

## **SOCIALIZATION OF BUMDES FINANCIAL MANAGEMENT TO REALIZE GOOD GOVERNANCE FOR BUMDES WA HYANG TARUMAJAYA**

**Faoziah Ulfah Fatmawati \*, Indri Yuliafitri, Runita Arum Kanti**

Universitas Padjadjaran

Jl. Raya Bandung Sumedang KM.21, Hegarmanah, Kec. Jatinangor, Kabupaten Sumedang, Jawa Barat 45363,  
Indonesia

Email: [faoziah.ulfah@unpad.ac.id](mailto:faoziah.ulfah@unpad.ac.id)

### **Abstract**

After its ratification and implementation Undang-Undang No. 6 Tahun 2014 tentang Desa, then with the time simultaneously emerged business scale local the village below under the auspices of the Village-Owned Enterprises (BUMDes). In general, the existence of BUMDes is expected to provide donation for improvement source income original village that allows village capable carry out development and improvement people's welfare optimally. However, there is problem base in governance BUMDes is one of them about management finance. Therefore, it is necessary done education for managers BUMDes in the form of seminars and *workshops*. This activity is carried out with Padjadjaran University students who are members in Work Study Group Real (KKN) for one month in Tarumajaya Village. The topic raised was Literacy Management Finance and Digitalization of Marketing for Manager BUMDes. The implementation of KKN is in the form of making module finance and digital marketing as well as seminars on education management finance and digitalization of marketing. This activity is expected to help increase the understanding of the manager BUMDes about accountability management finance BUMDes and business units so that good governance for BUMDes can be realized.

Keywords: BUMDes, Financial Management, Good Governance

### **INTRODUCTION**

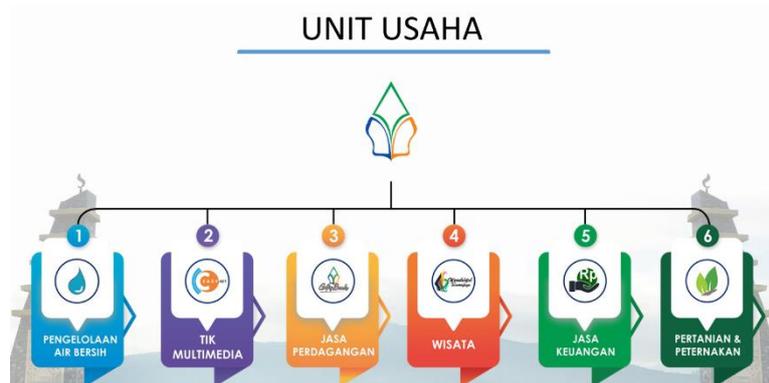
After it was ratified and implemented Undang-Undang No. 6 Tahun 2014 tentang Desa, then with the time simultaneously emerged business scale local Village below under the auspices of the Village-Owned Enterprises (BUMDes). In addition to BUMDes which is growing on a large scale local village, law it also provides space and opportunity for two or more villages to establish cooperation business. Establishment BUMDes based on Undang-Undang No. 6 Tahun 2014 tentang Desa and Peraturan Pemerintah No. 72 tahun 2005 tentang Desa. In Undang-Undang No. 6 Tahun 2014 tentang Desa article 87 paragraph (1) it is stated that, "Villages can establish Village-Owned Enterprises called BUM Desa".

Tarumajaya Village is a village located in the Bandung Regency area to be precise in the District Kertasari. On May 1, 2016, Tarumajaya Village established BUMDes with the name

"Usaha Kita Bersama 1979" which in 2021 changed name became " Wa Hyang Tarumajaya ". The formation of BUMDes Wa Hyang Tarumajaya referring to Peraturan Desa Tarumajaya Nomor 7 tahun 2016 tentang Badan Usaha Milik Desa. The purpose of its establishment BUMDes Wa Hyang Tarumajaya expected capable optimize potential and assets village to improve welfare residents of Tarumajaya Village.

Peraturan Menteri Dalam Negeri No. 39 Tahun 2010 tentang Badan Usaha Milik Desa, article 1 number 6 states that "Village-Owned Enterprises, hereinafter referred to as called BUMDes is a business a village formed/established by the government village whose capital is owned and managed carried out by the government village and society". In general, the existence of BUMDes expected to provide donation for improvement source income original village so that allow village capable carry out development and improvement optimal welfare of the people. More from that, according to Aida, et.al (2024) results business commercial BUMDes potentially can provide profit or return results, improvement Village Original Income (PADes), field new work and improvements vitality economy village.

BUMDes Wa Hyang Tarumajaya form business units in accordance with the potential of Tarumajaya Village. Referring to Figure 1 below, currently there are six business units managed by BUMDes Wa Hyang Tarumajaya namely: 1) clean water management; 2) multimedia ICT; 3) services trade; 4) tourism; 5) services finance; and 6) agriculture & animal husbandry.



**Figure 1. Business Unit of BUMDes Wa Hyang Tarumajaya**  
**Source: Document BUMDes The Lady of Tarumajaya (2023)**

Establishment BUMDes Wa Hyang Tarumajaya as a development base economy village in the rural area until now still face Lots constraints. The constraints among others still lack understanding manager BUMDes to regulations, institutions, business unit management and finance as well as stakeholder involvement interests (stakeholders) in optimize strengthening economy village BUMDes Wa Hyang Tarumajaya. To increase contribution existence BUMDes so need done literacy and training is one of them management finance to the manager and business units BUMDes. This is done to create accountability as a form of good governance in the environment BUMDes. BUMDes is a business entity formed by the government regions and communities, then governance and accountability the public is also attached to BUMDes (Syam, Suratno, & Djaddang, 2020). In line with this said, Tarlani, et.al (2023) revealed that BUMDes founded based on participation in public so that BUMDes need managed professionally through good governance, thus BUMDes expected to improve welfare for society in real terms and increase the level of independence village.

Implementation of governance BUMDes follow the governance finance village as has set up in Peraturan Menteri Dalam Negeri Nomor 113 Tahun 2014 tentang Pengelolaan Keuangan Desa article 2 paragraph (1). The principles management finance village, namely transparent, accountable, participatory, and carried out in an orderly and disciplined manner budget. Purnomo (2016) reveals that the principles management BUMDes need elaborate so that it can be understood and perceived in the same way by everyone. BUMDes. According to Purnomo (2016), there are six principles in managing BUMDes that are cooperative, participatory, emancipatory, transparent, responsible and sustainable.

However, in fact, according to Nugroho (2020), BUMDes still are not managed optimally, this is because the village does not yet understand how to manage BUMDes, the difficulties look for source Power capable human being manage BUMDes and its low interest public in manage BUMDes. This is in line with research Widiastuti, et.al (2019) who revealed that the implementation of governance in BUMDes pioneer Still relatively low. According to Titania & Utami (2021), implementation of governance BUMDes through perspective *Good corporate governance* is very important in managing BUMDes. Implementation of *good governance government* must prioritize principal participation, accountability and transparency that are required strong idealism from the administrators BUMDes. Research results of Sofyani, Ali, & Septiari (2020) give similar results that governance practices with principles transparency, responsiveness, professionalism, *rule of law and* vision strategy can influence performance BUMDes. Research by Yuliana & Alinsari (2022) at BUMDes Estu Mukti, Bejalen Village proves that through BUMDes, the government villages can realize village SDGs programs that is village economy grow evenly.

## **IMPLEMENTATION METHOD**

KKN-PPM entitled " Literacy Management Finance and Digitalization of Marketing at BUMDes Wa Hyang Tarumajaya as an Effort to Increase the Scale of BUMDes Business " was carried out for one month offline. As for the method the implementation of KKN-PPM is divided into several parts, there are observation, interview and documentation (Sugiyono, 2013).

### **1. Observation**

Observation as a technique data collection has specific characteristics when compared to other techniques, namely interviews and questionnaires. If interviews and questionnaires always communicate with people, then observation is not limited to people, but also objects of other nature. This KKN-PPM activity uses method observation play a role and. In this observation, students are involved in activities daily manager BUMDes which is being observed. While doing observation, students also participated as well as do what the manager does BUMDes so that follow feel what happens on the field.

### **2. Interview**

Interviews are used as a technique data collection when researchers want to do studies introduction to finding problems that must be examined and also if researcher want to know things from more respondents depth and quantity the respondents little/small. Interviews can be conducted in a structured manner or unstructured and can be done *face to face* or by using telephone or telecommunications media other.

KKN-PPM interview activity was carried out directly using an unstructured interview method. Students and lecturers provided questions freely using interview guidelines in the form of outlines the problem that will be asked and can be developed as the interview process progresses.

### 3. Documentation

One of the tools for collecting information, namely documentation. Documentation is done to obtain information originating from the facts stored in form letters, daily notes, archive photos, minutes meeting results, journals activities and others. Activities documentation carried out by students during KKN-PPM is to see notes and journal activity about bookkeeping that has been done by the manager BUMDes so far.

KKN-PPM activities are part of the tri dharma of high education, where students and lecturers collaborate to carry out community service. The stages of KKN-PPM activities, namely:

#### 1. Stage Preparation

Before carrying out a program, need existence stage preparation for compile a series of processes that will done so that implementation activities can more directed and give results which maximum. The preparations staged are as follows:

##### a. Provision by Lecturers to Students

At this stage, the lecturer provides online briefing via *zoom meeting* about draft as well as objective KKN activities for students. Students are asked to make three sub-groups with topics different activities but still relevant to the topic main PPM lecturer.



**Figure 2. KKN-PPM Provision**  
**Source: Internal KKN-PPM Data (2023)**

##### b. Initial Survey to KKN-PPM Location

Before implementing KKN-PPM, lecturers and students conducted a survey beginning moreover formerly to location namely Tarumajaya Village. This is done as an introduction process beginning and delivery information that will implement KKN-PPM activities for one month. At this stage the lecturer conveys purpose and objectives implementation of KKN-PPM and delivers letter permission activities to the Village Head.



**Figure 3. Initial Survey to KKN-PPM Location**

**Source: Internal KKN-PPM Data (2023)**

## **2. Stage Implementation**

This stage consists of implementation of KKN-PPM activities including compilation modules and implementation of seminars regarding education management finance and digitalization of marketing by presenting competent resource persons in their fields. Implementation activities in detail explained in the results and conclusions section.

## **3. Stage Evaluation**

Lecturers and students do evaluation and follow- up of the implementation of KKN-PPM in period time this one month. This is done to find out effectiveness from the activity said. Stage detailed evaluation explained in the results and conclusions section.

# **RESULTS AND DISCUSSION**

## **1. Stage Preparation**

### **a. Initial Observations**

Upon arrival at Tarumajaya Village, the students carried out observation field directly and discuss with the manager BUMDes. On stage This, student look for information to know problems in BUMDes Which relevant with Topic main supervisor with still adapt need and desire managerBUMDes. Based on observations that have been made, the students decided to do further discussion in determination formulation problem.



**Figure 4. Observation Field**

**Source: Internal KKN-PPM Data (2023)**

### **b. Group Discussion**

After doing observation field and discussion with parties BUMDes, Students conduct group discussions to choose the problem that will raised for further look for solution on problem This discussion resulted in three problem main Which shared in three sub-groups, one of which is literacy about management finance for manager BUMDes.



**Group Discussion**

**Source: Internal KKN-PPM Data (2023)**

### **c. Interview**

The methods which are used in collecting data and information is interview and observation. The main method What is used is an interview is method collecting data by doing ask answer with party related that is manager BUMDes and business units. Meanwhile, observation is method collection data directly to research location, observing, and conduct recording toall processes related to activities to become data that can be used during settlement problem. In conducting interviews and observation, students record interview results so they can be heard repeatedly as well as documenting various matters for the purpose of collecting data.



**Figure 6. Interview**

**Source: Internal KKN-PPM Data (2023)**

### **d. Compilation Module**

Based on the results of interviews and observations in the field, students get various type problems that exist in BUMDes Wa Hyang Tarumajaya, one of them that is management finance. Manager BUMDes and business units do not yet have adequate understanding about matter Therefore, the supervising lecturer gives proposal for students

to form sub-groups one compile module management finance BUMDes. This module is arranged systematically with language which is easy understood by target participant, in accordance age and level knowledge them so that they can learn independently.

This module is created with the aim of material learning for manager BUMDes and business units that can be studied independently after the KKN-PPM program is completed implemented. Module considered become choice which appropriate so that if there is part which is not yet mastered, they can repeat parts which are not understood until understand. In process compilation modules, students do studies literature good from books, journals and various source credible other about concepts and materials related accountancy until management finance.

#### **e. Preparation Seminar**

Activity main from KKN-PPM is the implementation of a seminar with the title " Education Seminar" Management Finance and Digital Marketing for BUMDes and PKK Tarumajaya". General objectives of this seminar are to provide understanding to seminar participants, namely BUMDes and PKK Tarumajaya about management finance and digital marketing.

In progress seminar planning, students do division of tasks from overall KKN groups, including do permission to the party BUMDes, do borrowing goods to party village as well as contact speaker to collect data Which required. Next, students prepare all needs technical, such as printing banners, plaques, certificates, modules from each sub-group, *flyers*, *ID cards* for the committee, *cue card* for MC etc. In addition, we also do rehearsal clean before the seminar to minimize obstacles that will be happen as well as to be able to give results Which optimal.

### **2. Stage Implementation**

After going through the work program preparation process, students and lecturers carry out KKN-PPM activities, with the following details:

#### **a. Module Management Finance**

Compilation module management finance is one of the programs carried out in This KKN-PPM activity aims to ensure that managers BUMDes own understanding about accountancy start from accounting equation, analysis transaction, journaling, ledger and posting, financial report, closing journal, and reversal journal, accounting for cash, accounting for receivables, accounting for assets, accounting for liabilities, internal control and technical operational about administration finance village. Compilation this module is packed in Indonesian language for easy understood and made in visualization that more interesting.

#### **b. Educational Seminar Management Finance and Digitalization of Marketing**

Seminar is the main program in This KKN-PPM activity aims to give understanding to the participants seminar, that is manager BUMDes and PKK Tarumajaya about management finance and *digital marketing*. The seminar was held on January 23, 2023, at the Tarumajaya Village Hall, filled with professional speakers in his field. On field management finance, filled in by the supervising lecturer field, namely Mrs. Faoziah Ulfah Fatmawati, SE, M.Si, while in the field of digitalization marketing filled by Mrs. Erianti Nurmala Goddess, M. Ilkom.

In this seminar, it was explained about management good finances and right on target

manager BUMDes, especially administrators in service units finance and management of Business Improvement Income Family (UP2K) PKK. Besides that, for topic digitalization marketing the target is manager BUMDes, PKK and business units.



**Figure 7. Educational Seminar Management Finance and Digitalization of Marketing**  
**Source: Internal KKN-PPM Data (2023)**

### 3. Stage Evaluation

Evaluation and follow-up are carried out in form questionnaire to participants and group discussion manager BUMDes and business units via *zoom meeting*. After attending the seminar and getting module management finance and digital marketing, expected understanding manager BUMDes and business units can increase. Based on the answer questionnaire, part big seminar participants feel satisfied and understand about the material presented. In addition, the Director BUMDes during *a zoom meeting* conveys that with the existence of module, manager BUMDes and business units can be helped when they manage finance, including when recording income and expenses as well as they can also take advantage of module digitalization of marketing to determine the right marketing strategy when using social media. The seminar that has been implemented successful and effective Because speaker give example applicable to managers BUMDes and business units so that they can easily implement material obtained from seminar activities.

## CONCLUSION

BUMDes Tarumajaya own vision that is realize independence collective economy the people of Tarumajaya Village. Therefore, Tarumajaya Village make massive efforts maximize existing potential and assets so that BUMDes can be a driving force economy society. According to Santo & Pedo (2020), implementation principles of good corporate governance in management BUMDes can create smooth business management including increasing power compete and bring progress for BUMDes. In addition, BUMDes which is based on principle cooperative, participatory, emancipatory, transparent, accountable and sustainable proven capable performance produce more organization Good for BUMDes (Sari, et.al., 2021)

Through KKN-PPM activities, the parties academics become a link to resolve problems that exist in BUMDes. During In this activity, lecturers and students collaborate to compile various relevant and useful activities for manager BUMDes and business units. Solutions to problems that occur in one of the programs in the service unit finance BUMDes done through

the compilation module management finance and seminars. Compilation module aims for managers BUMDes can learn independent Because module systematically arranged in easy language understood by the reader according to level knowledge and age they. At the next stage, there is a seminar which is advanced from explanation contained in the module. The seminar aims to provide understanding of the manager BUMDes and business units about management finance and digitalization of marketing. Through this seminar, participants get materials and practices on how to take notes as well as serve report finance BUMDes and business units. In addition, participants can also do ask questions about conditions that occur to the speaker directly.

## **REFERENCES**

### **Book:**

Sugiyono. (2013). *Quantitative, Qualitative and R&D Research Methods*. Alfabeta. Bandung.

### **Journal Articles:**

- Aida, M., Putri, RW, Putri, YM, Subandi, AY, & Asnawi, S. (2024). Governance of Village-Owned Enterprises (BUMDes) in Bandar Sakti Village. *Journal of UMKM Service*, 121-128.
- Nugroho, TW (2020). Performance Analysis of Village-Owned Enterprises Based on Financial and Management Aspects in Blitar Regency, East Java. *HABITAT*, 64-77.
- Purnomo, J. (2016). *Village Law Pocket Book Series on Establishment and Management of Village-Owned Enterprises (BUMDes)*. Yogyakarta: Infest.
- Santo, MF, & Pedo, Y. (2020). Legal Aspects of Good Corporate Governance Principles and Their Implementation in Village-Owned Enterprises. *SASI*, 310-324.
- Sari, RN, Junita, D., Anugerah, R., & Nanda, ST (2021). Governance Practices and Organizational Performance: A Study on Village-owned Enterprises in Indonesia. 13th International Conference on Modern Research in Management, Economics and Accounting.
- Sofyani, H., Ali, UN, & Septiari, D. (2020). Implementation of Good Governance Principles and Their Role on Performance in Village-Owned Enterprises (BUMDes). *Scientific Journal of Accounting*, 325-359.
- Sugiyono. (2013). *Quantitative, Qualitative and R&D Research Methods*. Bandung: Alfabeta.
- Syam, MA, Suratno, & Djaddang, S. (2020). Literacy of BUMDES (Village-Owned Enterprises) Governance. *Journal of Community Service, Pancasila University*, 67-79.
- Tarlani, T., Saraswati, S., Akliyyah, LS, Rakhman, LF, & Dananjaya, HA (2023). Governance Indicators of Village-Owned Enterprises (BUMDes) in Indonesia in Responding to the Industrial Revolution 4.0 Era. *Journal of Regional and City Development*, 422-434.
- Titania, NK, & Utami, I. (2021). Are Bumdes Compliant with Good Governance? *Actual Accounting Journal*, 77-84.
- Widiastuti, H., Putra, WM, Utami, ER, & Suryanto, R. (2019). Measuring the Governance of Village-Owned Enterprises in Indonesia. *Journal of Economics and Business*, 257-288.
- Yuliana, E., & Alinsari, N. (2022). Implementation of Village-Owned Enterprise Governance in Realizing Village Sustainable Development Goals. *Owner: Research & Accounting*

Journal, 2919-2929.

**Rules and Laws:**

Undang-Undang Republik Indonesia No. 6 Tahun 2014 tentang Desa

Peraturan Pemerintah No. 72 Tahun 2005 tentang Desa

Peraturan Menteri Dalam Negeri No. 39 Tahun 2010 tentang Badan Usaha Milik Desa

Peraturan Menteri Dalam Negeri Nomor 113 Tahun 2014 tentang Pengelolaan Keuangan Desa

Peraturan Desa Tarumajaya Nomor 7 tahun 2016 tentang Badan Usaha Milik Desa