

Strengthening the Role of Village-Owned Enterprises (Bumk) in Improving the Economy of Pegat Bukur Village in Berau Regency

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ABSTRACT

This study discusses the role of Village-Owned Enterprises (BUMK) in improving the economy of Pegat Bukur Village in Berau Regency. BUMK is a legal entity established by the village to manage business and productivity to improve the welfare of the village community. This study uses a descriptive qualitative approach. The focus of the research is to identify and analyze the BUMK program in managing the potential of Pegat Bukur Village, analyze the role of BUMK in improving the village economy, and develop a model for the development of BUMK Batu Bual Sejahtera. The results of the study show that the Batu Bual Sejahtera BUMK in Pegat Bukur Village has a significant role in improving the village economy. BUMK Batu Bual Sejahtera is able to take advantage of the potential of the village into 17 business units. Through various business units that have been formed, BUMK Batu Bual Sejahtera is able to play a role in increasing community income, opening new jobs and reducing unemployment, helping the village financial sector with the potential for village original income, and community involvement in village development. BUMK also has an impact by increasing people's income, reducing the unemployment rate and independence of Kampung Pegat Bukur. The development of BUMK Batu Bual Sejahtera uses a development model with a Pentahelix actor approach where there are governments, communities, companies (Business), academics and the media.

INTRODUCTION

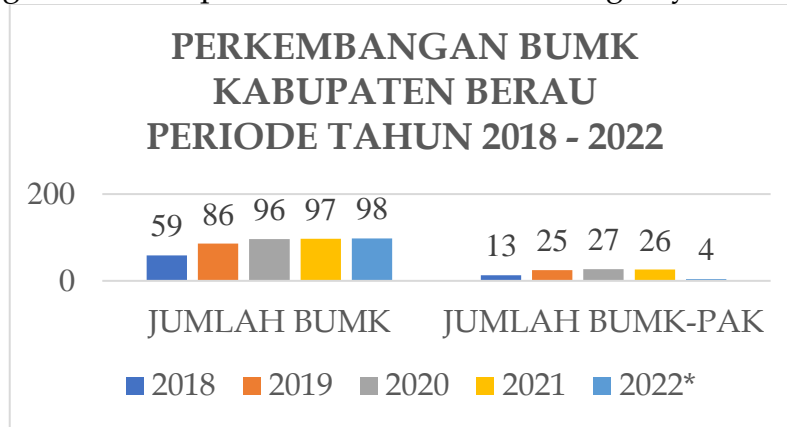
Village-Owned Enterprises have been mandated in Law Number 6 of 2014 concerning Villages right in article 87, Regulation of the Minister of Home Affairs Number 39 of 2010 concerning Village-Owned Enterprises, and Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 113 of 2014 concerning Village Financial Management. The purpose of establishing Village-Owned Enterprises (BUMDes) is to improve the village economy and the community, increase the original income of the village and improve the management of the village's potential in accordance with the needs of the community to become the backbone of village economic growth and equity. The existence of Village-Owned Enterprises (BUMDes) will attract people to gain access to the economy, so that the poverty rate will decrease (Suparji, 2019).

Village-Owned Enterprises, hereinafter referred to as BUM Desa or in Berau Regency referred to as Village-Owned Enterprises (BUMK) are legal entities established by villages and/or together with villages to manage business and productivity, provide services, and/or provide other types of businesses for the maximum welfare of the village community. Government Regulation Number 11 of 2021 concerning Village-Owned Enterprises states that BUMDes consist of BUMDes and Joint BUMDes (Marini, 2016). Government Regulation No. 11 of 2021 is a derivative legal product of Law No. 11 of 2020 concerning Job Creation which has affirmed the position of BUMDesa/BUMK as a legal entity established by villages and/or together with villages. With the status as a legal entity, the role of BUMDesa/BUMK Bersama is increasingly important as a consolidator of community products/services, producers of various community needs, community business incubators, public service providers, and various other functions. BUMDesa/BUMK Bersama can be a contributor to the village's original income.

Berau Regency was recorded as having the first Village-Owned Enterprise (BUMK) in 2015. Located in Giring - Giring Village, Biduk - Biduk District, Mutiara Hijau Village-Owned Enterprises (BUMK) which is listed as the first Village-Owned Enterprise (BUMK) to be established. In the following year until 2018 Village-Owned Enterprises (BUMK) in Berau Regency were recorded as many as 59 Village-Owned Enterprises (BUMK), with all sub-districts except Tanjung Redeb District having Village-Owned Enterprises (BUMK). The growth of the establishment of Village-Owned Enterprises (BUMK) in the following years continued to increase in the 2019-2022 period consecutively, namely 86 Village-Owned Enterprises (BUMK) in 2019, 96 Village-Owned Enterprises (BUMK) in 2020, 97 Village-Owned Enterprises (BUMK) in 2021 and 98 Village-Owned Enterprises (BUMK) in 2022. So in 2022 there are 2 villages that have not yet established Village-Owned Enterprises (BUMK), namely Panaan Village, Kelay District and Samburakat Village, Gunung Tabur District. Meanwhile, Village-Owned Enterprises (BUMK) that contribute to Village Original Income (PAK) are still below 40% of the number of Village-Owned Enterprises (BUMK) that already exist in Berau Regency. In 2018 there were only 13 (22.03%) with a contribution value of Rp214,497,989. The number and percentage of Village-Owned Enterprises (BUMK) that generate Village Original Income increased to

26 (26.8%) out of a total of 97 Village-Owned Enterprises (BUMK) in 2021. The total value of Village Original Income comes from Village-Owned Enterprises (BUMK) in 2020 of IDR 372,4747,213, and in 2021 while the data collected is already at IDR 373,955,226.

Figure 1 Development of BUMK in Berau Regency 2018-2022



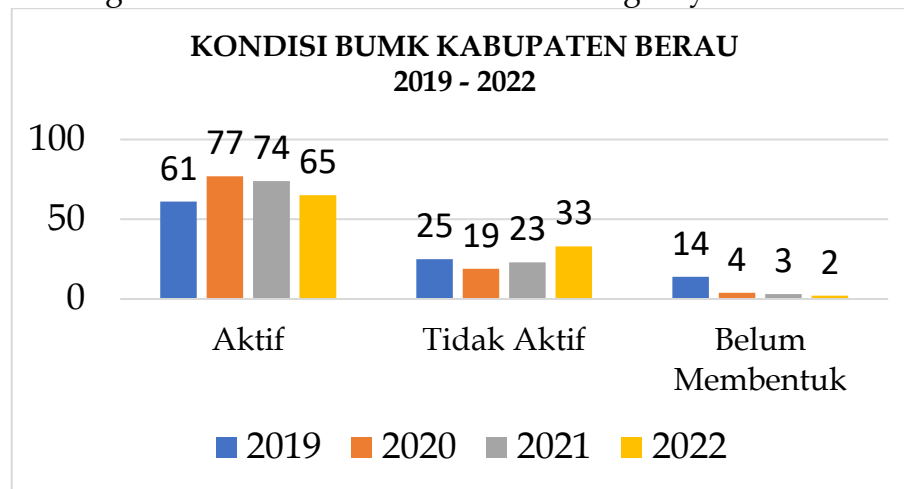
Source: 2022 Pejuang Sigap Data Enumeration
 Processed by the author on 04 Oct 2023

Village-Owned Enterprises in Berau Regency As of December 2022, there have been 98 units, an increase of 1 unit from Mapulu Village. Meanwhile, Panaan Village is in the process of completing the Village Regulation and AD/ART files so that it can be said to be formed. Based on information from the Panaan Village Facilitator, that the village deliberations on the formation of Village-Owned Enterprises (BUMK) have been completed. So, as a result, Samburakat Village is the only village that does not have a Village-Owned Enterprise (BUMK) in Berau Regency. According to information collected by the Village Facilitator, there is a difference of opinion between the Village Consultative Body (BPK) and the Village Head, there is no common ground to see the urgency of the establishment of Village-Owned Enterprises (BUMK) in Samburakat Village. Village-Owned Enterprises (BUMK), which are already 98% of the total villages in Berau Regency, certainly face challenges on their journey.

One of the biggest challenges is the inadequate capacity of human resources from the management of Village-Owned Enterprises (BUMK). One of the biggest problems finally spread to administration that is not neatly organized, the management makes Village-Owned Enterprises (BUMK) as a side job, inappropriate bookkeeping, the absence of accountability reports, to the misuse of capital participation and a pile of homework to improve Village-Owned Enterprises (BUMK) that need to be done. Based on this, out of a total of 98 Village-Owned Enterprises (BUMK) in 2022, there are 33 Village-Owned Enterprises (BUMK) that are inactive. This number increased from 2021 when there were only 23 Village-Owned Enterprises (BUMK) that were inactive. Most of the inactivity of BUMK is due to the management of Village-Owned Enterprises (BUMK) which is also inactive and several other problems, one of

which is the incompleteness of the accountability report for the participation of Village-Owned Enterprises (BUMK).

Figure 2 Condition of BUMK Berau Regency 2019-2022



Source: 2022 Pejuang Sigap Data Enumeration
 Processed by the author on 04 Oct 2023

The graph above illustrates the condition of Village-Owned Enterprises (BUMK) in Berau Regency from the number of Village-Owned Enterprises (BUMK) throughout Berau Regency from 2019 - 2022. In 2019 there were 62 active Village-Owned Enterprises (BUMK), 25 inactive Village-Owned Enterprises (BUMK) and 14 villages that have not yet formed Village-Owned Enterprises (BUMK). In 2020, there was an increase in the number of active Village-Owned Enterprises (BUMK) to 77 Village-Owned Enterprises (BUMK) and the number of inactive Village-Owned Enterprises (BUMK) to only 19 villages, and 4 villages that have not yet formed Village-Owned Enterprises (BUMK). In 2021, there are only 74 active Village-Owned Enterprises (BUMK) and 23 inactive Village-Owned Enterprises (BUMK), as well as only 3 villages that have not yet formed a BUMK. while in 2022 there are 65 Active Village-Owned Enterprises (BUMK), 33 Inactive Village-Owned Enterprises (BUMK) and 2 Villages that have not yet formed Village-Owned Enterprises (BUMK).

In Berau Regency, one of the villages that is concerned with the management and development of village potential through Village-Owned Enterprises (BUMK) is Pegat Bukur Village in Sambaliung District. Kampung Pegat Bukur has an area of 6,249 hectares where 80% of the land is in the form of hilly topography, and 20% of the land is used as agricultural land and plantations. The residents of Kampung Pegat Bukur come from various different regions, where the majority of the population is immigrants who work in companies so that the traditions of deliberation for consensus, Mutual cooperation and other local wisdom have been carried out by the community since the existence of Kampung Pegat Bukur and this can effectively avoid clashes between community groups. Kampung Pegat Bukur has a population of 1,991 people, consisting of males: 1,156 people, females: 835 people and 890

families, which are divided into 6 (six) Rukun Tetangga areas. With the potential it has.

Village-Owned Enterprises (BUMK) in Pegat Bukur Village were established on the legal basis of Village Law No. 6 of 2014 article 1 which regulates Village-Owned Enterprises (BUMDes). BUMDes is a business entity owned by a village with capital partially or wholly derived from village wealth to manage assets, services, and other businesses to improve the welfare of the village community. Along with Permendes No. 4 of 2015 article 3, the establishment of BUMDes aims to improve the village economy, optimize village assets, create jobs, and improve community welfare. Kampung Pegat Bukur has had BUMDes since 2021, which has grown and has several business units. The establishment of the Batu Bual Sejahtera BUMK in Pegat Bukur Village aims to increase community income, maximize economic potential, natural resources, and human resources in the village. This Village-Owned Enterprise (BUMK) plays a role in driving the local economy, empowering village communities, and improving welfare through the management of village-owned resources. By utilizing the potential of existing natural and human resources, the Batu Bual Sejahtera Village-Owned Enterprise (BUMK) in Pegat Bukur Village has developed business programs such as agriculture, plantations, and livestock. Through these programs, it is hoped that Village-Owned Enterprises (BUMK) can become institutions that are able to improve the economy and welfare of village communities.

Village-owned enterprises are institutions to strengthen the community's economy. Village-Owned Enterprises are able to compete and become strong economic institutions in dealing with market needs, so Village-Owned Enterprises need strategic steps in their management (Hasanah, 2022). Village-owned enterprises as economic institutions that in their operation have the principles of cooperative, participatory, transparent, emancipatory, and accountable which must be managed independently and professionally (Candera et al., 2020). The implementation of Village-Owned Enterprises that already exist in Berau Regency, it is undeniable that there are still many shortcomings. The purpose of the establishment of Village-Owned Enterprises is to create the welfare of the village community by managing and utilizing the potential resources owned by the village and managed according to the needs of the community (Karim, n.d.). By considering the elaboration of the dynamics of Village-Owned Enterprises (BUMK) in Berau Regency, especially in Pegat Bukur Village and the still not optimal contribution of Village-Owned Enterprises (BUMK) in strengthening the village economy, the researcher is interested in examining and providing an elaboration through a research focus that is oriented towards efforts to strengthen the role of Village-Owned Enterprises (BUMK) in improving the economy of Pegat Bukur Village in Berau Regency.

LITERATURE REVIEW

Village-Owned Enterprises

Village-Owned Enterprises are formed or established in an effort to strengthen the village economy and/or village communities based on the needs

and potentials of the village, especially to increase the village's original income. The presence of BUM Desa is expected to be able to increase the source of village income for development. Village-Owned Enterprises (BUM Desa) as economic institutions that operate in villages, and have differences with economic institutions in general. Village-Owned Enterprises (BUM Desa) are village businesses formed or established by the village government whose capital ownership and management are carried out by the village government and the community (Hastowiyono, 2014). The government's task and role is to socialize and raise awareness to the village community about the importance of BUM Desa for improving community welfare. Through the village government, the community is motivated, aware, and prepared to build their lives (Wijaya, 2018). In Law No. 6 of 2014 concerning villages, it is stated that (Rismawati, 2018): 1) Villages can establish Village-Owned Enterprises called Village BUMs, 2) Village BUMs are managed with the spirit of kinship and mutual cooperation, 3) Village BUMs can run businesses in the economic sector and/or public services in accordance with the provisions of laws and regulations.

BUM Desa is a business entity characterized by a Village which in its implementation in addition to assisting in the implementation of the Village Government, also to meet the needs of the Village community and can also carry out the functions of services, trade and other economic development (Nofiratulloh, 2018). BUM Desa in carrying out its activities is not only oriented to the profit factor, but also oriented to improving the welfare of the village community. The existence of BUM Desa is expected to develop business units and be able to utilize the capabilities and facilities of the village and its community to improve the village economy. In order to realize the common goals and ideals, namely the welfare of the village community and improving the village economy and its community.

The Role of Village-Owned Enterprises

According to the Great Dictionary of the Indonesian Language, a role is an action taken by a person or a group of people in an event or a part that a person plays in an event. Meanwhile, the role according to Ambarwati is to show the scope of the role as a concept of what can be done in a group or company (Ardiansyah Syam, 2020). BUMDes as an institution in the form of a legal entity that oversees various business units in the village and also has an important role in improving the welfare of the village. The role of BUMDes in improving the village economy, according to Seyadi, is (Sumiasih, 2018):

- a) Development and development of the economic potential and capabilities of village communities in general to improve their economic and social welfare.
- b) Playing an active role in efforts to improve the quality of human life and society.
- c) Strengthening the people's economy as the basis for the strength and resilience of the national economy with BUMDes as the foundation.
- d) Striving to realize and develop the economy of the village community.

- e) Helping the community to increase income so that it can increase the income and prosperity of the community.

Village Economic Development Concept

The concept of development in the village is a priority in development, so that the village and its community can build and be independent and can solve development problems. The touch of village development continues to be carried out starting from the old order era, the new order to the present day after the reform (Mulyani, 2017). Various touches continue to be carried out in an effort to empower the village and its community, various types of development programs are carried out by each government regime.

Building the village economy is essentially in order to make the village community independent and prosper its people. In order to build the village economy, it is necessary to have a continuity of programs and activities, both carried out by the village and programs and building the village economy is to make the village economy independent. Village communities can prosper and village government can be a service and driver of the village economy. According to Lincoln Arsyad, rural economic development is a process in which the village government and the community manage existing resources and form a partnership pattern between the village government and the private sector to create new jobs and stimulate the development of economic activities (economic growth) in the region (Hasan & Muhammad, 2018).

The main goal of rural economic development is to create a village economic environment, namely to create an environment that allows the community to enjoy a creative, healthy life and also have a high life expectancy (Fitri Amalia, 2022). The concept of village economic development must really rely on the strength of the village community. The potential owned by the village must really be the root in the economic development of the village. The potential of natural and human resources in the village must be a source of strength in building the village economy. Programs between the central government, provincial/district/city governments must synergize and strengthen the needs in the village. One example is in establishing BUMDesa (Yuliana & Alinsari, 2022). Whether the establishment of BUMDesa with its business units is based on an analysis of the needs of the village community or not. If the establishment of BUMDes is not based on the needs of the village community, it will be useless, even when it is very difficult to develop.

Penta Helix Collaboration

The penta helix model provides an overview of five types of stakeholders, namely the government, community, academics, business, and the media (Azwar et al., 2023). This model is very useful for regional stakeholder problems where each stakeholder represents a different regional interest. Penta helix is an extension of the triple helix strategy that involves various elements of the community and non-profit institutions to enable innovation (Widowati et al., 2019). Through synergistic collaboration, innovation is achieved by being supported by various resources that work synergistically. The five components

of the penta helix have an interrelated and continuous contribution (Hidayatullah, 2022). Based on this definition, it can be said that the penta helix model is specifically designed to support the sustainable development of new innovations. Therefore, penta helix is seen as necessary to support the development of innovation in tourism, business, and other sectors. penta helix (ABCGM) is a collaborative model that involves various sectors to implement innovation development plans.

METHODOLOGY

In this study, the researcher uses a descriptive qualitative approach as the main method in describing and analyzing efforts to strengthen the role of Village-Owned Enterprises (BUMK) in improving the economy of Pegat Bukur Village in Berau Regency. This research was conducted in Pegat Bukur Village, Sambaliung District, Berau Regency with the object of the research being Village-Owned Enterprises (BUMK) Batu Bual Sejahtera. The focus of the research is to identify and analyze the BUMK program in managing the potential of Pegat Bukur Village, analyze the role of BUMK in improving the village economy, and develop a model for the development of BUMK Batu Bual Sejahtera. Data collection techniques using interview, observation and documentation techniques (Sugiyono, 2013). In order to deepen information about the role of BUMK in Pegat Bukur Village, the researcher conducted field observations and interviews with the Head of Pegat Bukur Village, the Chairman of the Batu Bual Sejahtera BUMK management and the Berau Regency Sigap Fighter. In order to strengthen the information from the interview informants, the researcher also conducted a snowball sampling technique by conducting interviews with the people of Pegat Bukur Village. The data collected from the observation, interview, and documentation processes were tested for data validity using the data triangulation technique. The researcher used data analysis techniques based on the views of Milles, Huberman, & Saldaña (Sahir, 2022).

RESEARCH RESULT AND DISCUSSION

BUMK program in managing village potential in Berau Regency

To find out and analyze the management of the potentials in Pegat Bukur Village, Sambaliung District, Berau Regency, in this case the researcher refers to Law Number 6 of 2014 concerning Villages article 8 paragraph 3 letter e which explains that villages have potentials that include human resources, natural resources and supportive/local economic resources. The description is as follows:

1. Potential of human resources

Human resources are resources that have reason, feelings, skills, knowledge, encouragement, power and work (ratio, taste and karsa). All of these human resource potentials affect the efforts of the Pegat Bukur Village Government in achieving development goals. Therefore, the Pegat Bukur Village Government must be able to explore and manage the potential possessed by human resources in the village. This potential is in the form of: competence, creativity, entrepreneurial spirit, innovative, mutual cooperation, participatory and cooperation. Kampung Pegat

Bukur has diverse human resource potential and can be capital for the development of various businesses and activities in the village,

2. *Potential natural resources*

Pegat Bukur Village has diverse natural resource potential and can be used for various economic and development activities in the village. Some of the potential natural resources in Kampung Pegat Bukur include forest resources, agricultural resources, water resources, and mining resources. By utilizing the potential of natural resources in Pegat Bukur Village in a sustainable and environmentally sound manner, it is hoped that it can improve community welfare and village development holistically.

3. *Village Potential Management from the Local Economic Resource Sector*

Pegat Bukur Village has the potential for local economic resources that can be used as capital for the development of various businesses and economic activities in the village. Some of the potential local economic resources in Kampung Pegat Bukur include agriculture, livestock, handicraft industry, tourism, and trade.

By utilizing the potential of the village, the existence of Village-Owned Enterprises (BUMDes) is expected to be able to encourage economic life in the countryside with all or most of the capital coming from natural resources and human resources owned by the village. There is a rule that allows the government to start establishing BUMDes and start applying it to villages for the welfare of the community, the rule is Law Number 6 of 2014 concerning Villages article 87 number 1 that villages can establish Village-Owned Enterprises abbreviated as BUMDes.

In planning the establishment of the Batu Bual Sejahtera BUMK business in Kampung Pegat Bukur, the BUMK party and management have planned in the development of several programs. Planning of the BUMK party and management in forming several business programs where these businesses have benefits in helping to increase community income. Before the party and management of BUMK Batu Bual Sejahtera Kampung Pegat Bukur build a business, they must have seen and planned what businesses will be built and developed to the community that can help the community itself and not become a competitor to the community's efforts that previously existed. The business programs that have been formed by BUMK Batu Bual Sejahtera Kampung Pegat Bukur are as follows:

1. Rental House Management Business Unit

Kampung Rumah Rental is a building owned by an existing village and given trust to BUMK Batu Bual Sejahtera to manage it into a business unit. There are 4 Rental Houses, namely (2 1-door houses and 2 2-door houses).

2. Drinking Water Refill Depot Business Unit PT. Berau Coal

The business unit given from the CSR program of PT. Berau Coal to be managed by BUMK Batu Bual Sejahtera in supplying drinking water

needs for PT. Berau Coal and its partners and this depot are located across from Kampung Pegat Bukur.

3. Village Drinking Water Refill Depot Business Unit

The drinking water refill depot business unit is a business unit whose funds are sourced from Kampung Pegat Bukur for the 2018 fiscal year, whose management is entrusted to BUMK Batu Bual Sejahtera. This depot operates in Kampung Pegat Bukur to meet the needs of the village community.

4. Elf Minibus Rental

This business unit is managed by BUMK Batu Bual Sejahtera, the system is carried out by rent, this Mini Bus is CSR assistance from PT. Berau Coal to BUMK Batu Bual Sejahtera Kampung Pegat Bukur.

5. ATK Management Business Unit

BUMK has an ATK business that contains school equipment, workers, etc. This business is located in the BUMK office.

6. Destine Bottled Water Management Business Unit

This business unit manages Destine bottled water has been running and managed by BUMK Batu Bual Sejahtera, BUMK here is a Destine Agent that is resold, this business is in the Market. BUMK is also in this effort to supply several companies located around the village.

7. Goods Procurement Management Business Unit

For this business unit, the provision of goods such as basic necessities, tools, etc., Usually this business is to the company PT. UT site Binungan, which will be an invoice system to BUMK.

8. Broiler Chicken Cage Management Business Unit

This business unit is managed directly by BUMK Batu Bual Sejahtera, this management is in the form of chicken farming which is processed every 2 months.

9. Building Shop Management Business Unit

This business unit provides building stores such as cement, this business unit is in the market.

10. Tractor Rental Management Business Unit

This business unit management system is rent, which is rented to farmers per day.

11. Brilink Agent Management Business Unit

BUMK Batu Bual Sejahtera became a brilink agent.

12. Mini POM Business Unit (Pettrashop)

This mini pom business unit is a business unit where BUMK is the Center for Retailers of the Pegat Bukur Community, which this business has received permission from the government.

13. BUMK orchards

This BUMK business unit is a BUMK work program in 2023, this business has just started and is starting to grow for its trees. This business will also be made such as fruit garden tourism and this business is also in collaboration with Bank Bri.

14. SAP Delivery Services

This business unit was established to ease the people of Pegat Bukur Village if this is to send goods to outside the city or outside the region.

15. Waste Management

This waste management is managed by the people of Kampung Pegat Bukur waste contributions which are billed 20,000 / month. Which will later be handed over to the Waste Transporter.

16. PSU and DNX Supply

The business of supplying goods and staples to PT.PSU which is BUMK in collaboration with a third party, if at PT.DNX we provide gallon bottled drinking water with the destination brand.

17. Truck Services

This business will only be opened in 2023, this business is intended for BUMK business activities. For example, village project activities, outside projects and payloads

The Role of Village-Owned Enterprises in Improving the Village Economy

In the context of Village-Owned Enterprises (BUMDes), the role has an important meaning in improving the economy of village communities. BUMDes is an economic institution at the rural level that aims to develop the economy of rural communities and meet the needs of the general public in the form of the provision of goods and services (Ardiansyah Syam, 2020). Thus, the role of BUMDes in the village economy is as a tool to empower the local economy by utilizing the existing potential. In its implementation, the role of BUMDes is also related to the operationalization mechanism handed over to the village community. Village communities need to be prepared in advance in order to be able to accept new ideas about economic institutions that have social and commercial functions (Reni et al., 2022). Appropriate preparations include socialization, education, and training to parties interested in improving the living standards of village communities.

Since the issuance of Law No. 6 of 2014 concerning Villages, many Bumdes have been born, such as in Pegat Bukur Village. Kampung Pegat Bukur is one of the villages that has had Bumdes since 2021, has grown quite significantly and until now has several business units. The establishment of the Batu Bual Sejahtera BUMK Kampung Pegat Bukur intends to motivate or accommodate all activities in increasing community income and to maximize the potential of the village community, be it economic potential, natural resources or human resources.

The following is an analysis of the role of BUMK Batu Bual Sejahtera Kampung Pegat Bukur :

1. *Increase Community Income*

One of the main roles of BUMK in the development of village community business programs is to manage the potential of the village optimally. BUMK can take advantage of local economic potential such as agriculture, fisheries, plantations, household industries, and others to be developed into business programs that can provide benefits to the village

community. This is well done in Pegat Bukur Village where the village government succeeded in establishing BUMK by developing existing potential and involving the community in its management. BUMK also plays a role in empowering the village community through the business programs developed. Through training, mentoring, and coaching, BUMK has helped the people of Pegat Bukur village to be involved in the developed businesses so that they can improve their economic capabilities and skills. Thus, the village community can be an active part in the development of business programs carried out by BUMK Batu Bual Sejahtera.

BUMK Batu Bual Sejahtera in Pegat Bukur Village has a significant role in increasing the income of the village community. The following are some of the roles of BUMK Batu Bual Sejahtera in increasing community income in Kampung Pegat Bukur:

- a) Building business units, BUMK Batu Bual Sejahtera forms and manages business units that are given to the community to be managed. Through these business units, people can develop their economic potential and increase their income.
- b) Providing business loan funds, BUMK Batu Bual Sejahtera provides loan funds to the community to build and develop their businesses. This helps people to have sustainable businesses and increase their income.
- c) Community economic empowerment, BUMK Batu Bual Sejahtera conducts business programs that involve the community in production, marketing, and business management. Through this program, people can be actively involved in increasing their income and creating jobs.
- d) Through partnerships, BUMK Batu Bual Sejahtera establishes partnerships with other companies and agencies to support business development. This helps expand the marketing network and supports the growth of the village community's business.
- e) With the addition of employees/workers, BUMK Batu Bual Sejahtera contributes by increasing the number of employees/workers. This not only provides income to the community, but also helps reduce the unemployment rate in Pegat Bukur village.

Through various programs and activities carried out, BUMK Batu Bual Sejahtera plays an important role in helping to increase community income in Kampung Pegat Bukur. With the existence of BUMK, it is hoped that the community can optimally utilize the potential of the local economy, improve welfare, and create sustainable economic development.

2. *New Job Openings and Unemployment Reduction*

Village-Owned Enterprises (BUMDes) have a vital role in opening new jobs and reducing the unemployment rate in villages. BUMDes was established to drive the local economy by utilizing natural resources and village human resources. One of the main goals of BUMDes is to create job opportunities for rural communities and help overcome the problem of unemployment (Sakti & Suparman, 2020).

BUMK Batu Bual Sejahtera Kampung Pegat Bukur creates new job opportunities by developing various business programs in the village. By utilizing the potential of the local economy such as agriculture, fisheries, plantations, and household industries, BUMK has been able to create jobs for villagers. In addition, BUMK also empowers village communities through training and mentoring to be involved in the businesses developed.

BUMK Batu Bual Sejahtera is a clear example of how BUMDes can play a role in creating jobs and reducing unemployment in the village. BUMK Batu Bual Sejahtera has succeeded in increasing the number of employees and workers as an effort to empower the community and reduce the unemployment rate in Kampung Pegat Bukur. In addition, BUMK Batu Bual Sejahtera also provides original village income to support village development directly and indirectly.

3. *Helping the village financial sector with the potential of Village Original Income*

Village-owned enterprises (BUMDes) have a significant role in helping the village financial sector with the potential of Village Original Income. BUMDes was established to encourage economic life in rural areas with capital coming from natural resources and village human resources. One of the main roles of BUMDes is in managing the potential of the local economy in the village to increase Village Original Income (PAD) and support the development of the village as a whole.

BUMDes helps the village financial sector by developing business programs that can increase Village Original Income (PAD) (Putri, 2020). Through the management of local economic potential such as agriculture, fisheries, plantations, household industries, and other micro businesses, BUMDes can create new sources of income for villages and local communities. Thus, BUMDes plays a role as a driving force in optimizing the economic potential of the village to support sustainable village economic development.

BUMK Batu Bual Sejahtera in Kampung Pegat Bukur also makes a significant contribution to the Village's Original Income. This BUMK has various business programs that have been formed to help increase the income of the local community. One example is the Rental House Management Business Unit, where BUMK manages village-owned rental houses to be used as business units. In addition, BUMK Batu Bual Sejahtera also contributes through the addition of employees/workers as a form of community empowerment and reduction of the unemployment

rate in Pegat Bukur village. This not only provides income to the community, but also helps the cost of village development directly and indirectly.

With business strategies such as business scanning, partnerships, and promotions through websites and social media, BUMK Batu Bual Sejahtera can make a significant contribution to the Original Income of Kampung Pegat Bukur. Through the synergy between the village leaders and BUMK, the economic potential of Kampung Pegat Bukur can be optimized to increase the Village's Original Income as a whole.

4. Community involvement in village development

Village-Owned Enterprises (BUMDes) have an important role in community involvement in village development (Sofian, 2021). The concept of BUMDes as an economic institution managed by the village community itself, by the village, and for the village, is an implementation of the principles of the people's economy that aims to improve the welfare of the village community. One of the important aspects of the role of BUMDes is in facilitating community involvement in the village development process. Community participation plays an important role in the development of Village-Owned Enterprises (BUMK) Batu Bual Sejahtera in Kampung Pegat Bukur. Actively involving the community in the BUMK development process not only increases their involvement, but also strengthens the synergy between BUMK and the local community.

a) Participation in Decision Making

Community participation in decision-making related to businesses and activities carried out by BUMK Batu Bual Sejahtera is very important. The community is given the opportunity to provide input, ideas, and support in every step of the cooperation carried out. Thus, the decisions taken can reflect the needs and aspirations of the community.

b) Transparency and Accountability

BUMK Batu Bual Sejahtera provides clear and transparent information to the public regarding the cooperation carried out. This includes information related to the project, income, and benefits obtained by the community from the collaboration. With transparency and accountability, the public can clearly understand how BUMK's business runs and how they can participate in its development.

c) Community Empowerment

In addition, community participation in the development of BUMK Batu Bual Sejahtera also has an impact on community empowerment. Through this collaboration, the community is given the opportunity to be directly involved in efforts, training, or other development programs that can improve their welfare. Thus, the community is not only a spectator, but also a major actor in the economic development of their village.

Community participation in the development of BUMK Batu Bual Sejahtera in Kampung Pegat Bukur is one of the keys to success in building a sustainable business and empowering the local community. By involving the community in decision-making, implementing transparency and accountability, and empowering the community, BUMK can create a strong synergy between institutions and the community, as well as accelerate the economic development of the village.

BUMK Batu Bual Sejahtera has an important role in community involvement in village development. Here are some examples of the role of BUMK Batu Bual Sejahtera in community involvement in village development:

- a) Community economic empowerment, BUMK Batu Bual Sejahtera empowers the village community by involving them in business programs. For example, BUMK provides skills training to the community to manage agricultural or livestock businesses. Thus, the community can be actively involved in business development and increase their income.
- b) The village deliberation, BUMK Batu Bual Sejahtera involves the community in decision-making related to the business program to be developed. Through village deliberation, the community can participate in determining the direction and type of business that is considered the most suitable for the needs and potential of the village. This strengthens community participation and responsibility in the local development process.
- c) A joint work program, BUMK Batu Bual Sejahtera forms a joint work program with the community to plan, manage, and implement village development programs. Through this program, the community can be actively involved in the village development process and create synergy between the village government, community institutions, and villagers.

With various examples of these roles, BUMK Batu Bual Sejahtera can be a driving force for village development based on active community participation. Through community involvement in various business programs and development activities, it is hoped that Pegat Bukur village can achieve inclusive and sustainable development goals.

The establishment of BUMK itself certainly has a positive impact on the community, especially in advancing the village, opening jobs for the poor so as to reduce the unemployment rate and develop community businesses. In more detail, the impact of the establishment of the Batu Bual Sejahtera BUMK Kampung Pegat Bukur on the community's economy:

1. *Increase Community Income*

The main purpose of the Batu Bual Sejahtera BUMK Kampung Pegat Bukur was built to help increase community income. BUMK Batu Bual Sejahtera Kampung Pegat Bukur forms and builds business

units given to the community to be managed by utilizing the potential of the community so that the potential develops so that the management activities of the business unit can be more planned and in accordance with expectations. The management of BUMK Batu Bual Sejahtera Kampung Pegat Bukur provides loan funds to the community so that they have a business to be built and develop the business so that the community's income can increase.

2. *Reducing the unemployment rate*

BUMK Batu Bual Sejahtera Kampung Pegat Bukur was formed with the aim of creating jobs by providing loans and building business units so that it can reduce unemployment in Pegat Bukur village. The management of BUMK Batu Bual Sejahtera Kampung Pegat Bukur sees and plans the business needed by the community so that the community has a job and the BUMK Batu Bual Sejahtera Kampung Pegat Bukur utilizes the potential of human resources and the potential of natural resources so that the community can manage the business activities that have been formed by the BUMK Batu Bual Sejahtera Kampung Pegat Bukur. This BUMDes was formed to play a very important role by helping the community to have jobs so that the community has their own income and helping the village government in reducing the unemployment rate.

3. *Village Independence*

The establishment of the Batu Bual Sejahtera BUMK of Pegat Bukur Village also aims to advance the village. The management of BUMK Batu Bual Sejahtera Kampung Pegat Bukur formed a business unit and developed the business so that it could have profits from the business unit so that the net profit from the business unit that had been built was given to the village to increase village finances by helping the underprivileged community. The net profit generated from the business unit's activity program also helps meet the learning needs of school children by providing learning needs such as uniforms and school supplies so that the underprivileged community will be helped by the business program and also help the village to progress. So that the business that has been formed and developed by the BUMK Batu Bual Sejahtera Kampung Pegat Bukur can help the village community and help in the progress of the village. The results of the formation of business units that have been obtained are partly given to the village so that the village can manage the profits and put them into the village savings so that the village has its own income. This also aims to benefit from the business results that have been formed by the Batu Bual Sejahtera BUMK Kampung Pegat Bukur can help develop the village to be more advanced. The business units that have been formed by the BUMK Batu Bual Sejahtera Kampung Pegat Bukur itself have been planned and implemented, the essence of which has been accommodated related to business programs will improve the community's economy.

Pegat Bukur BUMK development model with the Penta Helix approach

Currently, BUMK Batu Bual Sejahtera faces several problems that need to be overcome to develop businesses from BUMK. Some of the problems faced today include:

1. *Capital limitations*

One of the main obstacles faced by BUMK Batu Bual Sejahtera is limited capital. Although there has been an initial capital participation from the village revenue and expenditure budget and capital from the CSR program of PT. Berau Coal, but to develop further business, BUMK still needs additional capital.

2. *Limited human resources*

Although the quality of human resources of BUMK Batu Bual Sejahtera is quite good, there are still limitations in the quantity. This can affect the efficiency and productivity of BUMK businesses.

3. *Competition with other businesses*

BUMK Batu Bual Sejahtera also faces competition with other businesses around the village. This competition can affect the competitiveness and market share of BUMK.

4. *Limited market access*

BUMK Batu Bual Sejahtera faces obstacles in market access, especially for agricultural and livestock products. This can affect BUMK's sales and business income.

5. *Infrastructure limitations*

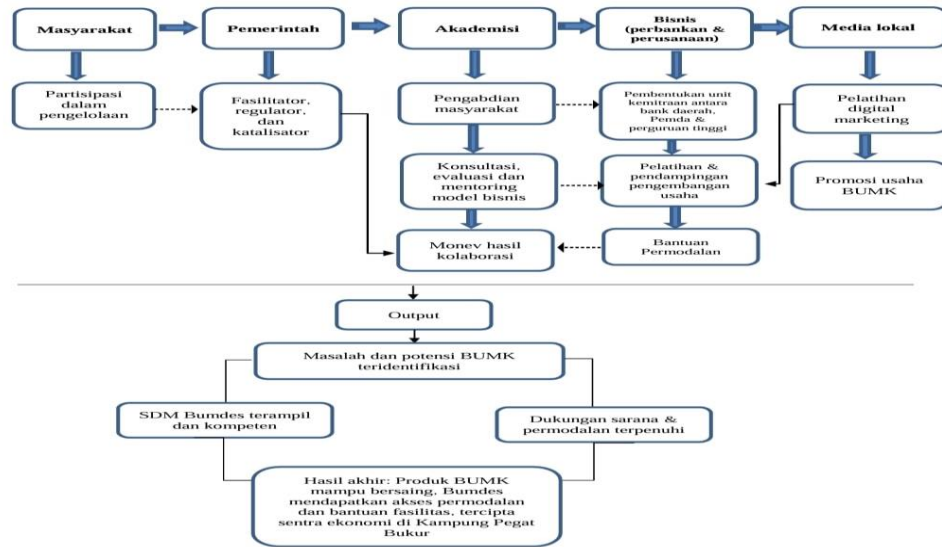
Infrastructure limitations such as damaged roads or lack of access to electricity can also be an obstacle for BUMK Batu Bual Sejahtera in running its business.

6. *Community Involvement*

There are still disputes between groups that make there is a gap in the problems in the midst of the people of Kampung Pegat Bukur so that the people of Kampung Pegat Bukur have not fully participated and are involved in the development of BUMK Batu Bual Sejahtera.

By identifying the problems faced, BUMK Batu Bual Sejahtera needs to formulate the right development strategy by collaborating with multiple actors for the development of BUMK Batu Bual Sejahtera in the future. Currently, collaboration has been carried out between the village government, the community and partner companies in developing BUMK Batu Bual Sejahtera, but this has not been able to develop the potential of Pegat Bukur village to the maximum. This is the focus of the researcher to develop a renewal model with the Penta helix approach. The results of the data analysis were then binoculars with a pentahelix model. This is embraced so that researchers can find the relationship between the involvement of five main actors, namely academics, industry, community, government, and media in collaborating to develop BUMK Batu Bual Sejahtera through their respective roles. The following is an illustration of the collaboration.

Figure 3 Development Model of BUMK Batu Bual Sejahtera



Source: The results of the author's analysis
 Processed by the author on May 25, 2024

In the development model of BUMK Batu Bual Sejahtera with a multi-actor Pentahelix approach, the following is the role of each pentahelix actor in the collaboration:

1. *Community*

The people of Pegat Bukur village can be the main actors in carrying out business programs built by BUMK Batu Bual Sejahtera. With active community involvement, these programs can be more successful and provide greater benefits to the welfare of the community

2. *Berau Regency Government*

The government plays the role of facilitator, regulator and catalyst in the collaboration. As a facilitator and catalyst, the Berau Regency Government through the Pegat Bukur Village Government provides training and development facilities for the people of Pegat Bukur Village. The training is collaborative with media actors, academics, and partner companies. As a Regulator, the Berau Regency Government can make a policy for ASN every week to be obliged to shop at businesses run by BUMK. This can adopt the Surabaya City Government's policy to empower MSEs through the E-Peken policy where every week ASN is required to shop through the E-Peken platform.

3. *Academics*

The role of academics is to conduct community service to Pegat Bukur Village to conduct field observations on the identification of the potential of Pegat Bukur Village and the problems faced in the development of village potential. In their research, academics are expected to be able to provide policy alternatives to academic studies that have been carried out.

4. *Partner companies*

Partner companies can establish partnerships with BUMK Batu Bual Sejahtera to support business development. Support from partner companies in the form of capital, knowledge, or market access can help expand BUMK's business while providing training for the development of BUMK Batu Bual Sejahtera's human resources by collaborating with actors, academics, and the media

5. *Media*

The role of media actors is to provide an introduction to digital marketing and the digitization of BUMK management. Media actors also play a role in promoting the business run by BUMK

CONCLUSIONS AND RECOMMENDATIONS

From the description and analysis of the discussion of the research results, it can be concluded that:

1. Kampung Pegat Bukur has diverse potentials such as the potential for human resources, the potential for natural resources, and the potential for local economic resources. With all the potential, the Pegat Bukur Village Government established the Batu Bual Sejahtera BUMK and the BUMK has been able to utilize the potential of the village into 17 business units that are managed and developed together with the community. Through various business units that have been formed, BUMK has succeeded in improving the economy of the local community and making a positive contribution to the village's original income.
2. BUMK (Village-Owned Enterprise) Batu Bual Sejahtera in Kampung Pegat Bukur has a significant role in improving the village economy. BUMK Batu Bual Sejahtera has played a role in increasing community income, opening new jobs and reducing unemployment, assisting the village financial sector with the potential of Village Original Income, and increasing community involvement in village development. With this role, the presence of BUMK Batu Bual Sejahtera in Pegat Bukur Village has had an impact on increasing community income, reducing the unemployment rate, and village independence. Thus, BUMK can act as a driving force for the village economy and make a positive contribution to the welfare of the village community.
3. The existing condition of the development of BUMK Batu Bual Sejahtera is still only hindering collaboration between the village government, the village community and partner companies. The development of BUMK Batu Bual Sejahtera should use a development model with the Pentahelix actor approach where there is the government, the community, companies (Business), academics and the media. Companies can collaborate with regional banks to provide access to capital. Academics can play a role in preparing a study on the development of BUMK by utilizing the potential and assets of the village, making business plans and providing human resources for

managers and the media can provide understanding related to the development of the digital economy and strengthening business promotion

From the analysis of the discussion of the research results and the drawing of conclusions, the researcher recommends to:

1. To optimize the role of BUMK, it is recommended to increase partnerships with partner companies in business development, including improving the quality of products or services, market development, and product innovation. In addition, BUMK needs to focus on community empowerment through training programs, direct participation in business, and local potential development. Regular monitoring and evaluation of cooperation with partner companies also needs to be carried out to ensure the sustainability and success of the cooperation. To solve the problem of developing BUMK business units, it is recommended to diversify the business by developing new business units that are in accordance with the local potential of the village, such as the development of agricultural, fishery, or local handicraft businesses. In addition, it is important to strengthen cooperation with local farmers, breeders, and business actors to expand business networks and improve market access.
2. To overcome obstacles to BUMK development such as limited capital and human resources, some recommendations for completion that can be done are:
 - a. To provide additional capital, BUMK needs to look for additional sources of funding such as partnership programs with financial institutions, business loans, or fundraising through crowdfunding programs.
 - b. Increasing human resource qualifications requires an increase in qualifications, the number of workers, incentives, and training to overcome the limitations of human resources.
 - c. Multi-Actor Collaboration, involving all village communities, village governments, BUMKs, partner companies, and academics, and the media in the development of BUMK with the Penta Helix approach.

ADVANCED RESEARCH

Every research certainly has limitations. Limitations in the sense of research limitations that affect the researcher's ability to explore the data being studied, the limitations of available data, or external factors of the research such as time and resource limitations. So that further research is needed for the perfection of this research.

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