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| **ANALYSIS PERFORMANCE OF BUMDESMA**  **IN SUMEDANG DISTRICT**  ¹Fanji Farman, ²Dadang Kurniawan DP, ³Ida Rosdiyani  Accounting Study Program, Faculty of Economics, Universitas Sebelas April , Sumedang  Corresponding Author : [fanjifarman2501@gmail.com](mailto:fanjifarman2501@gmail.com) | | | |
| **Article Information**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  *History of article:*  *Accepted*  *Approved*  *Published*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | **Abstract**  *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*  Government Regulation No. 11 of 2021, concerning Village-Owned Enterprises (BUMDes) states that BUMDes are legal entities established by villages and/or together with villages to manage businesses, utilize assets, develop investment and productivity, provide services, and/or provide other types of business for the greatest welfare of the village community. This study aims to examine the performance of BUMDESMA Sembada Darmaraja in Darmaraja District, Sumedang. The research focuses on the financial perspective, the customer perspective, the internal business process perspective, the growth and learning perspective as well as the supporting and inhibiting factors in the development of BUMDESMA. The research method uses a descriptive method. research data sourced from secondary and primary data. The results showed that the overall performance of BUMDESMA Sembada Darmaraja was quite good due to fluctuations.  Keywords : business entities, village-owned enterprises, and performance | |
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# BACKGROUND

The Covid-19 outbreak, which has become a polemic in the world economy, cannot be predicted when it will end. It seems that some of the impacts that occur include a decrease in income, an increase in unemployment, and an increase in the value of loans. This resulted in the weakening of the real sector economy, especially in MSMEs.

The government's solution is to balance policies on health and handling economic emergencies by providing intensive alternatives and Direct Cash Assistance (BLT) for the community with the aim of being able to support the community's economy in the midst of this pandemic.

Meanwhile, the issuance of government policies that require several locations to do lockdown, work from home, physical distancing to PSBB which results in limited access, movement and community activities. It also makes economic transactions weaken. However, economic actors continue to change ways and methods to adapt to the conditions of this pandemic so that the economic welfare of the community remains stable.

The regional government in regional financial management provides directions to each district to instruct each village head so that the region has a business entity so that it can improve the economic quality of each village. The Joint Village-Owned Enterprise (BUMDESMA) is one of the work programs of a government in regional autonomy, formed and managed by the village community to improve the welfare of the community, especially in the village economy.

Previously, the government had issued a law on the establishment of BUMDes RI (2004) regarding Regional Government Article 213 paragraph (1) which stated that "Villages can establish village-owned enterprises in accordance with the needs and potential of the village". Then with the RI Law (2014) article 87 concerning Villages which states that BUMDes is a business entity whose entire or most of the capital is owned by the village through direct participation and comes from village wealth.

In the Sumedang district, especially the Darmaraja sub-district, until now it is still developing one of the development fields, namely in the economic field. This is intended to continue to increase empowerment in economic development which is channeled in the form of various funds for village development through BUMDes.

As a tangible form of the BUMDes program in Darmaraja District, it can be marked by the existence of the Sembada BUMDes which is precisely located on Jl. Raya Darmaraja-Cibugel No.29 Dusun Kaum, Darmaraja Village.

The establishment of BUMDESMA Sembada Darmaraja began with the Activity Management Unit (UPK) which managed funds from the District Development Program (PPK) which was formed on November 14, 2001. In 2009, KDP changed to the National Program for Independent Rural Community Empowerment (PNPM-Mpd) based on the policy the Indonesian government. BUMDESMA Sembada, which is managed by the UPK of Darmaraja District, has opened a savings and loan business that has initial capital sourced from revolving fund assets belonging to the people of Darmaraja District. BUMDESMA Sembada has a working area of ​​3,501 ha with 12 villages, including Pakualam Village, Karangpakuan Village, Cikeusi Village, Taruna Jaya Village, Cieunteung Village, Cipeuteuy Village, Darmaraja Village, Darmajaya Village, Sukaratu Village, Ranggon Village, Neglasari Village, and Sukamenak Village. The population of Darmaraja Subdistrict is 42,266 people, consisting of 21,589 male and 20,677 female. The type of business built is a savings and loan business where funds are sourced from the community in the form of savings and deposits and channeled back to the community in the form of credit which is intended to help business capital and people's daily consumption.

Along with the development of BUMDESMA Sembada, financial performance must be managed properly to ensure and increase the level of trust of the village community towards BUMDESMA Sembada. Associated with the assumption of the manager or management in assessing financial performance, it is often seen from the profit. If you get high profits and can pay employee salaries, it means that your financial performance is good and vice versa. This cannot be used as a benchmark in measuring financial performance, but measurement can also be done by analyzing financial statements in more depth based on several approaches. This study aims to examine the performance of BUMDESMA Sembada located in Kaum Hamlet, Darmaraja Village, Darmaraja District - Sumedang. This research focuses on the concept of the balanced scorecard. The Balanced Scorecard is a method of measuring organizational performance where the assessment is on financial and non-financial aspects. The balanced scorerad measurement requires a balanced measurement by looking at four main perspectives, namely the financial perspective, the customer perspective, the internal business process perspective, and the learning perspective.

# RESEARCH METHODOLOGY

The research was carried out in October 2021 – January 2022 at BUMDESMA Sembada Darmaraja, Sumedang Regency, West Java Province. The research method used is descriptive method. The method of data collection in this study was conducted by interview, observation and documentation. Sources of data used in this study is secondary data in the form of financial statements BUMDESMA Sembada Darmaraja and primary data obtained from respondents. The respondents of this research are BUMDESMA managers, and BUMDESMA Sembada customers. The type of data used in this study is quantitative data where the source of the data is obtained from the numbers listed in the financial statements; balance sheet, and profit/loss.

# 4, RESEARCH RESULTS AND DISCUSSION

# This study was conducted to describe the performance measure of BUMDESMA through the overall aspect which is considered a future-oriented performance measurement tool and provides a balance of efforts. The following is a description of several perspectives.

# The performance of BUMDESMA Sembada based on a financial perspective

# The performance of BUMDESMA Sembada based on a financial perspective refers to revenue and net income (Novitasari and Syarifah, 2020). Return on Investment (RoI) value, Return on Equity (RoE) value, and Net Profit Margin (NPM) value.

# Table 1. Descriptive Analysis financial statements

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| --- | --- | --- | --- | --- | --- |
|  | Penerimaan | Biaya | Laba Bersih | Total Aktiva | % |
| Penerimaan dan Laba Bersih | Rp 20.520.290.904 | Rp 12.330.317.771 | Rp 8.189.973.133 |  |  |
|
| Nilai RoI |  |  | Rp 8.189.973.133 | Rp 20.628.553.098 | 39,70% |
| Nilai RoE |  | Rp 12.330.317.771 | Rp 8.189.973.133 |  | 66,42% |
| Nilai NPM | Rp 20.520.290.904 |  | Rp 8.189.973.133 |  | 39,91% |

The success of a business for long term sustainability comes from contributing from a financial perspective in sustainable investment. Karlson (2019). Until last year, BUMDESMA Sembada had a profit of Rp 7,332,856,851.00. The table above shows that the performance of BUMDESMA Sembada based on a financial perspective is in the fairly good category because it has increased. Until last year.

BUMDESMA Sembada has a RoI value of 35.55% and a RoE value of 70.22%. The table above shows that the rate of return on investment increased by 4.15% so that the performance of BUMDESMA Sembada is included in the fairly good category based on a financial perspective on the value of RoI. Meanwhile, the table above also shows a 3.80% decrease in return on capital/costs.

So that the performance of BUMDESMA Sembada is in the fairly good category because it fluctuates. If a company or business entity benefits from a higher than the RoE ratio, it usually has a competitive advantage that has the opportunity to get greater profits with a higher rate of return on capital for investors. Last year, BUMDESMA Sembada had a Net Profit Margin (NPM) of 41.25%. The table above shows that there is a decrease of 1.34% so that the performance of BUMDESMA Sembada on the NPM value based on a financial perspective can be categorized quite well because it has fluctuated. Norvell and Horky (2017) suggest that revenue is not always directly proportional to profit, positive acceptance does not necessarily indicate a large profit.

1. **BUMDESMA Sembada Darmaraja Performance Based on Customer Perspective**

Implicitly, based on the customer's perspective, it will describe BUMDESMA's ability to provide professional services to customers. The level of customer satisfaction shows how good the service level of BUMDESMA Sembada is. Measurement of the level of customer satisfaction using a questionnaire containing 15 open-ended questions covering 5 dimensions including physical form, quality assurance, responsiveness, concern, and reliability. In general, satisfaction in physical form is quite satisfied because it can be seen from the cleanliness of the room both inside and outside which is always cleaned regularly along with complete table and chair facilities. Especially when the pandemic season is still ongoing, several health protocols are still being strictly observed to prevent the spread of Covid-19 according to government recommendations. Kim and Park (2020) explain that the satisfaction of consumers who easily state that they are not satisfied will be detrimental to BUMDes. Meanwhile, according to (Amam and Harsita, 2019) explaining the satisfaction of a consumer in the village area can be said to be satisfied if the attitude given by the village members is also good. The savings and loan transactions provided also provide satisfaction to customers in terms of quality assurance along with the responsiveness of employees in serving customers when faced with several criticisms/complaints that end with providing appropriate solutions that are easily understood by customers. The employees' concern for customers is also a satisfaction which is marked by individual attention. Customers feel satisfied with the reliability of employees who can record savings and loan transactions properly and accurately so that there are no doubts or worries about things that are not desirable. If the economic growth of villages in some areas has decreased due to the Covid-19 outbreak, it is inversely proportional to the government in Sumedang Regency, especially BUMDESMA Sembada Darmaraja which has succeeded in bringing Sembada Village to be better and superior among villages in Sumedang, because of the performance of the members. and the structure is very integrated so as to provide its own satisfaction for customers which causes this Sembada BUMDes to have always good value in the eyes of customers.

1. **PERFORMANCE OF BUMDESMA Sembada Darmaraja Internal Business Process Perspective**

Viewed from the perspective of internal business processes, it will show BUMDESMA's ability to produce minimum input for maximum output. The type of business that is currently running is a savings and loan business which is part of the sub-district development program (PPK) which is then managed by the UPK (Activity Management Unit) as the program manager at the district level. This program places BUMDESMA Sembada as the manager of program funds as well as empowering rural communities, reducing poverty and improving welfare.

The program aims as an effort to develop productive economic activities and improve the quality of life of the community through the provision of tangible benefits, especially for the productive poor group and women's group. This activity also plays an important role in the fulfillment of cheap and easy micro-enterprise capital for the community in the region Darmaraja district. This emphasizes the cooperation of BUMDESMA Sembada with the community in an effort to utilize economic resources. These efforts are focused on potential human resources and other investments that can develop business networks and community business access and create jobs for poverty alleviation.

1. **PERFORMANCE OF BUMDESMA Sembada Darmaraja Growth and Learning Perspective**

This perspective will describe the ability of BUMDESMA in providing adequate services to customers through employees. The performance of BUMDes in the process of growth and learning perspective has several aspects including the satisfaction of BUMDes members and also the productivity of BUMDes employee performance. Aspects of employee satisfaction can be measured from 6 dimensions including: involvement in decision making, rewards, active and creative encouragement, staff support, and overall satisfaction with BUMDESMA Sembada

In joint decision making, employees are satisfied because BUMDESMA Sembada always involves employees, is open and always accepts ideas, criticism and suggestions for the development of BUMDESMA. Employees are also satisfied with the awards given to special employees who meet the targets along with the assessment system. Employees' facilities for accessing information are classified as satisfied with the available internet access along with the division of responsibilities and authorities. In addition, employees are also satisfied because they have received active encouragement to work creatively provided by BUMDESMA with the implementation of education and training to hone the skills of employees. Cooperation between staff who support each other to create good operational management is also quite satisfied. Meanwhile, employee satisfaction with the entire BUMDESMA is classified as not satisfied because there is no opportunity for promotion and the salary received by employees is still low. However, employee productivity will describe the employee's ability to generate profits for BUMDESMA Sembada. If employee productivity is more effective, the income of each employee will also increase.

1. **Encouraging and Inhibiting Factors for the Development of Sembada BUMDESMA**

The driving factors for BUMDESMA Sembada include conditions of strengths and opportunities, while inhibiting factors include conditions of weaknesses and threats. Based on information obtained from respondents, the following are the driving factors of BUMDESMA Sembada including; (1) Has formal legality; (2) The formation of a democratic management; (3) participation and participation in community activities; (4) HR has adequate competence. Meanwhile, the inhibiting factors in the development of BUMDESMA Sembada include; (1) Only has one business unit; (2) There is no capital receipt from the village government; (3) The government has a limited role; (4) Office facilities are not optimal.

The condition where the inhibiting factors have more influence on the development requires BUMDESMA Sembada to arrange new strategies that are prepared by taking into account the appropriate direction towards improvement of the inhibiting factors. Elon Musk said that every success or success achieved is as long as we can do it with fun things in life. BUMDESMA Sembada always provides directions to the surrounding community so that they have a qualified level of expertise. The change in the era of life towards the new normal era due to the COVID'19 pandemic has forced people to hone and develop their abilities to keep up with the era of change. The members and structural members of Sembada Village always improve their skills and reliability in order to provide perspectives that can be imitated by the community.

1. **CONCLUSION**

BUMDESMA Sembada from a financial perspective is included in the fairly good category because it fluctuates. Despite the pandemic, limited movement and access, BUMDESMA Sembada Darmaraja can still run and even experience an increase in profit. The customer's perspective shows that BUMDESMA Sembada has good abilities in professional service. Employee performance is quite good because employee productivity fluctuates. The driving factor for BUMDESMA Sembada is community participation and participation, while the inhibiting factor is BUMDESMA Sembada has only one business unit and has not opened a new business unit that can increase the level of business income. The overall performance of BUMDESMA Sembada Darmaraja is quite good. Every year the performance of BUMDESMA always gets an increase which causes BUMDESMA Sembada to always get maximum results every year.

The suggestion for BUMDESMA Sembada Darmaraja is to increase financially by adding new creative business units which will indirectly add new jobs. Expanding the network of cooperation will also open up opportunities for investors to invest in BUMDESMA. In addition, improving the service quality of employees by increasing education and training programs accompanied by complete facilities so that they are more optimal in providing services to customers.

1. **Research Limitations**

# In general, journals that conduct research on performance in the public sector use financial analysis methods that emphasize the financial aspect. This study uses the Balanced Scorecard method where this method uses a concept that not only emphasizes financial aspects but also non-financial aspects. This study also only focuses on one business unit, namely savings and loans.

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