

## Implementation Of Village-Owned Enterprise (Bumdes) Policies In Kebonpedes District, Sukabumi Regency

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### ABSTRACT

This study aims to determine how the policy implementation of the Village-Owned Enterprises (BUMDes) is carried out in Kebonpedes Subdistrict, Sukabumi Regency. The background of this research is the low functionality level of BUMDes in the region, as indicated by the higher number of inactive BUMDes compared to active ones. This research uses a qualitative method with a descriptive approach. Data collection techniques include observation, interviews, and documentation. The study applies the policy implementation theory by Van Meter and Van Horn, which consists of six indicators: policy standards and objectives, resources, inter-organizational communication, characteristics of implementing agents, social, economic and political conditions, and the disposition of the implementers. The results show that the implementation of the BUMDes policy in Kebonpedes Subdistrict has not been optimal. This is due to several factors, such as limited understanding of the policy, lack of human resources and supporting facilities, and weak coordination among related parties. Additionally, community participation remains low due to limited socialization and unequal understanding of the roles and benefits of BUMDes. Therefore, improvements in resources, communication, and institutional capacity building are needed so that BUMDes can function effectively in accordance with the policy objectives



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## 1. INTRODUCTION

The mandate of Law Number 6 of 2014 concerning Villages carries a vital objective: to restore the role of the village as a governmental institution at the lowest administrative level, yet one with strategic significance within the

governance system of the Unitary State of the Republic of Indonesia. This law positions villages as legal community units that are recognized and respected, endowed with the authority to govern and manage governmental, developmental, and community affairs based on local initiatives, original rights, and traditional customs acknowledged within the national governance framework.

As autonomous entities with full authority over their internal governance, villages are expected to develop and manage their local potentials by emphasizing participatory and sustainable approaches. One tangible manifestation of village economic empowerment is the establishment of Village-Owned Enterprises (BUMDes), whose formation is agreed upon through village deliberations (*musyawarah desa*). BUMDes are intended to manage local resources and village-owned assets in a way that promotes community welfare and economic resilience. In the context of village development, the village's inherent potential should serve as the primary basis for planning and implementation. This potential encompasses natural resources, human resources, and socio-cultural assets.

Therefore, it is essential for villages to identify, explore, and map out these potentials as foundations for development tailored to local wisdom and needs.

BUMDes function as village economic institutions established and legitimized through participatory decision-making processes. These institutions uphold the principles of mutual cooperation, community participation, empowerment, transparency, accountability, and sustainability. The establishment of BUMDes is also expected to strengthen social relations among villagers in pursuing collective economic progress and village development.

One of the regions that has demonstrated a strong commitment to the development of Village-Owned Enterprises (BUMDes) is Sukabumi Regency. All villages in this area are encouraged to develop BUMDes in accordance with their foundational principles and objectives. This program is considered vital for realizing village autonomy and strengthening local economic development based on the utilization of village potential. Villages are expected to foster innovation and creativity in managing their resources in order to enhance the sustainable welfare of their communities. However, the implementation of BUMDes policies in Sukabumi Regency still faces numerous challenges. According to data published by the West Java Open Data website in 2024, out of a total of 381 villages, only 54 BUMDes are categorized as active, while the remaining 327 are considered inactive. This disparity reflects the suboptimal

implementation of BUMDes programs at the village level and highlights the gap between policy expectations and the realities on the ground.

This condition indicates that the existence and operation of BUMDes in Sukabumi Regency have not yet fully aligned with the mandates of the relevant regulations. Many BUMDes have yet to establish or professionally manage business units, which limits their ability to significantly contribute to increasing Village Original Revenue (PADes). Only around 30 percent of the total villages have well- functioning BUMDes that make a tangible contribution to local economic development. These facts underscore the need for a comprehensive evaluation of BUMDes policy effectiveness, along with strategic efforts to strengthen institutional capacity and encourage greater community participation in BUMDes management. Based on the aforementioned issues, this study focuses on the Village-Owned Enterprises (BUMDes) in Kebonpedes District, Sukabumi Regency.

In this subdistrict, BUMDes have not yet been fully realized and have not demonstrated a significant impact on either Village Original Revenue (PADes) or the welfare of the local community. Kebonpedes District consists of five villages, all of which have not been able to develop their BUMDes in accordance with the principles and objectives outlined in Regent Regulation Number 33 of 2016. This situation is evidenced by the table below, which shows the status of active and inactive BUMDes in Kebonpedes District as follows:

**Tabel 1. Number of Villages Based on BUMDES Status in Kebonpedes District in 2024**

No	Village Name	Bumdes Name	Business Unit	Bumdes Status	
				Active	Non-Active
1	Desa Kebonpedes	BUMDES Amanah	Agrowisata		V
2	Desa Sasagaran	BUMDES Jaya Abadi	Simpan Pinjam, Jasa Sewa Angkutan Umum	V	
3	Desa Jambenenggang	BUMDES Mugi Rahayu	Budidaya Jamur	V	
4	Desa Bojongsawah	BUMDES Saluyu	Pertanian		V
5	Desa Cikaret	BUMDES Unggul Mandiri	Pertanian		V

Source: Research Data, 2025

Based on the table above, it can be seen that out of the five villages in Kebonpedes District, Sukabumi Regency, only two BUMDes are categorized as active, while the remaining three are inactive. The implementation of

BUMDes in this district still faces numerous shortcomings. Most existing BUMDes have not been able to consistently operate sustainable business units. One contributing factor is the frequent change in village government leadership, which also leads to changes in BUMDes management structures.

Additionally, it was found that several BUMDes are managed by individuals who lack the necessary competence in business and enterprise management, primarily due to the limited availability of qualified human resources at the village level. Another major issue is the lack of public awareness regarding the existence and purpose of BUMDes. In many cases, only a small portion of the community is aware of the presence and role of BUMDes, which in turn negatively affects the level of community participation in supporting and operating BUMDes in accordance with its foundational principles and objectives.

This failure has resulted in village governments continuing to rely heavily on financial support from regional governments to carry out their administrative functions. The development and management of the village's economic potential have not been properly implemented. As an economic institution based in rural areas, the Village-Owned Enterprise (BUMDes) is expected to serve as an economic pillar of the village, fulfilling both social and commercial functions.

As a social institution, BUMDes is expected to prioritize the interests of the village community by providing services that benefit the local population. This aligns with its position as an economic entity under the village government. On the other hand, its commercial function is similar to that of a business enterprise, where BUMDes aims to generate profit by managing and marketing products or services derived from the village's economic potential.

## **2. LITERATURE REVIEW**

### **Policy Standards and Objectives**

Policy standards and objectives serve as the fundamental benchmarks that must be clearly understood by policy implementers in order to maximize the implementation process. Therefore, it is crucial to designate implementing agents with strong performance capabilities to effectively realize the policy itself.

Performance is a critical factor, as it can indicate the extent to which the policy's requirements and objectives are achieved. When implementers demonstrate good performance, it suggests a strong alignment between policy planning and its execution.

## **Resources**

Policy resources are a critical component for supporting the successful implementation of a policy or program in accordance with its intended plan. Policies also include accessible resources that facilitate administrative processes, including funding or incentives to support the facilities needed during implementation. Resources encompass human resources, budgetary resources, and time. Among these, human resources are particularly essential to ensure effective policy implementation. However, when there is a lack of capacity in this area, it becomes extremely difficult to expect successful public policy performance.

## **Communication**

Communication is a complex process that demands effectiveness both within and between stakeholders, as it requires strong coordination to ensure successful policy implementation. Fundamentally, communication plays a crucial role in determining the success of the implementation process. Policy implementers may find it significantly more difficult to carry out policy objectives if various sources of communication provide inconsistent interpretations of policy standards and goals, or if the same sources deliver conflicting interpretations over time.

## **Characteristics of Implementing Agents**

The characteristics of implementing agents refer to the attitudes and behaviors of those responsible for executing the policy. These characteristics serve as key indicators of how well policies may be implemented. This can be observed through bureaucratic structure, prevailing norms, and patterns of relationships within the bureaucracy—all of which significantly influence the implementation of a program. The effectiveness of policy implementation is often shaped by the compatibility between the agents' traits and the demands of the policy. For instance, in the case of a public policy aimed at radically changing human behavior or conduct, the implementing agents must possess firm characteristics and adhere strictly to rules and legal sanctions.

## **Social, Economic, and Political Conditions**

An important aspect to consider in evaluating the extent to which the environment contributes to the implementation of a policy is the influence of external conditions—namely, the social, economic, and political environment. Support or active involvement from these three external factors can significantly enhance the success of policy implementation. In the context of this study, the focus is on how such external conditions can support the

implementation of BUMDes (Village-Owned Enterprises) policy in Kebonpedes Village, Kebonpedes Subdistrict, Sukabumi Regency.

Therefore, the economic, social, and political environment also constitutes a crucial issue that must be taken into account when assessing the success of policy implementation. An uncondusive social, economic, or political environment can lead to the failure of policy performance and act as a significant barrier to effective implementation.

### **Disposition of Implementers**

Disposition, or the attitudes of implementers, is assessed through various components of the model, filtered by the perceptions of those responsible for implementing the policy within the jurisdiction where it is applied. A dominant attitude to observe is how well implementers understand the content of the policy and how they respond to that understanding—whether through acceptance, neutrality, rejection, or the intensity of their reaction. The attitudes and tendencies of policy implementers can significantly influence the success or failure of public policy implementation. This can occur particularly when the policy being implemented is not derived from or aligned with the real problems experienced by local communities who are most familiar with the issues.

### **3. METHODS**

A research study is conducted in a systematic and structured manner, based on a well-defined plan and in accordance with scientific principles. In conducting a study, the researcher must select a research method that is suitable and relevant to the conditions and context of the research being undertaken. In this study, the researcher employed a qualitative research method. According to Creswell in his book *Research Design* (2016:4-5), qualitative research is:

The qualitative research method is used to understand the meaning behind a phenomenon related to social issues. In this research plan, the researcher aims to explore and comprehend the meaning of the social phenomenon concerning the implementation of the Village-Owned Enterprises (BUMDesa) policy from the perspectives of the participants. During the research process, the researcher analyzes this issue in relation to broader social problems by applying several essential efforts, including posing questions to participants, collecting data, and then analyzing and interpreting the data using a descriptive approach.

The research was conducted in Kebonpedes Sub-district, Sukabumi Regency, which consists of five villages. The research informants included



Village Heads and the Heads of Village-Owned Enterprises (BUMDes) in each village. Data collection techniques involved direct observation, in-depth interviews, document studies, and triangulation. In analyzing the data, the researcher carried out data reduction, which refers to the process of selecting and simplifying relevant data obtained from the field. Once the data were reduced, the next step was data display, which is a crucial phase. Data display refers to the organized presentation of various sets of information or data, enabling the researcher to draw conclusions. The final step was drawing conclusions, which represents the final stage of the research process aimed at providing meaning to the data that had been analyzed and verified. Verification, in this context, refers to the reflective thinking process conducted by the analyst throughout the course of writing, as stated by Miles and Huberman (2014: 16-19).

#### **4. RESULTS AND DISCUSSION**

##### **Policy Measures and Objectives**

Policies are formulated to address universal problems that may arise from public demand or from urgent issues perceived by society, which require resolution by the government. These demands represent one of the inherent characteristics of public policy. According to Agustino (2014:9), public policy is characterized by five essential elements: demand, decisions, statements, outputs, and outcomes. Indirectly, the ultimate goal of public policy is to deliver benefits to the public.

In this context, the scope of policy measures and objectives becomes a crucial aspect of research. When implementers lack an understanding of the intended goals and scope of a policy, it can lead to a mismatch between policy formulation and implementation. Therefore, implementers of the Village-Owned Enterprises (BUMDesa) Policy in Kebonpedes Subdistrict, Sukabumi Regency, must clearly comprehend the key indicators and objectives that underlie the implementation of the BUMDesa Policy.

Therefore, the implementation of the policy must be carried out as effectively as possible to achieve the expected requirements and objectives outlined in the policy decision. In relation to this, Van Meter and Van Horn (1975:464) argue that to assess the success of policy implementation, it is necessary to examine both the outputs produced and the identity or characteristics of the individuals involved in the implementation process. In the dimension of policy measures and objectives, this study seeks to explore the background behind the establishment of the Village-Owned Enterprises (BUMDesa) Policy, as well as the key benchmarks and legal foundations that support the formulation of the BUMDesa Policy.

Based on the results of field interviews conducted by the researcher, in general, the BUMDesa (Village-Owned Enterprises) policy represents a form of government intervention aimed at promoting rural economic development based on local potential and community participation. The policy's performance measures can be assessed through various indicators, such as the scope of implementation areas, the amount of funding allocated, the number of business units developed, and the level of community participation in BUMDesa activities. The primary objective of the BUMDesa policy is to improve the welfare of rural communities by strengthening the local economy, creating employment opportunities, increasing village income, and reducing inter-regional disparities. This policy also aims to enhance village autonomy and support the implementation of Law Number 6 of 2014 on Villages, which grants villages greater authority to manage their potential independently and sustainably.

The background of the BUMDesa (Village-Owned Enterprises) policy in Kebonpedes Subdistrict, Sukabumi Regency, was identified through interviews with key informants. The policy stems from the spirit of Law Number 6 of 2014 on Villages, and was further reinforced by Sukabumi Regent Regulation Number 33 of 2016. In the past, many villages were merely objects of development. However, under the current framework, villages are granted the authority to design and implement their own development agendas, including the establishment of BUMDesa. The government recognized that many rural potentials had not been optimally utilized. Therefore, BUMDesa was introduced as a tool to stimulate the local economy. The main objectives are to promote village self-reliance, reduce dependency on central government, and create new economic opportunities for local communities. Through BUMDesa, villages are expected to manage their local resources in a more professional and sustainable manner.

### Resources

Human resource development is one of the key efforts by an organization to shape its members into qualified and competent individuals—those who possess the necessary skills, understanding, knowledge, work capabilities, and organizational loyalty. Funding is also a critical component in supporting policy implementation, as it forms the foundation for the potential success of a policy. Without adequate funding, even the most well-designed policies are unlikely to succeed and may instead lead to failure. The resource dimension is a crucial aspect in the successful implementation of the BUMDes (Village-Owned Enterprises) policy. Without sufficient resource support, even well-formulated policies cannot be executed effectively. In the context of BUMDes, the resource dimension includes human resources, financial resources, physical resources, and informational resources.



#### a. Human Resources (HR)

The implementation of the BUMDesa (Village-Owned Enterprises) policy heavily relies on the quality and capacity of the human resources involved, including BUMDesa managers, village officials, and community members. Several issues related to human resources have emerged in the implementation of BUMDesa policy in Kebonpedes Subdistrict, Sukabumi Regency. These include:

- 1) Low managerial and entrepreneurial competencies among BUMDesa administrators;
- 2) Limited training and technical assistance provided by the government or relevant stakeholders; and
- 3) Insufficient experience among BUMDesa managers in running business units professionally.

#### b. Financial Resources

The financial aspect serves as a key support in operating BUMDes business units. Funding sources typically include:

- 1) Capital injection from the Village Budget (APBDes);
- 2) Grants from the central, provincial, or regency governments; and
- 3) Loans or partnerships with third parties (private sector, NGOs, or banking institutions).

However, many BUMDes face challenges in ensuring transparent and accountable financial management, as well as limited initial capital, which often hinders the growth and development of their business units.

#### c. Physical Resources

Physical resources include facilities and supporting infrastructure, such as:

- 1) A representative office or business premises;
- 2) Production or operational equipment; and
- 3) Supporting infrastructure such as road access, electricity, and internet connectivity.

In several villages, the lack of adequate physical facilities often becomes a barrier to running business activities optimally.

#### d. Informational Resources

Adequate access to information—such as business opportunities, market data, regulations, as well as administrative and reporting systems—is also considered a vital resource. BUMDes entities that lack proper access to such information tend to experience stagnation or even fail to grow. This information can be obtained through training, mentoring, or partnerships with external parties such as universities or relevant government agencies.

### Communication

Communication plays a vital role in providing direction and knowledge to policy implementers to prevent the misinterpretation of information, which may lead to differing perceptions among implementers during the policy implementation process. The importance of communication, according to Van Meter and Van Horn (1975:466), lies in the assertion that effective implementation requires program standards and objectives to be clearly understood by the individuals responsible for achieving them. Inter-organizational communication is one of the key dimensions in the implementation of public policy, including the execution of BUMDesa (Village-Owned Enterprises) policies. This dimension refers to the extent to which communication among various involved entities (institutions or organizations) can support policy implementation in an effective, coordinated, and sustainable manner.

In the context of BUMDesa, inter-organizational communication includes the relationships between:

#### a. Village Government and BUMDesa Management

Internal communication at the village level—particularly between the village head, village apparatus, and BUMDesa administrators—must function effectively. A lack of communication often leads to misunderstandings regarding policy direction, role distribution, and responsibilities in managing BUMDesa.

#### b. Relevant District/City Agencies (e.g., the Community and Village Empowerment Office)

The involvement and support of technical government agencies are essential, whether in the form of training, technical assistance, capital support, or regulatory guidance. Poor communication between BUMDesa and these agencies can hinder access to development programs or government funding.

#### c. Supporting Institutions/NGOs

NGOs, universities, and village assistance institutions often play a role in building the capacity of BUMDesa. Open and synergistic communication allows

for effective knowledge transfer, monitoring, and evaluation of BUMDesa performance.

#### d. Village Community

Although not a formal organization, the village community serves as both the owner and beneficiary of BUMDesa. Participatory communication between BUMDesa and the community is essential to ensure that business activities are accepted, supported, and jointly supervised. Without such communication, distrust and resistance from residents are likely to emerge.

#### Characteristics of Implementing Agents

The characteristics of implementing agents are a crucial aspect in the execution of a policy. These characteristics can be observed through the implementers' compliance with applicable rules and legal frameworks. This aspect requires serious attention, as the behavior and attributes of implementing agents can significantly influence the performance and success of policy implementation. This dimension refers to the quality, capacity, and background of individuals or groups directly responsible for policy execution—in this case, the management or administrators of BUMDesa (Village-Owned Enterprises). The characteristics of implementing agents play a critical role in determining the effectiveness and success of BUMDesa policy implementation at the village level.

These characteristics include aspects such as:

##### a. Competence and Capacity of Human Resources

Policy implementers, specifically BUMDesa managers, are expected to possess knowledge and skills in business management, administration, finance, and an understanding of business models. Many BUMDesa units have yet to develop optimally due to the insufficient technical capabilities of their administrators. In practice, common issues found among BUMDesa management include a lack of training and mentoring, the appointment of administrators based on personal relationships rather than merit, and the absence of a professional recruitment and selection system.

##### b. Commitment and Integrity

The success of BUMDesa is strongly influenced by the integrity and commitment of implementing agents to the goals of village development. Administrators who act dishonestly, lack transparency, or prioritize personal gain over collective benefit can severely damage public trust and undermine the foundational purpose of BUMDesa as a community-owned enterprise.

##### c. Understanding of Policies and Regulations

BUMDesa administrators are required to have a clear understanding of the legal frameworks governing the establishment and management of BUMDesa, such as Ministerial Regulation of the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Permendesa PDTT) No. 4 of 2015, Law No. 6 of 2014 on Villages, as well as the Articles of Association/Bylaws (AD/ART) and Village Regulations (Perdes) concerning BUMDesa. A lack of such understanding often leads to errors in administrative procedures, financial reporting, and even conflicts with the village government or the local community.

#### d. Communication and Coordination Skills

Implementing agents must be capable of effective communication and coordination with village officials, the local community, relevant government agencies, and business partners. Agents who are uncommunicative or lack interpersonal skills may face difficulties in building collaborative networks and securing the necessary support for BUMDesa operations.

#### e. Socio-Educational Background

The social background of implementing agents also influences their perspectives on enterprise management. For example, individuals from entrepreneurial family backgrounds tend to be more adaptive to business risks. On the other hand, a low level of formal education often poses challenges in areas such as reporting, planning, and business strategy development.

#### Economic, Social, and Political Conditions

The implementation of a policy is inevitably influenced by its external environment, which includes economic, social, and political conditions. These factors may indirectly affect whether a public policy is implemented successfully or not. Van Meter and Van Horn also emphasized the significance of environmental factors in evaluating the extent to which they support policy effectiveness. The dimension of economic, social, and political conditions constitutes external variables that significantly influence the implementation of BUMDesa policies. These three aspects shape the environment in which the policy operates and directly or indirectly affect the success or failure of its implementation.

##### a. Economic Conditions

The economic condition of a village significantly influences the support capacity and sustainability of BUMDesa enterprises. Key aspects of this dimension include:

1) Household income levels – When the majority of villagers belong to low-income groups, their purchasing power for BUMDesa products or services tends to be limited.

2) Market access and distribution networks – Limited access to broader markets often hampers the growth of BUMDesa products.

3) Availability of local resources – Economic potential such as agricultural products, fisheries, or handicrafts forms the foundation for developing BUMDesa business units.

BUMDesa entities located in areas with strong economic potential and abundant local resources are generally more likely to thrive than those operating in economically constrained regions.

#### b. Social Conditions

Social factors play a critical role in shaping community support or resistance toward the implementation of BUMDesa policies. Key elements within this dimension include:

1) Level of community participation – The higher the level of public involvement in village deliberations, the greater the support for BUMDesa policies.

2) Culture of mutual cooperation and trust – Social values such as mutual cooperation (gotong royong), solidarity, and a sense of ownership toward BUMDesa enhance the success of policy implementation.

3) Education and financial literacy – Communities with limited understanding of BUMDesa concepts or economic principles tend to be less engaged and may even respond with skepticism.

#### c. Political Conditions

Political stability and dynamics at the village level are also critical in determining the success of BUMDesa policy implementation. Several key factors within this aspect include:

1) Support from the village head and village apparatus – The implementation of BUMDesa policies relies heavily on the political commitment of the village leadership.

2) Intervention by local elites or personal interests – If BUMDesa is influenced or controlled by political agendas or serves only certain groups, its sustainability is likely to be compromised.

3) Relationship between the village government and the Village Consultative Body (BPD) – A lack of harmony between village institutions can trigger conflicts in the policy decision-making process related to BUMDesa.

In addition, changes in village leadership often affect the continuity or direction of BUMDesa policies, particularly when there is a shift in vision and work programs.

#### Implementers' Disposition

Policy implementers must behave in accordance with prevailing regulations during the implementation process to minimize various issues that could hinder policy execution and to achieve the intended objectives of the BUMDesa policy. The achievement of these objectives largely depends on the attitudes and dispositions of the implementers during the execution phase. According to Van Meter and Van Horn (1975:472), several factors influence the implementation of a policy, including how implementers understand and respond to the existing policy, as well as their acceptance or rejection of the BUMDesa program.

The implementers' disposition toward the policy's standards and objectives is equally important. Their understanding of the policy's overall goals and specific objectives is crucial for effective implementation. Moreover, the success of policy execution may be hindered if those in authority are unaware that they are not strictly adhering to the established policy directives.

The disposition dimension refers to the attitudes, perspectives, intentions, and commitments of individuals or groups responsible for implementing a policy in relation to its content and objectives. In the context of BUMDes policy implementation, this dimension is particularly crucial, as the success of the policy on the ground is not solely determined by formal instructions or organizational structures, but also by how implementers understand, accept, and support the policy. A positive disposition will encourage implementers to take initiative, work optimally, and overcome obstacles in the policy implementation process. Conversely, a negative disposition may result in stagnation, half-hearted execution, or even policy deviation and misuse.

##### a. Understanding of Policy Objectives

Policy implementers (including BUMDes administrators, village officials, and other related parties) must have a comprehensive understanding of the objectives behind the establishment of BUMDes, namely as a means to enhance the village economy, provide public services, and increase the village's original revenue (PADes). A lack of understanding regarding the intent of the policy



often leads to its implementation merely as a formality, without embodying the spirit of empowerment.

b. Commitment and Loyalty

The level of commitment demonstrated by implementing agents toward the success of BUMDes serves as a primary indicator of their disposition. Implementers with high dedication will actively seek solutions to operational challenges, engage in innovation, and maintain public trust. However, it is not uncommon to encounter managers who perform their duties passively or are merely motivated by personal incentives.

c. Personal Interests vs. Collective Interests

When implementers tend to prioritize personal interests—such as seeking individual profit or using BUMDes as a tool for political agendas—the implementation of the policy may deviate from the fundamental values of BUMDes. This can lead to internal conflicts, a loss of community trust, and even business losses.

d. Mental Readiness and Response to Challenges

The attitude of implementers toward challenges is also part of their disposition. In managing BUMDes, implementers often face common issues such as limited capital, restricted market access, or lack of support from policy stakeholders. Implementers who are mentally prepared and responsive will continue to take action and adapt, whereas those with a passive attitude tend to blame external conditions.

e. Ethics and Social Responsibility

The disposition of implementers also reflects the extent to which they carry out their duties with ethics, transparency, and social responsibility toward the village community. Implementers with strong moral principles will uphold accountability, be open to supervision, and foster transparent communication with the community.

From the explanation above, it can be understood that the dimension of implementers' disposition is a key aspect in the successful implementation of BUMDes policies. The attitudes, commitment, and ethics of the implementers play a crucial role. Therefore, character development, improved understanding, and the establishment of effective incentive and supervision systems are essential to encourage a positive disposition that is oriented toward village development.

## 5. CONCLUSION

Based on the findings of this study, it can be concluded that the implementation of the Village-Owned Enterprise (BUMDes) policy in Kebonpedes Subdistrict, Sukabumi Regency has not yet been fully optimal. Although some implementers have understood the objectives of the policy, its implementation in the field still faces various internal and external obstacles.

Using the implementation dimensions proposed by Van Meter and Van Horn namely human resource development, organizational strengthening, and institutional transformation the following conclusions can be drawn:

a. The implementation of the BUMDes policy has been understood by some implementers at the village level, particularly in terms of its objective to improve the village economy and community welfare through the management of village-owned enterprises. However, there are still shortcomings in the understanding of formal regulations such as government provisions and technical guidelines. In addition, not all villages have comprehensive operational manuals to serve as a reference for implementation.

### b. Resources

The availability of supporting resources particularly budget and infrastructure remains limited in several villages. Some BUMDes face constraints in business capital, supporting facilities, and adequate office space. However, the availability of human resources is relatively sufficient, although capacity building is still needed through training in managerial skills and business management.

### c. Inter-Organizational Communication

Coordination between the village government, sub-district authorities, and the Community and Village Empowerment Agency (DPMD) of Sukabumi Regency has not yet been fully optimized. A lack of information dissemination, technical assistance, and limited socialization of regulations has led to differing perceptions in the implementation of BUMDes policies. However, internal communication at the village level has been relatively effective through village deliberations and the involvement of village officials.

### d. Characteristics of Implementing Agents

The characteristics of policy implementers do not yet fully meet ideal standards. The roles and functions of BUMDes managers—such as directors, secretaries, and treasurers—are not well-structured in several villages. This is due to a lack of technical training, recruitment based on personal relationships

rather than merit, and weak oversight and control from the relevant authorities.

**e. Socio-Economic and Political Conditions**

The social environment in Kebonpedes District is relatively supportive of BUMDes implementation, particularly due to the trust and participation of the village community. Economically, BUMDes programs have contributed to job creation and offered alternative sources of income. However, political conditions at the village level such as changes in village leadership or institutional dynamics sometimes affect the continuity of programs and the stability of BUMDes management.

**f. Attitudes or Dispositions of Implementers**

The attitude of the implementers toward the BUMDes program is generally positive. They recognize the importance of BUMDes in supporting village development. However, they expect greater attention from the local government in the form of intensive mentoring, capital strengthening funds, and managerial training. Support from the district government has not yet fully prioritized BUMDes development as a key agenda.

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