

Change Management: A Strategy for Developing BUMDES

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Abstract

The motivation for this research is Lewin's and Kotter's theory of change management, so this research was conducted. The research objectives are first, to identify the negative and positive impacts of the change management of BUMD'es, second, to identify the factors of strength, weakness, opportunities and threats from the implementation of change management policies in BUMD'es. The sample consists of stakeholders (Head of Community and Village Empowerment Office of Jombang Regency, Camat, Village Head and Bumdes Management). The method used is descriptive qualitative using qualitative analysis and SWOT analysis. The results of the research, there are several strategies produced, first, the strategy for managing Bumdes in the form of the need for a Regent Regulation on Bumdes, restructuring the Bumdes organization in accordance with PP. 11 of 2021. Second, the strategy to develop Bumdes, in the form of innovation and creativity of business units, coordination and collaboration with village heads and BPD, promotions, establishing collaborative networks with associations or Bumdes communities both inside and outside the region

Keywords: SWOT Analysis, Bumdes Governance, Cooperation

1. Introduction

Since the enactment of Undang-Undang Republik Indonesia November 6 of 2014 concerning Villages, the Village has an important role in moving the regional or regional and national economy wheels. Article 1 number 1 of Undang-Undang Republik Indonesia Number 6 of 2014 states that what is called a village is a village and customary village or what is called by another name, hereinafter referred to as a village, is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, the interests of the community. based on community initiatives, origin rights, and/or traditional rights that are recognized and respected in the system of government of the Unitary State of the Republic of Indonesia (Anonim, 2014).

To realize the vision and mission of the President of the Republic of Indonesia, Mr. Jokowi, the village is one of the targets of the realization of the vision and mission. The village is a community-based area (self-governing community and local self-government) whose position is within the district/city territory but does not necessarily become subordinate to the district/city (Puspitasari et al., 2019; Putra, 2015). Villages are in the form of community government or community-based government and villages are not identical with village government (Kurniawan, 2016; Puspitasari et al., 2019; Sofiyanto et al., 2017). Pasal 3 of Undang-Undang RI Number 6 of 2014 concerning Villages stipulates the principle of recognition and subsidiarity for Villages. The principle of recognition as an acknowledgment of the right of origin and the principle of subsidiarity as the determination of local-scale authority and local decision-making for the benefit of the Village (Harmiati & Zulhakim, 2018; Kurniawan, 2016; Puspitasari et al., 2019; Putra, 2015; Sofiyanto et al., 2017).

Village-Owned Enterprises are legal entities established by villages and/or all villages to manage businesses, utilize assets, develop investment and productivity, provide services, and/or provide other types of businesses for the maximum welfare of the Village community (Anonim, 2021). The original purpose of establishing the Bumdes was to improve the economy of rural communities (Anonim, 2015) transformed into a more professional institution to develop and support the village economy (Anonim, 2021).

The Nawacita program as aspired by the President of the Republic of Indonesia Joko Widodo is actually a form of translation of Law No. 6 of 2014 concerning Villages. In this law, one of the articles states that in regulating the Village to pay attention to several things, among others: a. recognition; b. subsidiarity; c. diversity; d. togetherness; e. mutual cooperation; f. kinship; g. discussion; h. democracy; i. independence; j. participation; k. equality; l. empowerment; and M. continuity (Anonim, 2014). The Nawacita program is Indonesia's Semaul Undong program and the Semaul Undong program was first implemented by Gajah Mada University in 2015 (Amin & Richard Kumaradjaja, 2009; Hakiem & Novi Rizka Amalia, 2021).

Based on the realization of the Nawacita program, this research was carried out. The research objectives include: first, to identify the negative and positive impacts of BUMDes change management. Second, to identify the strengths, weaknesses, opportunities and threats from the implementation of change management policies in BUMDes.

Change management is an effort made to manage the consequences caused by changes in the organization. Change can occur due to causes from outside or within an organization (Abisono, 2018; Amin & Richard Kumaradjaja, 2009; Prayitno, 2008). Changes can occur due to several factors, including: first, technological developments; both conditions – economic conditions, interest rate fluctuations, international labor rates and government regulations; third, global competition, the economic development of Asian countries, the unification of the European Union; fourth, social and demographic changes, increased attention to environmental issues, increased education levels, and disparities in living standards; fifth, internal challenges, corporate behavior problems, such as employee turnover, strikes, work ethics and organizational politics (Stephen P Robbins, 2010). Change management can be done in two ways, namely first, centered on the process; and second, human-centered (man) (Abisono, 2018; Amin & Richard Kumaradjaja, 2009; Prayitno, 2008; Puspitasari et al., 2019; Stephen P Robbins, 2010).

2. Methods

This research is a qualitative descriptive study, because data mining was carried out through structured interviews with stakeholders (Head of Dinas Pemberdayaan Masyarakat dan Desa/DPMD of Jombang Regency and Camat). This research was conducted in Jombang Regency, East Java, with a population of 1 (one) stakeholder at the district level (Head of DPMD, and 21 sub-districts. Research samples are 1 (one) Jombang Regency Community and Village Empowerment Service and 3 (three) sub-districts (Jombang, Peterongan and Jogoroto) The sampling technique uses purposive sampling. Data analysis using SWOT analysis.

| | <i>Strengths</i> | <i>Weakness</i> |
|----------------------|---|---|
| Threats | ST Take advantage of potential to face threats | WT Minimizing weaknesses to face threats |
| Opportunities | SO Take advantage of potential to seize opportunities | WO Overcoming weaknesses to seize opportunities |

Figure 1. SWOT Analysis

3. Results and Discussion

There are two results of this research, namely qualitative results (that is, the results of structured interviews with the DPMD of Jombang district and the sub-district head) and the results of a SWOT analysis.

4. Results of Interviews with Stakeholders

The results of interviews with stakeholders consisting of DPMD and Camat analyzed are shown in Table 1 and Table 2 below:

Table 1. Results of Structured Interviews with Stakeholders

| No | Interview Answer Analysis |
|----|---|
| 1 | The number of Bumdes is 302 units located in each village and formed or established in 2015, with an initial investment of IDR 100,000,000 per Bumdes. A total of 33 units has advanced status; 193 units with developing status; and 76 units are beginners. While the Bumdes business units in the form of financial services are 208 units; 69 units of financial services and other business units; and business units outside of financial and other services as many as 2 |
| 2 | Most of the Bumdes administrators have not managed the Bumdes optimally, this is because the Bumdes administrators work, so they only devote time to managing the Bumdes incidentally. This condition causes Bumdes to be slow in its development |
| 3 | Most of the village heads have not fully supported the existence of Bumdes, with the reason that the business they run is a competition for the village community's efforts, the Bumdes management lacks coordination with the village head and some of the Bumdes administrators often hold meetings without involving the village head. |
| 4 | The Regional Regulations or Regent Regulations regarding Village-Owned Enterprises have not yet been enacted, so that there has been no change in the Bumdes organizational structure and the legal status of Bumdes as regulated in PP No. 11 of 2021 concerning Bumdes |
| 5 | The district government provides facilities for managing the legal status of Bumdes to become a legal entity, but all costs are borne by Bumdes. |
| 6 | The establishment of the Joint Bumdes is still being coordinated between the sub-district and village parties. |
| 7 | Efforts made by the district government in providing solutions regarding Bumdes HR are by sending Bumdes administrators to attend training to Yogyakarta, in collaboration with STIE Dewantara through Bumdes schools. |
| 8 | The sub-district does not have the authority to directly supervise Bumdes |
| 9 | Modern stores are not a rival or obstacle to the development of the Bumdes business unit. BPD is one of the inhibiting factors in developing Bumdes, because BPD always asks about the money managed by Bumdes and acts as a Bumdes supervisor |

Source: Results of Structured Interviews, September 2021

Table 1 shows that the results of interviews with stakeholders, in Jombang there are 302 Bumdes units spread over 302 villages and were formed in 2015, with an initial capital of IDR 100,000. Until September 2021 when the research was conducted, most of the Bumdes were still developing, and not yet legally incorporated. The Bumdes management has not been carried out optimally by the Bumdes management, and the lack of support from the village head is also one of the reasons why Bumdes is slow in its development. Another inhibiting factor in the development of Bumdes is the interference of BPD in Bumdes affairs, in the sense that BPD acts as a Bumdes supervisor.

In addition, the fact that the Regent's Regulation on Bumdes has not been signed has resulted in no changes to the organizational structure and status of the Bumdes Legal Entity in accordance with PP No. 11 of 2021 concerning Bumdes. However, in terms of changing the status of Bumdes LEGAL ENTITY, the Jombang district government has coordinated with Bumdes and facilitated the change in status.

Efforts that have been made by the Jombang district government to improve the quality of human resources for Bumdes administrators include: first, sending Bumdes administrators to attend training on Bumdes in Yogyakarta; and second, collaborating with STIE Dewantara with its Bumdes school. The results of this interview also show that the Jombang district government is very supportive of the development of Bumdes

in all villages in Jombang. If the Bumdes is managed optimally, it will have a very good development impact for the Bumdes and the community.

4.1 Analysis of SWOT

The results of the interaction between internal and external factors are strategic issues which will then be assessed using the Litmus Test to determine the priority scale for issues that must be addressed. From the results of the assessment of these issues, it is possible to determine the strategies that will be set to solve these issues.

4.2 PP No. 11 of 2021 and Regulation of Bupati

At the time this research was conducted, the regent's regulation that protects the Bumdes has just been ratified by the Jombang DPRD, and the Academic Manuscript file is already on the Bupati's desk, but has not been signed by the Bupati, so it can be said that the Jombang district government has implemented the regulatory guidelines that have been regulated. in PP No. 11 of 2021 concerning Bumdes/Bumdes Bersama. For the implementation of policies regarding the restructuring of Bumdes and the status of legal entity Bumdes, it is carried out after the Perbub is promulgated.

The existence of differences in the organizational structure of Bumdes management in PP No. 11 of 2021 with Permendes No. 4 of 2015, causing most village heads to still not carry out restructuring of Bumdes managers.

4.3 Number, Qualifications and Business Units of Bumdes

The number of Bumdes in Jombang is 302 units, and most of them have developed qualifications (63.91 percent), advanced (10.93 percent) and beginners (25.16 percent). While the Bumdes business units are mostly engaged in financial services (68.87 percent), financial and other services (22.85 percent), and outside financial and other services (8.29 percent).

4.4 Role of District Government

The Jombang district government has an important role in developing Bumdes in collaboration with village heads, Bumdes and Bumdes supervisors. The Bumdes organization as regulated in Article 10 paragraph (1) of the Minister of Village Regulation No. 4 of 2015, consists of: first, an advisor (in this case held by the village head); second, operational implementers (Bumdes administrators); and third, supervisor.

The Jombang district government through the DPMD has provided socialization and guidance to the Bumdes management and village heads to develop the Bumdes and identify obstacles and opportunities to develop the Bumdes business unit. In addition, the Jombang district government has facilitated the management of the Bumdes legal entity to implement PP. 11 year 2021.

With the stipulation of the Academic Paper of the Regent's Regulation into a Regent's Regulation which is ready to be promulgated, this is a form of concern for the Jombang Regency Government in managing Bumdes and carrying out the mandate of PP No. 11 of 2021.

To improve the human resources of Bumdes management by sending Bumdes administrators to attend training in Yogyakarta and cooperating with STIE Dewantara as a partner in Bumdes schools for Bumdes administrators. However, in this Bumdes school, not all Bumdes administrators have been included, and those who are included are Bumdes who have obtained advanced qualifications. Because including Bumdes administrators in this Bumdes school is a reward for administrators who have developed their Bumdes.

4.5 The Role of District and Village Governments

The role of the sub-district government in establishing and establishing Bumdes is not regulated in Permendes No. 4 of 2015 nor in PP No. 11 of 2021. This shows that, since the issuance of the 1999 local government law which has been amended by the 2004 local government law, the role the sub-district government is only the coordinator, because the village government is directly responsible to the Bupati.

Because the sub-district government is only the coordinator, it does not directly know the progress of the Bumdes in its area, if there is no report from the village head. And the village head who has an important role in the management of Bumdes (because he acts as an advisor), does not provide full support for the development of Bumdes, so that the development of Bumdes stagnates or even slows down.

The role of the village government in the formation and management of the Bumdes is very important (in accordance with the mandate of Article 10 paragraph (1) of the Permendes No. 4 of 2015. In the villages selected as the Bumdes supervisors, the majority are the Village Consultative Body/BPD.

4.6 Qualifications and Bumdes Business Unit

Of the 302 units of Bumdes in Jombang, which qualified for 33 advanced units, 193 units grew and 76 units were beginners. And of the number of Bumdes that have financial services business units as many as 208 units, which have financial and other services business units as many as 69 units and which have business units outside of financial and other services as many as 25 units.

From the qualifications of Bumdes, the existence of Bumdes needs to be developed. Likewise, the business units run by Bumdes, which are mostly engaged in financial services, need to improve their quality and their business units are directed to be more productive and innovative.

4.7 IFE Matrix

IFE matrix is used to identify and evaluate internal factors. The statement of the Bumdes internal factor questionnaire in Jombang is as follows:

Table 2. Questionnaire Statement of Internal Factors

| No | Streight (S) | No | Weakness (W) |
|----|---|----|---|
| S1 | Number of Bumdes already in each village | W1 | Bumdes management is still not optimal in managing Bumdes |
| S2 | Bumdes that already has a business unit | W2 | Bumdes management still doesn't have innovation and creativity in managing Bumdes |
| S3 | There is already a Bumdes manager | W3 | The Village Head does not provide support for Bumdes |
| S4 | The organizational structure of Bumdes management is in accordance with Permendes No. 4 of 2015 | W4 | Bumdes business units that are less creative and innovative |
| S5 | Bumdes business units that are less creative and innovative | W5 | Lack of coordination with village heads |
| S6 | Most Bumdes are already included in the developing qualifications | W6 | The sub-district government does not have the authority to supervise Bumdes |
| S7 | Bumdes administrators have been given training at both the local and national levels | W7 | BPD as a supervisor is not optimal, because it only asks about business results |
| S8 | There are Bumdes that have advanced qualifications | W8 | Stagnant or slow development of Bumdes |

Source: Primary Data processed, 2021

The rating value in the statement table is based on the following information:

- a) Scale 4: if the factor has a very strong influence on the company (very good)
- b) Scale 3: If these factors affect the company (good)
- c) Scale 2: If these factors are less influential for the company (enough)
- d) Scale 1: If the factor is very less influential for the company (not enough)

IFE matrix is used to identify and evaluate internal factors. The assessment of the Bumdes internal factors in Jombang is based on the results of the questionnaire as follows:

Table 3. Matrix of Internal Factors

| No | Internal Factor | Weight | Rating | Score |
|-----------------|---|--------------|--------|--------------|
| Strenght | | | | |
| S1 | Number of Bumdes already in each village | 0,070 | 4 | 0.280 |
| S2 | Bumdes that already has a business unit | 0,060 | 3 | 0.180 |
| S3 | There is already a Bumdes manager | 0,060 | 4 | 0.240 |
| S4 | The organizational structure of Bumdes management is in accordance with Permendes No. 4 of 2015 | 0,070 | 3 | 0.210 |
| S5 | Bumdes business units that are less creative and innovative | 0.085 | 4 | 0.340 |
| S6 | Most Bumdes are already included in the developing qualifications | 0,070 | 3 | 0.210 |
| S7 | Bumdes administrators have been given training at both the local and national levels | 0,070 | 3 | 0.210 |
| S8 | There are Bumdes that have advanced qualifications | 0,075 | 3 | 0.225 |
| | Total (S) | | | 1.895 |
| Weakness | | | | |
| W1 | Bumdes management is still not optimal in managing Bumdes | 0,060 | 2 | 0.120 |
| W2 | Bumdes management still doesn't have innovation and creativity in managing Bumdes | 0,070 | 1 | 0.070 |
| W3 | The Village Head does not provide support for Bumdes | 0.040 | 2 | 0.080 |
| W4 | Bumdes business units that are less creative and innovative | 0,060 | 2 | 0.120 |
| W5 | Lack of coordination with village heads | 0,060 | 1 | 0.060 |
| W6 | The sub-district government does not have the authority to supervise Bumdes | 0,060 | 1 | 0.060 |
| W7 | BPD as a supervisor is not optimal, because it only asks about business results | 0,050 | 2 | 0.100 |
| W8 | Stagnant or slow development of Bumdes | 0,040 | 1 | 0.040 |
| | Total (W) | | | 0,650 |
| | Total (S+W) | 1,000 | | 2,545 |

Table 3 explains that the highest weight is that there is already a regent regulation governing Bumdes, which is 0.85, meaning that regulations are urgently needed to support and develop the existence of Bumdes. The lowest weight is the development of Bumdes which is stagnant or slow with the same weight of 0.040, this means that the development of Bumdes that is stagnant or slow is considered necessary to be developed, because if it is not developed immediately, it will cause public confidence in the management of Bumdes to decline and even disappear. Likewise with BPD as an obstacle in the development of the Bumdes business unit, it is considered that there is no agreement and harmony between Bumdes and BPD in developing the Bumdes business unit.

Based on the rating values, they are grouped into the strength group with a rating of 4 and 3, for the weakness group with a rating value of 2 and 1. For the strength group, the score is 1.895 and the weakness group is 0.650., the total score is 2,545. This means that the score for the strength group is better than the score for the weakness group.

The total score or total score is 2,454 this is included in the good category, because it obtains an average rating above 2 from the predetermined rating value, namely 4. The weakness of tourist village tourist sites must be a concern from the management. With a weakness value of 0.650 if managed properly, it will reduce the value of the weakness and can even approach 0 (nul).

Based on the IFE matrix, it can be seen that the internal factors that can be used as strengths are the number of Bumdes in each village, Bumdes that already have a business unit. There is already a Bumdes board, the organizational structure for the Bumdes management is in accordance with Permendes No. 4 of 2015, there is a Regent regulation governing Bumdes, most of the Bumdes are already included in developing qualifications, the Bumdes administrators have been given training at both the local and national levels, and there are Bumdes who are already qualified come forward

Meanwhile, internal factors that can be used as weaknesses include the BPD as a supervisor being less than optimal, because it only asks about the results of the Bumdes business, the stagnant or slow development of the Bumdes.

A. EFE Matrix

Table 4. External Factor Questionnaire Statement

| No | Opportunity (O) | No | Threat (T) |
|----|---|----|------------------------------------|
| O1 | There is support from the district government | T1 | Covid-19 pandemic |
| O2 | The motivation of the Bumdes management to change | T2 | Most Bumdes have the same business |
| O3 | There is a desire to restructure the Bumdes management in accordance with PP 11 of 2021 | T3 | Marketing Technology Development |
| O4 | The organizational structure of Bumdes management is in accordance with Permendes No. 4 of 2015 | T4 | Promotions are still conventional |
| O5 | Business development is still wide | T5 | Competition with modern shops |
| O6 | The opportunity to do promotions is still wide open | | |

Source: Primary Data processed, 2021

The EFE matrix is (As mentioned in the above Table 4) used to identify and evaluate external factors. The assessment of external factors is based on the results of the questionnaire, as shown in the following table:

Table 5. Matrix of External Factors

| No | External Factor | Weight | Rating | Score |
|--------------------|---|--------|--------|-------|
| Opportunity | | | | |
| O1 | There is support from the district government | 0.087 | 4 | 0.348 |
| O2 | The motivation of the Bumdes management to change | 0.078 | 3 | 0.234 |
| O3 | There is a desire to restructure the Bumdes management in accordance with PP 11 of 2021 | 0.098 | 4 | 0.392 |
| O4 | The organizational structure of Bumdes management is in accordance with Permendes No. 4 of 2015 | 0.095 | 3 | 0.285 |
| O5 | Business development is still wide | 0.098 | 4 | 0.392 |
| O6 | The opportunity to do promotions is still wide | 0.098 | 2 | 0.196 |

| | | | | |
|----------------|------------------------------------|--------------|---|--------------|
| | open | | | |
| | Total (O) | | | 1.847 |
| Ancaman | | | | |
| T1 | Covid-19 pandemic | 0.098 | 3 | 0.294 |
| T2 | Most Bumdes have the same business | 0.098 | 3 | 0.294 |
| T3 | Marketing Technology Development | 0.075 | 3 | 0.225 |
| T4 | Promotions are still conventional | 0.089 | 2 | 0.178 |
| T5 | Competition with modern shops | 0.086 | 3 | 0.258 |
| | Total (T) | | | 1.249 |
| | Total (O)+(T) | 1,000 | | 3.096 |

Source: Primary Data processed, 2021

Table 5 shows that from the calculation of the EFE matrix, it can be seen that for external factors which are opportunities (opportunities) are given weights of 4 and 3, and internal factors which are threats (treatments) are given weights of 2 and 1.

From the external factors that can affect the management of Bumdes, the one with the highest weight is competitors, which is 0.098. This means that there is a desire to restructure the Bumdes management in accordance with PP 11 of 2021. This means that the restructuring factor for Bumdes managers is very much needed by Bumdes because with the new management, Bumdes management will be more profitable in terms of profit sharing compared to using the regulation of the Minister of Village Regulation No. 4 of 2015. The second external factor that has the highest weight is business development which is still extensive (0.098). This means that to manage Bumdes there is still an opportunity to develop it with various innovations and business creativity. The third factor is the opportunity for promotion is still wide open (0.098). This means that in developing the Bumdes business, promotions need to be carried out, so that the wider community knows that in their village there is a Bumdes that has various kinds of businesses and the community can buy and leave their goods for sale. And this should get special attention by the Bumdes manager. While the lowest weight is owned by the motivation factor of the Bumdes management to change, which is 0.078. This means that Bumdes administrators need to motivate themselves in optimally managing Bumdes.

From the results of the calculation of the score, it can be seen that the opportunity factor is 1,847 and the threat factor is 1,249. The total score is 3,096. This means that the score for the opportunity factor is greater than the threat factor. The total score obtained is 3,096, this means that the Bumdes management is included in the good category, because it has a score above 2 out of a maximum score of 4

Based on the EFE matrix, it can be seen that the opportunity factors are the support from the district government, the motivation of the Bumdes management to change, the desire to restructure the Bumdes management in accordance with the PP. No. 11 of 2021, the organizational structure of Bumdes management is in accordance with Permendes No. 4 of 2021, business development is still wide, opportunities for promotion are still open. This means that these factors must be considered by Bumdes managers so that they can be developed with existing or future strategies.

While the threat factors are competitors, the covid-19 pandemic, most of the Bumdes have the same business, the development of marketing technology, the promotions carried out are still conventional and competition with modern stores. This means that the Covid-19 pandemic is a threat to Bumdes managers and if this condition is left without serious handling to develop and add productive business units for Bumdes.

The development of technology is needed by Bumdes, therefore technological development is a serious threat if this facility is not prepared properly by the manager. Promotion that is still conventional is a threat because if this promotion is still carried out, it will have a detrimental effect on both the Bumdes manager and the community.

From the IFE and EFE matrices that have been presented in Tables 3 and 5, a SWOT matrix will be made to provide an alternative formulation of strategies that are suitable for tourism objects. The formulation of the strategy formulation for each cell is from a combination of SWOT factors that have been developed in the IFE and EFE matrix

Table 6. SWOT Matrix

| IFE | STRENGTHS (S) | WEAKNESS (W) |
|--|---|--|
| | <ul style="list-style-type: none"> - The number of Bumdes already in each village - Bumdes that already has a business unit - There is already a Bumdes manager - The organizational structure of Bumdes management is in accordance with Permendes No. 4 of 2015 - There is already a Regent Regulation that regulates Bumdes - Most Bumdes are already included in the developing qualifications - Bumdes administrators have been given training at both local and national levels - There are Bumdes who have advanced qualifications | <ul style="list-style-type: none"> - Bumdes management is still not optimal in managing Bumdes - Bumdes management still doesn't have innovation and creativity in managing Bumdes - Village head does not provide support for Bumdes - Bumdes business units that are less creative and innovative - Lack of coordination with village heads - Lack of coordination with village heads - BPD as a supervisor is not optimal, because it only asks about business results - Stagnant or slow development of Bumdes |
| EFE | STRATEGI (SO) | STRATEGI (WO) |
| <ul style="list-style-type: none"> - OPPORTUNITIES (O) - - There is support from the District Government - Motivation from Bumdes management to change - There is a desire to restructure the Bumdes management in accordance with PP 11 of 2021 - The organizational structure of Bumdes management is in accordance with Permendes No. 4 of 2015 - The development of business units is still extensive | <ul style="list-style-type: none"> - Restructuring the Bumdes management - Bumdes qualification development strategy - Commitment of Bumdes management | <ul style="list-style-type: none"> - Conducting Bumdes management training - Adding productive business units - Increase promotion |

| | | |
|---|--|---|
| - The opportunity to do promotions is still wide open | | |
| THREATS (T) | STRATEGI (ST) | STRATEGI (WT) |
| <ul style="list-style-type: none"> - Covid-19 pandemic - Most Bumdes have the same business - Information technology development - Promotions are still conventional - Competition with modern shops | <ul style="list-style-type: none"> - Coordinate and collaborate with village heads and BPD - Blending competitors' strategies - Implementation of policies that support the development of Bumdes | <ul style="list-style-type: none"> - Increase promotion - Cooperation with other parties to expand the network. |

Source: Primary Data processed, 2021

Table 6 shows that the alternative strategies that need to be carried out to manage Bumdes are first, the SO strategy, in the form of restructuring the Bumdes management, a strategy for developing Bumdes qualifications, and the commitment of Bumdes managers. Second, the WO strategy, in the form of conducting training for Bumdes management, adding productive business units and increasing promotions. Third, the ST strategy, in the form of conducting training for Bumdes management, adding productive business units and increasing promotions. Fourth, the WT strategy is to increase promotions, cooperate with other parties to expand networks.

From these results, a suitable strategy was chosen in managing and developing Bumdes, namely: first, the strategy for managing Bumdes in the form of the need for a Regent's Regulation on Bumdes, restructuring the Bumdes organization in accordance with PP. 11 of 2021. Second, the strategy to develop Bumdes, in the form of innovation and creativity of business units, coordination and collaboration with village heads and BPD, promotions, establishing collaborative networks with associations or Bumdes communities both inside and outside the Jombang area.

The results of this research are in accordance with research conducted by (Asiyah, 2017; Delita et al., 2017; Fahmi et al., 2018; Istiqomah & Andriyanto, 2018; Romadona & Setiawan, 2020; Tamara, 2016). In addition, the results of this research also support research from (Sayekti Suindyah D, 2015) which was conducted in 2011 in Tulungagung Regency.

The strategy for restructuring the Bumdes management in accordance with PP No. 11 of 2021 is urgently needed. This is in accordance with research results from (Aradea et al., 2010; Glensor, 2010; Harkness, 2000; Harminingtyas, 2010; Latilla et al., 2020; Lewin, 1947).

5. Conclusions and Recommendations

Conclusions

Based on the research results, conclusions can be drawn about the management of change in the management of Bumdes using strategies, including the Bumdes management strategy, in the form of the need for a Regent Regulation on Bumdes, organizational restructuring of Bumdes in accordance with PP. 11 of 2021, and strategies for developing Bumdes, in the form of innovation and creativity of business units, coordination and collaboration with village heads and BPD, promotions, establishing collaborative networks with associations or Bumdes communities both inside and outside the Jombang area.

Recommendations

The implementation of these strategies cannot be carried out alone by the district government, sub-district, village and Bumdes parties, but requires coordination and collaboration between these parties, as well as cooperating with the wider community.

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