

## Innovation And Creativity As Managers BUMDesa KUEMDes Driving And Entrepreneurial Activity Village

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### **ABSTRAK**

*Tujuan dari penelitian ini adalah untuk mengetahui tindakan inovatif dan kreatif yang diambil oleh manajemen BUMDesa dalam memanfaatkan potensi desa untuk meningkatkan kesejahteraan masyarakat desa Hendrosari. Penelitian ini menggunakan metode penelitian kualitatif, dimana fokus penelitian menggunakan pendekatan phenomology. Teknik pengumpulan data penelitian ini adalah teknik observasi, teknik wawancara mendalam (dokumentasi) melalui snowball sampling kepada manajemen BUMDesa. TKT (Level of Technology Preparedness) dalam bentuk bisnis BUMDesa dijalankan dengan menghasilkan keuntungan yang dapat memberikan manfaat bagi Desa dan Masyarakat. Semakin banyak masyarakat desa memainkan peran aktif dalam melaksanakan kegiatan BUMDesa dan menghasilkan keuntungan, TKT telah dinyatakan berhasil. Akibatnya, Pemerintah Desa Hendrosari melalui KUEMDes dan BUMDesa melakukan terobosan dengan mengembangkan wisata Lontar Sewu. Dana digunakan tidak hanya dari APBD tetapi juga dengan mengajukan dana dengan Program Percontohan Inkubasi Inovasi Desa dalam Pembangunan Ekonomi Lokal melalui Direktorat Pengembangan Bisnis Ekonomi Pedesaan (PUED, Kementerian Daerah Tertinggal (PDT) dan Transmigrasi. Dengan pendanaan sebesar Rp1,3 miliar dan dana anggaran tambahan sebesar Rp300 juta, Lontar Sewu Eduwisata Hendrosari Village mampu meningkatkan pendapatan pemerintah desa dan masyarakat di Desa Hendrosari sebesar Rp40 juta per bulan.*

**Kata kunci:** eduwisata, Inovatif, Potensi Desa

### **ABSTRACT**

*The purpose of this research is to find out the innovative and creative actions taken by BUMDesa management in utilizing the potential of the village to improve the welfare of the Hendrosari village community. This research uses qualitative research methods, where the focus of the research is using the phenomology approach. The data collection technique of this research was observation technique, in-depth interview technique (documentation) through snowball sampling to the BUMDesa management. TKT (Level of Technology Preparedness) in the form of BUMDesa businesses runs by generating profits that can provide benefits to the Village and Community. Increasingly the village community plays an active role in implementing BUMDesa activities and generating profits, the TKT has been declared successful. As a result, the Hendrosari Village Government through the KUEMDes and BUMDesa made a breakthrough by developing the Lontar Sewu tour. Funds are used not only from the APBDes but also by applying for funds with the Pilot Program for Incubation of Village Innovation in Local Economic Development through the Directorate of Rural Economic Business Development (PUED, Ministry of Disadvantaged Regions (PDT) and Transmigration. With funding of Rp1.3 billion and additional budget funds amounting to Rp300 million, Lontar Sewu Eduwisata*

*Hendrosari Village was able to raise the village government and community income of Hendrosari Village by Rp40 million per month.*

**Keywords:** *Edu Tourism, Innovative, Village Potential*

## INTRODUCTION

Hendrosari Village is a village in Menganti sub-district in Gresik Regency, East Java, Indonesia. Menganti the District in Gresik, which is located on the south town of Gresik. the division of land in the village Hendrosari mostly land Tree Farm Siwalan and food crop rice in the rainy season, while corn and Polowijo in the dry season.

Size Region Village Hendrosari is 192 Ha which is administratively divided into two hamlets namely Hendrosalam and Hendrosari. The village heads who have served until now are as follows: Temo (... until 1932), H. Suleman (1932 to 1949), Ajib (1949 to 1965), Toyib (1965 .s 1982), Juwadi ( from 1982 to 1983), Kamir (from 1983 to 1991), Kasman (from 1991 to 1999), H. Sinom (from 1999 to 2013) and H. Asno Hadi Seputro (from 2013 to Present).

Geographically, Hendrosari Village is a village that has a fairly large area of agriculture, but this condition is not balanced with adequate infrastructure so that access to some agricultural land requires high costs in agricultural management, the results obtained are not comparable with the costs incurred by farmers to manage their land (read Break even / does not benefit) one of the ingredients that is a problem is access roads and peacekeepers' breaks. This requires most of them to earn a fortune in other countries to become migrant workers. As a result of the large number of people leaving, the effect is that at least the number of human resources capable of mobilizing social institutions in the village implies that all the roles and functions of the community institution become passive.

Likewise for the BUMDesa Village Hendrosari Village which was established in 2016. BUMDesa Hendrosari initially had a village capital participation from village funds of Rp. 30,000,000. BUMDesa has an Online Savings and Loan & Payment Unit. Even in 2017 there was an additional capital of Rp. 30,000,000. for KUB Legen Hendrosari SME capital development activities.

The problem faced is the development of BUMDesa Hendrosari business that is not as expected. The business that was run was not going well. The current waste management has not yet generated revenue that is able to contribute to village income optimally. Even though BUMDesa Hendrosari already has a plastic waste management machine.

The obstacle faced by BUMDesa Hendrosari for managing waste is to use the garbage bank system. However, villagers prefer to use the services of third parties to sell their plastic waste using the cash system.

Previous research on the development of Hendrosari edu-tourism was conducted by Sukaris et al. (2020) by elaborating marketing edu-tourism but had not yet elaborated the role of innovation and creativity of BUMDesa KUEMDes managers, therefore, this research aims to find the cause of the underdeveloped BUMDesa Hendrosari business. Furthermore, from these causes given the solution for the development progress of BUMDesa Hendrosari.

## LITERATURE REVIEW

BUMDesa was formed with the aim of improving the village economy. The initial principle, the village economy activities aimed at meeting the needs of the village community itself. However, the more advanced a society, needs arise outside the ability of the family itself to produce it, and together with it arises the excess production of some goods that can be produced by a family.

In addition, BUMDesa can also manage village economic resources in one economic activity aimed at increasing added value and becoming a source of village income. Examples of village economic resources are in Sekarkurung Village, Kebomas District, Gresik Regency. This village has the potential in the form of Sunan Giri Gresik religious tourism area. The BUM Village, named Sekar Jaya

Makmur, manages a retail business located in the parking area of the Sunan Giri religious tourism bus.

The effort to increase BUMDesa Sekar Jaya Makmur's income was carried out by diversifying the business by renting out ATMs to Bank Mandiri for seventy-five million rent for five years.

BUMDesa activities also aim to increase the economic potential of the village. This potential can be optimized in line with the active BUMDesa. Some prominent BUM Desa include BUM Among Among Swa Arta (ASA) Doudo Village Panceng Subdistrict, BUM Sekar Maju Sejahtera Village Sekargadung Village Dukun Subdistrict have carried out activities that not only improve village potential management but also optimize villagers to be more productive.

Furthermore, BUMDesa also implemented a business cooperation plan. Development of cooperation can be carried out with the existence of cooperation agreements to carry out economic activities. This can be done by BUMDesa together with other BUMDesa or private companies. This collaboration can even be done with village government institutions and with other institutions on a larger scale.

In the study of Dian Puja Rismaya, 2019, with the title Role of Village-Owned Enterprises (BUMDesa) "Business Partners" in Improving the Business Sector Members of the "Mulyasari" KUB Lohgandu Village, Karanggayam, Kebumen stated (1) BUMDesa has a role in improving the economic business sector of members KUB Mulyasari through granting capital loans, providing training, and providing marketing facilitation; (2) There are differences in turnover before and after, where there is an increase in turnover after the role of BUMDesa; (3) There is a difference in earnings before and after, where there is an increase in profits after the role of BUMDesa.

In Arief Hudiono's research, 2018, with the title Effectiveness of the BUMDesa Program in Empowering the Village Community Economy (Case Study of

BUMDesa Arto Doyo Samudra Kulon Village, Gumelar District, Banyumas) it was concluded that the economic empowerment program of the village community by BUMDesa Arto Doyo was three, two new stages of planning namely agricultural business units, and procurement of convection equipment. And only one was realized, namely the savings and loan business unit. For indicators of effectiveness using the theory of Ni Wayan Budiani and Ahmad Wito Subagyo with seven indicators of program effectiveness, namely, accuracy of program targets, program socialization, program objectives, program monitoring, accuracy of use of funds, refunds, training. The results showed that the indicators of the accuracy of the program targets, and refunds have been effective, while the other five are still ineffective.

Road map implemented is the research and development of BUMDesa which refers to the research and strengthening of BUMDesa personal. Furthermore, appropriate technology is used for the development of products that can be absorbed in the market.

Qualitative methods with interpretive paradigms challenge the idea that social reality is something we take for granted. Something "out there" that shapes people's actions. Interpretive researchers believe in the theory of social constructivism (*Social Constructivism*) which suggests the idea that the "reality" that we live in is formed from time to time through the process of communication, our interactions with people around us, and our shared history. Reality, therefore, is "things which are shared and accepted in the way the world is perceived and understood" (Locke, 2001: 9 in Daymon, C., & Holloway, I. 2007).

Data collection techniques used were literatur studies and direct interviews to the field with the indepth interview approach (with 4 informants from SMEs and small traders). The Technical Analysis Process by recording, transcribing the entire results of the interview then to be categorized according to the need to answer the questions and objectives of the

research we will do. The goal is that we can easily draw conclusions from any information. Then, we discuss and analyze each quotation related to the content of the research discussion, which is to find out the economic impact in the co-19 pandemic vortex that occurs in the community, especially for umkm & small traders with the help of attachments to the transcript results. For triangulation our research uses Triangulation of Sources.

**METHODOLOGY**

Based on the object of research, both place and source of data, this research is included in field research (field research), this research field is mainly based on research in the arena or field (Kartono, 1996: 47). This research uses a phenomenological approach, which means 1) subjective experience or phenomenological experience from someone and 2) a study of one's basic awareness and perspective.

The research sample we took was the management of BUMDesa Hendrosari, Menganti District, Gresik Regency. In taking our research data, we are truly full of carefulness in maintaining diligence, the authenticity of the data with the validity of the data we have obtained in the field. The snowball sample we used did not determine how many respondents had been interviewed, even though there were only five people but if the respondent's answer was full the interview would be stopped.

Specifically, the purpose of this type of interview is to find out information from the aspects of the activities of students and boarding schools, pesantren entrepreneurship programs and how innovation is carried out by the Village Government through the KUMDes and BUMDesa. The informants are considered to represent the needs of this research so that later they can uncover how sharia business management practices are carried out at Mukmin Mandiri boarding school.

In conducting interviews in this research, researchers listened carefully and noted what was stated by the informants (Sugiyono, 2009).

In-depth interviews have several stages in the process of collecting data, the stages are as follows:

In the initial preparation stage, the researcher makes an appointment with the informant to conduct an interview. Furthermore, researchers convey the issues that are the topic of research. Then the researcher gives the intention of arrival as an opening in starting the interview process about several key questions that have been prepared in advance to facilitate the researcher in the interview process.

This research approach is qualitative, namely research that intends to understand the phenomena about what is experienced by the subject, for example research into behavior, perceptions, motivations, actions, holistically by means of descriptions in the form of words and language, in a particular context naturally with utilizing various natural methods. Descriptive research is a study that seeks to gather information about a theme, symptom or circumstance according to what it is to find the widest possible knowledge of the object of research. Descriptive research is generally carried out with the main objective, namely to systematically describe the facts and characteristics of the object or subject being examined precisely. (Sukardi, 2003: 157).

Table 1: Appropriate Data Collection Techniques Focus and Informant

N	Focus	Sub	Informant	Engineering
1.	Rural Community Hendrosari	Management BUMDesa Society the Village	BUMDesaC hairman Deputy ChairmanHendrosari BUMDesa Treasurer BUMDesaHendrosari Hendrosari village chief secretary of the village Hendrosari Employee Farmers	Interviews Documentation Observations

Merchants
Housewife
Consumers

Figure: 1. Miles and Huberman data analysis components Data

**Analysis Techniques Analysis**

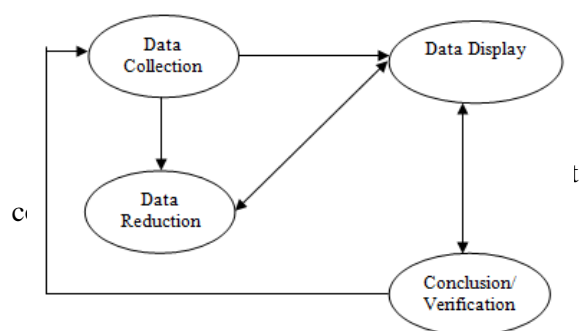
Techniques in this study use:

1. Records. The researcher recorded the overall content of the conversation between the researcher and the informant.
2. The results of the recording are transcribed using verbatim techniques which aim to write one word at a time spoken in each recorded conversation. Verbatim used in this study is twofold:
  - a. Verbatim Quotation. Namely transcribing the core of the conversation carried out with experts on the subject matter, this verbatim quotation is analyzed in depth.
  - b. Verbatim transcription. Namely transcribing the entire conversation that was generated during the interview process took place, and this will be attached in the appendix.
3. Categorization. Categorizing each information, so researchers can easily draw conclusions from each information.
4. Discuss and analyze each citation related to the content of the research discussion with the help of attachments to the transcript results.

**Triangulation**

This research uses source triangulation. The sources obtained are the results of interviews consisting of 4 people (informants) who represent and are considered representative to answer the needs of this research.

The steps of data analysis are shown in the scheme below:



**RESULTS AND DISCUSSION**

The Hendrosari Village Government has a BUMDesa and KUEMDes that operate technically to encourage economic activities in the Hendrosari Village. Previously BUMDesa Hendrosari only had a business unit in the service sector namely the savings and loan unit and online payment.

BUMDesa also has a waste management business, but this business is also not running optimally. In fact, the results of interviews with BUMDesa Director Hendrosari Aris Toteles complained about the community's waste processing business. "The community is not yet fully willing to collect and hand over their used goods to be managed by BUMDesa," he explained.

In fact, the business that has been carried out has not yet made an optimal contribution to both the BUMDesa and the Village Government. BUMDesa Director Hendrosari actually requested additional funds from the Village Government which had previously been disbursed in the amount of Rp30 million. In fact, the potential of the village has not been developed optimally. Hendrosari village has more than 3,600 palm trees and there are 119 palm tree farmers who are members of the Farmers Association of Legen Hendrosari (IPPLH) finally decided to turn Hendrosari Village into a tourist village.

This saw the potential of the village with an area of 192 hectares. Most of the land was used for siwalan tree farming (lontar), and was used by most villagers as a livelihood for legen.

From 3600 palm trees, there are still 1,387 trees that can produce legen and siwalan fruit. Each year the palm tree tappers can take 868,700 liters of legen from 792 legen-producing lontar trees and produce 17,850 packs of siwalan fruit (@ 10 pieces) from 595 siwalan-producing trees. The results of all of the legen and siwalan fruit are accommodated by the Village Community Economic Business Group (KUEMDes), which are members of KUB Lontar Agung and KUB Mahkota Siwalan.

Based on this situation, the Village Government, KUEMDes and BUMDesa Hendrosari are looking for a way out so that entrepreneurial and economic activities can run optimally in Hendrosari Village. Finally, it was agreed to apply for funding through a partnership with the Ministry of Villages,

Disadvantaged Regions and Transmigration (Ministry of the PDTT).

The Village Incubation Innovation Pilot Program for Local Economic Development (PIID-PEL) carried out by the Directorate of Village Economic Development (PUED) is a facilitation program or activity carried out to encourage the development of superior village products through partnerships between KUEMDes including cooperatives, village economic institutions (BUMDesa), and Professional Business Actors through the concept of partnership known as the concept of Public-Private-People-Partnership collaboration.

Through the PIID-PEL Program a partnership between Lontar Sewu Tourism Edu management was formed. Lontar Sewu BUMDesa as the manager of Lontar Sewu Tourism Edu which consists of a parking business unit, entrance ticket, a children's playground, kiosk, gazebo, and café. Kont Lontar Agung, and KUB Mahkota Siwalan, as providers of legen and siwalan raw materials. Wahana Kreatif as a professional businessman (off taker), and the Center for Business and Small Business Incubation (PINBUK) FEB University of Muhammadiyah Gresik as an incubator whose job is to provide training in increasing human resource capacity.

KUEMDes in collaboration with BUMDesa Lontar Sewu develops preparations from legen base ingredients and siwalan fruit. The processed products in the form of legen juice, dragon fruit legen, legen sauce, legen candy, brownis siwalan, siwalan coffee, siwalan dawet.

Potential natural resources that are currently managed by BUMDesa in the form of processed raw materials from palm trees combined with land use in the village of Hendrosari by making the concept of Edu Tourism.

More value Edu Lontar Sewu Tourism offered include, easy access roads, natural tourist attractions, there is learning (education) of lontar tree conservation starting from seeding, planting, natural production processes of sap and siwalan, bridges self-portrait facilities, flying rides fox, children's playground, palm-leaf café as culinary preparations for BUMDesa, gazebo, BUMDesa Kiosk

In 2019 the Hendrosari Village

Government budgeted a village fund of Rp300,000,000 to support the increase of tourism villages. In the same year, Desa Hendrosari received funds amounting to Rp1,311,597,750 through PIID-PEL from the Ministry of PDTT.

From the development of the Edu Wisata lontar sewu, it is able to absorb labor and an increase in the number of people working directly, from eight to 103 people with an income level of Rp1.5-2 million / person / month. The edu tourism management workers take precedence over poor families who do not have permanent or low-income jobs.

Increase income for 119 Siwalan farmers from Rp100 thousand per day to Rp300 thousand per day from the sale of legen to BUMDesa. The number of poor families in Hendrosari Village has decreased from 114 families to 88 families. Gradually the number of poor families will continue to decrease along with the development of tourism businesses.

In terms of number of visitors also increased, previously 100 visitors, to 3000 people on weekends, and 300-400 people on weekdays. The turnover from the management of Edu Wisata reached IDR 32 million on weekends, and IDR 10 million on weekdays, which was previously less than IDR 5 million / day. With the distribution of results 25% PADes, 25% administrators, 50% BUMDesa management.

With the help of the PEL PIID program, the economic welfare of the community can be improved. Management of tourism edu based on local uniqueness and uniqueness like in the village of Hendrosari, with the potential of this siwalan tree is very effective in being able to improve the economy of the village community.

Lontar Sewu BUMDesa Director, Aristotle said, the principle in developing BUMDesa is not only how BUMDesa can increase turnover and PADes. According to him the main principle is how BUMDesa can have an impact on the economic activities of the community.

"Since the establishment of this tourism edu, the community has a variety of additional businesses, the existence of stalls, community products can also be marketed through BUMDesa, basically there are economic activities, in addition the community also has a vehicle for entertainment and education," he said.

This is in line with the message of the Minister of Villages, Disadvantaged Regions, and Transmigration (PDTT), Abdul Halim Iskandar, namely to establish BUMDesa based on the needs, problems, and local potential of the village.

"For example, in the village of Hendrosari, by exploiting the potential for the growth of thousands of palm trees in a field that was previously unused, it was transformed into a field that has a valuable function in the form of edu tourism," said the official who is familiarly called Gus Minister.

### **CONCLUSION**

Based on the results of the discussion and this study, the researchers concluded as follows:

1. From the results of the study showed that with the innovation there were significant changes in terms of income of the village government and the community.
2. From the results of the study show that the involvement of all elements of the village namely the Village Government, Village Community Economic Business Group (KUEMDes) and Village-Owned Enterprises (BUMDesa) is able to bring an impact on changes in the implementation of Lontar Sewu Tourism Village, Hendrosari Village.

### **SUGGESTION**

Based on the conclusions taken, the following suggestions can be given as the

1. need for optimal socialization and involvement in the implementation of Lontar Sewu Tourism Village, Hendrosari Village.
2. The improvement of the commitment of the Village Government should always be sustainable so that it can further spur the performance of the Lontar Sewu Eduwisata.
3. The existence of a computerized operational system of Lontar Sewu Eduwisata to facilitate the implementation of business activities.

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