Sinar Barat. According to Ayub, D., et al (2022) that the penghulu as a teacher plays a role in facilitating members of the organization to provide the best service to the community in using its services. Based on the results of the study, it was found that the penghulu has provided guidance to members of BUMKam Sinar Barat which was carried out during monthly meetings. Then Kunja, E. R. (2019) and Fifianti, F., Alyas, A., & Mone, A. (2018) also said that the penghulu as a facilitator plays a role in facilitating BUMKam managers or administrators to participate in education and training to improve their abilities. Then the penghulu as a mediator functions as an intermediary in resolving any problems that occur in BUMKam Sinar Barat. And the penghulu tries to establish cooperation with BUMKam in Tualang District and even Regency Level.

Based on the explanation above, the village head's role as a facilitator in the development of the Sinar Barat BUMKam has been good. This is evident from the village head's consistent involvement of BUMKam administrators or managers in technical guidance (Bimtek) activities regarding BUMKam management. Furthermore, if we look at

the program development, BUMKam Sinar Barat has made progress. Initially, it was established with only two units: a savings and loan unit and a development unit, but now it has added an agricultural unit.

The Role of the Religious Leader as a Mobilizer

It was discovered that the village chief encouraged the people to use BUMKam services by acting as a mobilizer. He utilized good communication skills, and he also established a good relationship with the BUMKam to achieve the goal of increasing village income. Furthermore, the village head acted as a role model by using BUMKam services. Furthermore, the village head's motivation to use BUMKam services was already good, as evidenced by the number of community members who became members.

The Penghulu's contribution to the development of BUMKam Mareadan Barat, it was found that the penghulu as a mobilizer in mobilizing the community to come to BUMKam, and the penghulu used good communication and the penghulu also established good relationships with the administrators or managers of BUMKam in increasing community participation for the progress of BUMKam by using products issued by BUMKam Sinar Barat. Furthermore, to be a role model for the community, the penghulu provides a good example, namely participating in using BUMKam products and services to provide an example to the BUMKam administrators not to discriminate in the services provided to the people of Mareadan Barat. After that, in mobilizing the community to come to BUMKam, the efforts made by the penghulu have been quite good, but not optimal, this can be seen from the number of BUMKam members which is not comparable to the number of people in Kampung Mareadan Barat. This can be seen from the community still using other services or products to meet their daily needs.

Tjokroamidjojo (Syafitri. I and Suriani. L, 2019) explains that mobilization is an effort to direct or move others to act or work well to achieve common interests. Furthermore, according to Akbar, M. F (2018), a leader as a mobilizer is someone who is trusted and appointed to provide direction or provide solutions to staff/subordinates in a wise manner, with the aim of improving work and achieving goals. Furthermore, Hendrik (Wahyuningsih. S, et al, 2014) explains that mobilization is an activity of moving others to work well in order to achieve development.

Furthermore, Aksan, et al (2018) explained that the penghulu as a mobilizer is an effort made by the penghulu in the form of directing or moving BUMKam members and the community to participate in achieving BUMKam's goals in developing the village. Agusliansyah, K. (2016) mobilizer is an effort made to direct or move someone in achieving goals. The penghulu as a leader who plays a role as a community motivator to utilize BUMKam in the progress of the village. Efforts that the penghulu can do are inviting the community to use BUMKam products.

From the description, it is known that the village head, as a leader in the village, plays a role in directing his subordinates to work according to their duties and functions in achieving goals. The village head as a mobilizer in the BUMKam Sinar Barat program is carried out by participating in compiling the duties and functions of BUMKam staff, being involved in the preparation of programs to be implemented. As a mobilizer, the village head can also strive to provide the best service to BUMKam members and the community,

participating in using BUMKam products. Based on this, the village head as a mobilizer has carried out his role well.

CONCLUSION

The village head, as the main leader in the village, plays a crucial role in village progress, particularly in the context of establishing the Sinar Barat Badan Usaha Milik Kampung (BUMKam), which aims to increase Village Original Income (PAD) and improve community welfare. This can be seen through the village head's role as a motivator, facilitator, and mobilizer in creating the Badan Usaha Milik Kampung (BUMKam) of Sinar Barat. Research findings indicate that the village head has played a significant role in advancing and developing the Sinar Barat Village-Owned Enterprise (BUMKam), thus impacting community welfare.

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