

ABSTRAK

DINAMIKA ORGANISASI DAN PERAN *STAKEHOLDER* DALAM MENINGKATKAN KINERJA BADAN USAHA MILIK DESA (BUMDES) DI PROVINSI LAMPUNG

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Pembangunan desa membutuhkan partisipasi aktif masyarakat untuk mengembangkan potensi dan aset desa demi kesejahteraan masyarakat. Berdasarkan Indeks Desa Membangun (IDM) Indonesia tahun 2021, sebanyak 38.083 (50.8%) dari 74.957 desa telah berkembang, menunjukkan bahwa desa memiliki potensi sumber daya sosial, ekonomi, dan ekologi yang belum dikelola secara optimal. Pendekatan partisipatif melalui organisasi desa menempatkan masyarakat sebagai pelaku aktif dalam pelaksanaan program pembangunan. Salah satu organisasi desa, yaitu BUMDes, didirikan untuk meningkatkan Pendapatan Asli Desa (PAD) dan kesejahteraan masyarakat.

Tujuan penelitian: 1) Menganalisis tingkat kepemimpinan direktur, tingkat partisipasi anggota, tingkat peran *stakeholder*, tingkat dinamika organisasi, dan kinerja BUMDes; 2) Menganalisis pengaruh langsung kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder* terhadap dinamika organisasi dan kinerja BUMDes; 3) Menganalisis pengaruh langsung kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder* terhadap dinamika organisasi; 4) Menganalisis pengaruh langsung kepemimpinan direktur, peran *stakeholder* terhadap partisipasi masyarakat; 5) Menganalisis pengaruh tidak langsung kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder*, dinamika organisasi terhadap kinerja BUMDes; 6) Menganalisis pengaruh tidak langsung kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder* terhadap dinamika organisasi; 7) Menyusun strategi pengelolaan BUMDes berdasarkan kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder*, dinamika organisasi dan kinerja BUMDes. Penelitian telah dilaksanakan di Kabupaten Lampung Timur, Kabupaten Pringsewu dan Kabupaten Lampung Barat Provinsi Lampung, pengambilan data dimulai Maret sampai dengan Juni 2024.

Penelitian dengan unit analisis tersebar di 27 BUMDes Kabupaten Lampung Timur, 11 BUMDes Kabupaten Lampung Barat, 12 BUMDes Kabupaten

Pringsewu. Sampel penelitian ditentukan sebanyak 250 orang responden dengan metode *proporsional random sampling*, masing-masing BUMDes sebanyak 5 orang. Variabel penelitian meliputi kepemimpinan direktur (X_1), partisipasi masyarakat (X_2), peran *stakeholder* (X_3), dinamika organisasi (Y), dan kinerja BUMDes (Z). Uji validitas dan reliabilitas telah dilaksanakan 30 orang bukan responden penelitian. Teknik analisis data menggunakan analisis deskriptif, analisis *Structural Equation Modeling - Partial Least Squares* (SEM PLS) untuk mengetahui pengaruh langsung dan tidak langsung antar variabel dan menyusun strategi pengelolaan BUMDes.

Hasil penelitian menunjukkan: 1) Tingkat kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder*, dinamika organisasi, dan kinerja BUMDes sebagai berikut: (a) Tingkat kepemimpinan Direktur BUMDes dalam kategori tinggi, dengan indikator: menganalisis sumber daya organisasi, menentukan pembagian tugas, mengajak dan mengarahkan pencapaian tujuan, berkomunikasi, menumbuhkan rasa kesatuan dalam kategori tinggi, dan mengambil prakarsa dalam kategori sedang; (b) Tingkat partisipasi masyarakat dalam kategori sedang, dengan indikator sebagai berikut: perencanaan, pelaksanaan, monitoring dan evaluasi dalam kategori tinggi, sedangkan penyertaan modal dan kesediaan menjadi pengurus atau pengelola dalam kategori sedang; (c) Tingkat peran *stakeholder* dalam kegiatan BUMDes dalam kategori tinggi, dengan indikator: *policy creator*, *facilitator*, *implementator* (kategori tinggi), sedangkan *coordinator* dalam kategori sedang; (d) Dinamika organisasi BUMDes dalam kategori tinggi, dengan unsur-unsur: tujuan, struktur, pembinaan, suasana, tugas dan fungsi, kekompakan, efektivitas organisasi dalam kategori tinggi, sedangkan tekanan dan agenda terselubung dalam kategori sedang; (e) Kinerja BUMDes dalam kategori tinggi, dengan indikator: kinerja usaha dan keuntungan sosial dalam kategori tinggi dan kepedulian lingkungan dalam kategori sedang.

Hasil analisis pengaruh langsung dan tidak langsung sebagai berikut: 2) a) Dinamika organisasi berpengaruh langsung terhadap peningkatan kinerja BUMDes; b) Kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder* tidak berpengaruh langsung terhadap kinerja BUMDes; 3) Kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder* berpengaruh langsung terhadap dinamika organisasi; 4) Kepemimpinan direktur dan peran *stakeholder* berpengaruh langsung terhadap partisipasi masyarakat; 5) a) Kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder* berpengaruh tidak langsung terhadap kinerja BUMDes melalui dinamika organisasi; b) Kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder* berpengaruh tidak langsung terhadap kinerja BUMDes melalui partisipasi masyarakat dan dinamika organisasi; c) Kepemimpinan direktur dan peran *stakeholder* tidak berpengaruh terhadap kinerja BUMDes melalui partisipasi masyarakat; 6) Kepemimpinan direktur, peran *stakeholder* berpengaruh tidak langsung terhadap dinamika organisasi melalui partisipasi masyarakat; 7) Strategi inovatif dalam pengelolaan BUMDes di Provinsi Lampung melalui kepemimpinan direktur, partisipasi masyarakat, peran *stakeholder*, dinamika organisasi, dan fokus pada tujuan bersama. Fungsi kepemimpinan direktur dengan kemampuan menganalisis sumber daya, membagi tugas, prakarsa, mengajak dan mengarahkan tujuan, meningkatkan komunikasi, dan menumbuhkan rasa kesatuan. Partisipasi

masyarakat dalam perencanaan, pelaksanaan, kesediaan menjadi pengelola dan monitoring dan evaluasi. Peran *stakeholder* sebagai *policy creator*, fasilitator, koordinator, implementator. Dinamika organisasi dengan unsur-unsur: tujuan, struktur, pembinaan, efektivitas, suasana, kekompakkan, dan tugas fungsi BUMDes. Fokus utama adalah peningkatan PAD melalui kegiatan usaha yang menguntungkan dan berkontribusi pada kesejahteraan masyarakat desa. Hasil penelitian membuktikan bahwa BUMDes sebagai organisasi independen memerlukan pengelolaan berkelanjutan dengan dukungan struktur, profesionalisme, sumber daya kompeten, dan peran *stakeholder* penyertaan modal, pembinaan, serta menegaskan bahwa BUMDes berfungsi sebagai entitas bisnis dan sosial, sehingga pendekatan sosial ekonomi menjadi kunci dalam meningkatkan kesejahteraan masyarakat.

Rekomendasi: 1) Pemerintah Pusat perlu menetapkan regulasi persentase dana desa untuk modal usaha BUMDes, membentuk mekanisme pengawasan dan evaluasi berkala, menyediakan *platform digital* untuk transparansi pengelolaan; perlu perbaikan Peraturan Nomor 3 Tahun 2015 menekankan tugas pendamping dalam pembinaan, penyusunan peraturan daerah mengacu pada Peraturan Nomor 7 Tahun 2023, khususnya mekanisme pengangkatan pengurus, pengawas, serta pelaksana operasional; serta rekrutmen pendamping BUMDes perlu mempertimbangkan kualifikasi minimal sarjana strata 1 dengan kompetensi bidang manajemen, organisasi, pemberdayaan, dan bisnis; 2) Pemerintah Daerah perlu mengalokasikan anggaran APBD untuk pembinaan, membentuk tim pendampingan dan evaluasi, serta mengadakan pelatihan rutin bagi pemerintah desa dan pengelola BUMDes; 3) Pemerintah Desa perlu menyusun kebijakan penyediaan modal usaha dalam peraturan desa, memastikan transparansi penggunaan dana desa, serta menjalin kemitraan mendukung penguatan modal dan pengembangan BUMDes secara berkelanjutan; 4) Pengelola BUMDes perlu mensosialisasikan AD dan ART, serta mengoptimalkan pemanfaatan teknologi untuk keberlanjutan bisnis; Peningkatan peran *stakeholder* (kepala desa, dinas PMD, swasta) dapat dilakukan melalui forum rutin membahas strategi penyertaan modal, pengembangan usaha BUMDes; 5) Perguruan Tinggi perlu berperan dalam integrasi kurikulum pendidikan dengan program pemberdayaan masyarakat dan usaha desa, pelatihan berbasis riset, serta pengembangan kemitraan kampus dan desa dalam pembinaan usaha; 6) Pendamping BUMDes perlu menyusun roadmap pembinaan berkelanjutan, menyediakan modul pelatihan sesuai karakteristik daerah, serta melakukan monitoring berkala dengan metode asesmen untuk meningkatkan efektivitas, serta perlu dilakukan pembinaan khusus bagi anggota dan pengurus BUMDes dengan fokus pada penguatan kepemimpinan, kemitraan, organisasi, dan bisnis; 7) Penelitian lanjutan; terkait indikator variabel keuangan, pelanggan, standarisasi proses dan produk BUMDes; terkait efektivitas struktur organisasi, profesionalisme, inovasi bisnis, tata kelola administrasi dalam pengelolaan BUMDes; serta penelitian dengan pendekatan kearifan lokal untuk menganalisis jenis usaha, cakupan wilayah, komoditas, ekonomi lokal, dan pengaruh media massa terhadap peningkatan kinerja BUMDes.

Kata Kunci : *Dinamika Organisasi, Kepemimpinan Direktur, Partisipasi Masyarakat, Peran Stakeholder, Kinerja BUMDes.*

ABSTRACT

ORGANIZATIONAL DYNAMICS AND THE ROLE OF STAKEHOLDERS IN IMPROVING THE PERFORMANCE OF VILLAGE-OWNED ENTERPRISES (BUMDes) IN LAMPUNG PROVINCE

By

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Village development requires active community participation to develop the potential and assets of the village for the welfare of its people. Based on Indonesia's Village Development Index (IDM) in 2021, 38,083 (50.8%) out of 74,957 villages have developed, indicating that villages possess untapped social, economic, and ecological resources. A participatory approach through village organizations positions communities as active agents in implementing development programs. One such organization, BUMDes, is established to enhance Village Original Revenue (PAD) and improve community welfare.

Research Objectives: 1) Analyze the level of leadership of the director, member participation, stakeholder roles, organizational dynamics, and BUMDes performance; 2) Examine the direct influence of director leadership, community participation, and stakeholder roles on organizational dynamics and BUMDes performance; 3) Assess the direct influence of director leadership, community participation, and stakeholder roles on organizational dynamics; 4) Investigate the direct effect of director leadership and stakeholder roles on community participation; 5) Analyze the indirect influence of director leadership, community participation, stakeholder roles, and organizational dynamics on BUMDes performance; 6) Examine the indirect impact of director leadership, community participation, and stakeholder roles on organizational dynamics; 7) Develop BUMDes management strategies based on director leadership, community participation, stakeholder roles, organizational dynamics, and performance.

The research was conducted in East Lampung Regency, Pringsewu Regency, and West Lampung Regency, with data collection taking place from March to June 2024. The study analyzed 27 BUMDes in East Lampung, 11 in West Lampung, and 12 in Pringsewu, with a sample of 250 respondents determined using proportional random sampling (five respondents per BUMDes). Research variables include director leadership (X_1), community participation (X_2), stakeholder roles (X_3), organizational dynamics (Y), and BUMDes performance (Z). Validity and reliability tests were conducted on 30 non-research respondents.

Data analysis utilized descriptive methods and Structural Equation Modeling - Partial Least Squares (SEM PLS) to determine direct and indirect variable relationships and formulate BUMDes management strategies.

The research findings indicate: 1) that the levels of director leadership, community participation, stakeholder roles, organizational dynamics, and BUMDes performance vary across different aspects. a) Director leadership is categorized as high, with indicators such as analyzing organizational resources, task distribution, guiding goal achievement, communication, and fostering unity being highly rated, while initiative-taking falls under the moderate category. b) Community participation is classified as moderate, where planning, implementation, monitoring, and evaluation are high, whereas capital participation and willingness to serve as administrators or managers are moderate. c) Stakeholder roles within BUMDes activities are considered high, with policy creator, facilitator, and implementer rated high, while the coordinator role is moderate. d) Organizational dynamics within BUMDes are also categorized as high, with elements such as objectives, structure, coaching, environment, tasks and functions, teamwork, and organizational effectiveness showing strong performance, while pressure and hidden agendas remain in the moderate category. e) BUMDes performance is rated high, where business performance and social benefits are strong, whereas environmental awareness is moderate.

The results of the direct and indirect influence analysis are as follows: Organizational dynamics have a direct impact on improving BUMDes performance, while director leadership, community participation, and stakeholder roles do not directly affect BUMDes performance. However, director leadership, community participation, and stakeholder roles have a direct influence on organizational dynamics, and both director leadership and stakeholder roles directly affect community participation. Furthermore, director leadership, community participation, and stakeholder roles indirectly influence BUMDes performance through organizational dynamics. Similarly, these factors indirectly affect BUMDes performance through both community participation and organizational dynamics, but director leadership and stakeholder roles do not affect BUMDes performance through community participation. Additionally, director leadership and stakeholder roles indirectly impact organizational dynamics through community participation. An innovative strategy for managing BUMDes in Lampung Province must integrate director leadership, community participation, stakeholder involvement, organizational dynamics, and a focus on shared goals. The director's leadership functions include resource analysis, task delegation, initiative-taking, goal direction, communication improvement, and unity-building. Community participation should be strengthened in planning, implementation, willingness to take on managerial roles, and monitoring and evaluation processes. Stakeholders must fulfill roles as policy creators, facilitators, coordinators, and implementers. Organizational dynamics should encompass objectives, structure, coaching, effectiveness, environment, cohesion, and the functional tasks of BUMDes. The primary focus is increasing Village Original Revenue (PAD) through profitable business activities that contribute to the welfare of rural communities. The findings highlight that BUMDes, as independent organizations, require sustainable management supported by proper structures, professionalism, competent resources, and stakeholder involvement

through capital investment, coaching, and regulatory support. This reinforces BUMDes' dual function as both business entities and social institutions, underscoring the importance of a socio-economic approach to enhance community welfare.

The recommendations highlight several crucial steps to enhance the management and sustainability of BUMDes in Indonesia. 1) The Central Government should establish regulations regarding the percentage of village funds allocated for BUMDes capital, implement monitoring and evaluation mechanisms, and provide digital platforms for transparent management. Additionally, revising Regulation No. 3 of 2015 to emphasize facilitator roles in coaching and aligning regional policies with Regulation No. 7 of 2023 is necessary, particularly regarding the appointment mechanisms for managers, supervisors, and operational staff. Facilitator recruitment should consider a minimum qualification of a bachelor's degree (Strata 1) with expertise in management, organization, empowerment, and business; 2) The Regional Government should allocate APBD funds for BUMDes development, establish facilitation and evaluation teams, and conduct regular training for village governments and BUMDes managers to enhance their managerial capacity; 3) Village Government must formulate policies ensuring sustainable capital provisions, maintain transparency in village fund utilization, and foster partnerships that support capital strengthening and continuous BUMDes development; 4) BUMDes managers need to socialize organizational regulations and optimize technology use to ensure long-term business sustainability. Stakeholders, including village heads, PMD agencies, and private sector representatives, should engage in regular forums discussing capital investment strategies and business development initiatives for BUMDes; 5) Higher education institutions must integrate academic curricula with community empowerment programs and village enterprises, conduct research-driven training, and develop partnerships between universities and villages to enhance BUMDes capacity. 6) BUMDes facilitators should design a comprehensive roadmap for continuous coaching, provide training modules tailored to local characteristics, and conduct periodic evaluations using assessment methods to enhance efficiency. Additionally, specialized training should be conducted for BUMDes members and managers focusing on leadership strengthening, partnerships, organizational management, and business development; 7) Further research is necessary to explore financial indicators, customer engagement, process standardization, and product development in BUMDes. Investigations should also focus on organizational effectiveness, professionalism, business innovation, and governance structure in BUMDes operations. Research using local wisdom approaches should analyze the types of businesses, territorial scope, commodities, local economies, and the impact of mass media in improving BUMDes performance.

Keywords: *Organizational Dynamics, Director Leadership, Community Participation, Stakeholder Roles, BUMDes Performance*