

The Role of Good Governance in the Performance of Village-Owned (Bum Desa) Enterprises



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ABSTRACT: Village-Owned Enterprises (BUM Desa) are a potential vehicle for community empowerment. The business fields of BUM Desa can be in the economic and/or public services sectors which are managed with a spirit of family and mutual cooperation. BUM Desa management requires attention in order to achieve the objectives of establishing BUM Desa.

Description of the implementation of governance and performance as a study on BUM Desa Penggung Lestari is carried out through its website. Data and information from the annual report and regulations on the establishment of BUM Desa Penggung Lestari and Government Regulation No. 11 of 2021 are used as the basis for its evaluation.

Management of BUM Desa Penggung Lestari with the principles of professionalism, transparency, responsibility, participatory; equal, fair, and legal certainty. Its performance is shown by the total assets increasing by 145%, income increasing by 59%, and 98% of its employees being absorbed from the village community, building stakeholder trust and achieving economic and social goals. The involvement of professional organizations and universities can help BUM Desa managers in implementing the principles of good governance in BUM Desa in accordance with Peraturan Pemerintah Number 11 of 2021 concerning Badan Umum Milik Desa and meet the expectations of the Regulation of the Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Number 3 of 2021.

KEYWORDS: BUM Desa Governance Principles, BUM Desa Performance

INTRODUCTION

Village-Owned Enterprises (BUM Desa) are business entities whose capital is wholly or mostly owned by the Village through direct participation originating from Village assets that are separated to manage assets, service services and other businesses for the greatest welfare of the Village community (Pasal 1 of UU No. 6 of 2014). BUM Desa was established with the aim of carrying out economic business activities through business management and developing investment, increasing economic productivity and village potential, carrying out public service activities through the distribution of goods and/or services, and responding to the needs of the village community and managing village food barns, so as to obtain net profit to increase the village's initial income and obtain maximum benefits from the village community's economic resources by utilizing village assets so as to provide added value to village assets, as well as developing a digital economic ecosystem in the village (pasal 3 of Peraturan Pemerintah RI No. 11 of 2021).

Operational implementers as part of the BUM Desa management are required to have expertise, integrity, leadership, experience, honesty, good behavior, and have high dedication to advancing and developing BUM Desa. Operational implementers have the obligation to (a) implement and develop BUM Desa to become institutions that serve the economic needs and/or public services of the Village community; (b) explore and utilize the potential of Village economic businesses to increase Village Original Income; and (c) collaborate with other Village economic institutions (Pasal 24 of Peraturan Pemerintah RI No. 11 of 2021). As proof of having carried out their obligations, Operational Implementers must prepare financial reports from all BUM Desa business units, containing information on reports on the development of BUM Desa business units and the position of BUM Desa assets to be submitted to Village community stakeholders through Village Deliberations. The Village Government has the task of fostering BUM Desa and is accountable to the BPD which is submitted through Village Deliberations.

Village-Owned Enterprises (BUM Desa) administrators must be able to play an active role in carrying out their main tasks and functions. The role of administrators is related to several factors that support the tasks given. BUM Desa was established and managed well in order to improve services to the community, which in this case will result in increased household income so that

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there is a change in the income level of the village community (Anggraeni, 2016; Aldila & Hasanuddin, 2018; Ihsan, 2018; Jaryono & Tohir, 2019; Arindhawati & Utami, 2020). Gema Desa (2023), BUM Desa and BUM Desma should not become new competitors for businesses owned by village residents, but rather must become consolidators of village residents' businesses. It is reminded that all economic activities of BUM Desa and BUM Desma must be a fertilizer for existing and previously existing village residents' businesses. In addition, BUM Desa and BUM Desma also have a big role in saving village cultural assets that have been passed down from generation to generation. It is recorded that 51,971 BUM Desa and BUM Desma in Indonesia have registered to obtain a legal entity certificate.

Communities in rural areas are experiencing quite encouraging dynamics. The orientation of village residents' business development, as well as the development of BUM Desa, plays a significant role in efforts to advance the community's economy. The development of BUM Desa can be done by making BUM Desa have good governance (Widiastuti & Rahman, 2019; Nurjanah, 2020; Sofyani & Septiari, 2020). With good governance, the performance of BUM Desa is expected to increase (Sofyani & Rezki, 2019; Wardiyanti & Budiwitjaksono, 2021).

The performance of BUM Desa is measured like an entity, as a small and medium-scale business entity, the simplest performance measure can use ratios from financial report data. Liquidity, activity, and profitability ratios help provide information on the performance of BUM Desa management results. Other performance assessment methods can complement the need for information in management decision making and other stakeholders (Qosjim, 2017; Karlina & Kudus, 2017; Nisa, 2018; Madjodjo & Dahlan, 2020; Rahmadhona & Saifullah, 2023). Of course, the management and performance of BUM Desa will have an impact on the village's original income (Rahmawati, 2020; Sinarwati & Prayudi, 2021). This also requires attention from universities and relevant professional organizations to be able to help increase the capacity of BUM Desa through good governance. This article is intended to describe how to implement governance in BUM Desa and its performance, using one object of BUM Desa Panggung Lestari, Panggunharjo Village, Bantul Regency.

VILLAGE-OWNED ENTERPRISE (BUM DESA) GOVERNANCE

Corporate governance is a series of processes, habits, policies, and rules of an institution that influence direction, management, and control. Governance includes the relationship between stakeholders including: owners, managers, supervisors, employees, suppliers, customers, and other communities. The existence of a governance system is needed to realize the vision, mission, and goals set by the company. A good corporate governance system requires the establishment and implementation of corporate governance principles in the company's managerial process. By recognizing universally applicable principles, it is hoped that companies can live sustainably and provide benefits to stakeholders. These principles can be summarized as: fairness, transparency, independence, accountability, and responsibility. A professional non-governmental organization (NGO), namely the Forum for Corporate Governance in Indonesia (FCGI), aims to socialize good corporate governance practices to the user community (Syofyan, 2021). Understanding the basic principles of good corporate governance is actually a very basic essence, and it is necessary to pay attention again, related to the things that underlie the concept with the relevance of the actual conditions that occur. By referring to these principles, it is hoped that understanding will not only be applied to the government as the policy maker, but also to business actors who must also have a high commitment in implementing the government's policies. In fact, many companies already have good corporate governance guidelines as a reference when implementing them.

Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Number 3 of 2021 implies the need for fostering BUM Desa/BUM Desa Bersama which aims to achieve effective and efficient planning, management, implementation, and organizational monitoring systems. Fostering BUM Desa which has governance based on transparency, accountability, responsibility, independence, fairness and equality and is carried out in an orderly and disciplined budget with a spirit of family, mutual cooperation and good cooperation.

VILLAGE-OWNED ENTERPRISE (BUM DESA) PERFORMANCE

Village-owned enterprises are one of the institutions engaged in the social and economic fields and as a service provider for village communities, especially regarding business matters, while according to Anggraeni (2016) it explains that the existence of Village-owned Enterprises is able to bring about changes in the social and economic fields of the community, but the existence of Village-owned Enterprises does not bring significant benefits to improving the welfare of residents directly. This shows that Village-owned Enterprises play an important role in the social and economic fields of the community, but the role of Village-owned Enterprises needs to be increased as an effort to support improving community welfare.

Measurement of Village-owned Enterprise performance can use financial indicators, namely increased sales and increased capital. In addition, non-financial performance indicators are the ability to manage the budget and the ability to manage village potential

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and the absorption of labor from the village community (Sinarwati & Prayudi, 2021). The financial performance of Village-owned Enterprises can also be measured through aspects of capital, liquidity, independence and growth (Rahmadhona & Saifullah, 2023). Village-owned enterprise performance can also be measured from the quality of Village-owned enterprise services to the community related to business and social aspects. The responsiveness of community needs is adjusted to the needs of the surrounding community so that the community feels the services of the Village-Owned Enterprises, by recognizing the needs of the surrounding community as one way to develop programs/business units in the Village-Owned Enterprises. The accountability of the Village-Owned Enterprises is characterized by the constant preparation of accountability reports per financial report activity to be submitted at the annual member meeting (Risalah & Eriswanto 2023).

METHODOLOGY

This article is written from the results of thinking based on the results of previous studies (Siswanto, 2012) related to the governance of BUM Desa and its performance in various regions in Indonesia. In accordance with the expectations of the Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Number 3 of 2021 and Peraturan Pemerintah No. 11 of 2021 concerning Badan Umum Milik Desa. BUM Desa needs to have good governance, the discussion uses the principles of transparency, accountability, responsibility, independence, fairness and equality. The annual report of BUM Desa Panggung Lestari, Panggunharjo Village, Bantul Regency (<https://www.panggunharjo.desa.id/>) is used as an object for evaluating the implementation of BUM Desa governance.

THE ROLE OF GOVERNANCE IN VILLAGE-OWNED ENTERPRISE (BUM DESA) PERFORMANCE

Village-owned enterprises are pillars of national welfare, because Village-owned enterprises were established on the basis of a joint commitment of village communities, to work together, work together, and mobilize the economic strength of the people in order to realize the welfare and prosperity of village communities. All or most of the capital of Village-owned Enterprises is owned by the village through direct participation originating from village wealth, therefore the development of Village-owned Enterprises is a form of strengthening village economic institutions and is a tool for utilizing the local economy with various types of potential in the village. Therefore, Village-owned Enterprises can be the backbone of the village government's economy in order to achieve increased community welfare. Local economic development can be realized through Village-owned Enterprises. Currently, Village-owned Enterprises are of great concern to the government as a solution to increase village economic activities. In addition to being an economic institution, Village-owned Enterprises are also expected to become social institutions that can provide social services to the community (Ihsan, 2018; Arindhawati & Utami, 2020).

From the data from the Ministry of Home Affairs' Dukcapil, as of June 2021, there are 83,381 villages in Indonesia. However, based on data from the Ministry of Villages, Disadvantaged Regions and Transmigration, in 2023 there will only be 12,945 Village-Owned Enterprises that have officially become legal entities. Meanwhile, around 35,000 Village-Owned Enterprises are still in the registration stage. Thus, there are still around 42 percent of villages that do not have a Village-Owned Enterprise (Masterplandes.com, 2023). Not all Village-Owned Enterprises that run this business have the ability to manage it because the most important thing is to form it first. If the Manager does not get direction and assistance, there is a risk of it becoming stalled. This is what we are currently assisting, trying to get Village-Owned Enterprises running, filling the gaps in the village and improving the welfare of the community (Kafa, 2019). Meanwhile, Village-Owned Enterprises have a strategic role in improving the regional economy and community welfare. Each village has great potential in the tourism, agriculture, and small and medium industry sectors. However, this potential has not been fully utilized and there are still many people living below the poverty line. So that BUM Desa can be a solution to overcome these BUM problems by involving the community in the development and management of local businesses. In addition, there are several other ideal conditions that need to be met in an effort to manage BUM Desa effectively, including the active involvement of the village community, having effective management, business diversification, involvement of third parties, optimal education and training, and good application of technology to increase efficiency and business productivity.

Types of businesses that can be developed through BUM Desa include village drinking water businesses, village electricity businesses, food barns, transportation rental businesses, party equipment, meeting halls, shop houses and land owned by BUM Desa, brokering businesses through electricity payment services and village markets to market products produced by the community, business businesses that produce and/or trade, financial businesses through credit access and lending, and holding as the parent of the business units developed.

The management of BUM Desa Panggung Lestari with organizational apparatus including Village Deliberation, Advisors, Operational Implementers, and Supervisors. Management is carried out with the principles of a. professional; b. transparent; c. responsible; d. participatory; e. equal; f. fair; and g. legal certainty. The objectives of the establishment of BUM Desa Panggung

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Lestari are stated in its articles of association, namely: (1) Realizing an independent rural community economic institution to provide services to the needs of the community; (2) Supporting local investment activities, exploring local potential and increasing the linkages between rural and urban economies by building rural economic facilities and infrastructure needed to develop rural business productivity; (3) Encouraging the development of the village community economy by increasing the community's capacity in planning and managing village economic development; (4) Increasing creativity and opportunities for productive economic businesses for low-income village communities; (5) Creating business opportunities and opening up employment opportunities; and (6) Increasing the village's original income. The management of BUM Desa Panggung Lestari publishes an annual report containing information about the profile of BUM Desa Panggung Lestari, financial reports and financial performance, operational performance reports, social responsibility, prospects and the next strategic plan. BUM Desa Panggung Lestari is presented here to provide an overview of the journey of BUM Desa since its establishment until now. In 2015, the Panggunharjo Village Government established a Village-Owned Enterprise named Panggung Lestari to solve the problem at that time, namely waste with KUPAS (Waste Management Business Group) becoming the first business unit of BUM Desa Panggung Lestari. In 2017, BUM Desa no longer received capital deposits from the Village Government, the existence of the Kampoeng Mataraman Business Unit which utilizes its cultural landscape makes BUM Desa independent by financing itself. BUM Desa Panggung Lestari received an award at the ASEAN level, namely The Fourth ASEAN Rural Development and Poverty Education Leadership Award on November 8, 2019 given in Myanmar, with BUM Desa Panggung Lestari's income in that period reaching 6.4 billion. During the Covid-19 period, BUM Desa Panggung Lestari was able to survive, and the 2021-2022 period is moving towards a sustainable transformation with various investments made in each unit starting from its infrastructure and also its institutional mechanisms and management systems. At the beginning of the transformation, BUM Desa has achieved performance including: total assets increased by 145%, income increased by 59% obtained from four business units, namely KUPAS, Kampoeng Mataraman, Pasardesa, and The Ratan, and income from visiting guests., Net Profit Margin 11% compared to the previous period which was only 2.12%, and 98% of its employees come from the Panggunharjo village community with a total salary issued by BUM Desa of 32% of the total income received. The management of BUM Desa Panggung Lestari is committed to providing the widest possible access to employment in the BUM Desa business unit, educating employees to improve the quality of BUM Desa Panggung Lestari employee competencies, optimizing waste processing in the KUPAS business unit. The main focus of the establishment of the KUPAS business unit is to solve the waste in Panggunharjo, and the allocation of social funds for BUM Desa Panggung Lestari. According to the Articles of Association of BUM Desa Panggung Lestari, 5% of net profit will be used for social funds.

The principles of good governance of BUM Desa can refer to the principles of governance implemented in companies or state/regional-owned enterprises, namely the principles of transparency, accountability, responsibility, independence, and fairness.

1. Principle of Transparency

BUM Desa implements the principle of transparency if it has been shown that BUM Desa stakeholders including BUM Desa managers (advisors, operational implementers, and supervisors), village government, and the community have the same understanding of the BUM Desa managerial decision-making process. Information about procedures and policies in business units and work units has been submitted in writing and can be accessed by all parties who have an interest in BUM Desa. Accurate and timely information that reveals the financial condition, financial performance, ownership and management of BUM Desa. Transparency is carried out so that stakeholders know the condition of BUM Desa. The position of Supervisor carries out supervisory duties as an independent party.

2. Principle of Accountability

BUM Desa implements the principle of accountability if it has been shown that BUM Desa managers and employees have known and understood the vision, mission, objectives and operational targets of BUM Desa, each also understands their duties and responsibilities correctly. Every activity and decision-making process is carried out in accordance with the previously established systems and procedures, documented, maintained and guarded properly. The check and balance process is carried out comprehensively in every organizational unit. The operational, organizational and individual performance assessment system has been agreed to be established, implemented and evaluated properly. The accountability of the Village-Owned Enterprises' performance is routinely reported.

3. Principle of Accountability

The Village-Owned Enterprises implement the principle of accountability if it has been shown that the Village-Owned Enterprises' management knows and understands all applicable regulations, applies the system of values and culture adopted by the Village-Owned Enterprises, carries out its activities responsibly, avoids all transaction costs that have the potential to harm third parties or other parties outside the provisions that have been agreed upon, as implied in the applicable laws and regulations. The process

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of delegation of authority has been carried out sufficiently and well for the sake of the implementation of work. The managers and heads of business units have carried out accountability for work results regularly.

4. Independence Principle

Village-owned Enterprises implement the principle of independence if they have shown that BUM Desa managers can act independently according to their roles and functions without any pressure from any party that is not in accordance with the applicable BUM Desa operational system. Managers must continue to provide recognition of the rights of stakeholders as stipulated in applicable laws and regulations. Management decisions should be free from the interests of various parties that are detrimental to BUM Desa, the decision-making process is carried out objectively for the benefit of BUM Desa.

5. Fairness Principle

Village-owned Enterprises implement the principle of fairness if they have shown that BUM Desa managers and employees pay attention to the interests of all stakeholders fairly according to generally applicable provisions. All stakeholders have the opportunity to receive fair treatment from BUM Desa. Treatment, teamwork development, work relationships and coaching for employees are carried out by considering their rights and obligations fairly and fairly. Management is transparent if it finds transactions that contain a conflict of interest.

The government, in this case the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia needs to prepare good governance guidelines for BUM Desa, so that these guidelines can be a reference for BUM Desa to implement them. In addition, BUM Desa Managers together with the Village Government need to have strategies and steps to implement the principles of good governance in BUM Desa. These steps include:

1. There are efforts to socialize and provide an understanding of the principles of good governance to BUM Desa managers and all operational implementers who run their business units, the goal is to have the ability to implement good governance.
2. Prepare and determine BUM Desa ethical guidelines to maintain and improve positive values in the BUM Desa environment.
3. Prepare internal control system guidelines, including complete policies, standard operating procedures, job descriptions that will be used as technical operational guidelines for BUM Desa, in addition to laws and government regulations related to BUM Desa.
4. Prepare simple risk management guidelines to identify BUM Desa business risks, and steps to mitigate risks.
5. Require BUM Desa Managers to prepare financial reports in accordance with the financial accounting standards applicable to BUM Desa.
6. Determine parties who are independently authorized to carry out BUM Desa supervisory duties.

There are limited potential human resources in the village who have an understanding of the principles of good governance, and how to implement them in BUM Desa, so the participation and involvement of universities and relevant professional organizations are needed to help BUM Desa implement the principles of good governance.

The revitalization program is the key to restoring the function of BUM Desa in building the village economy. Important points in the revitalization of BUM Desa are providing managers with an understanding of institutional governance, helping to map the potential for developing BUM Desa business units, financial management, and preparing financial reports (Bumdes.id, 2022). No less important, the role of assistants or facilitators is also a concern in helping to provide understanding to BUM Desa managers and ensuring that business activities can run.

As mandated by Law No. 6 of 2020 concerning Job Creation and PP No. 11 of 2021, BUM Desa is encouraged to become a legal entity. So that it will provide an opportunity to expand cooperation with external parties in developing BUM Desa business units. Therefore, cooperation and commitment from all parties are needed to make BUM Desa a driving force in increasing economic independence towards the welfare of village communities. A creative and innovative BUM Desa will be able to answer the challenges and strategies for village development

In order to increase the effectiveness of BUM Desa in Garut Regency according to existing conditions and problems, here the author suggests several alternative solutions that can be applied, namely: 1. There needs to be monitoring and evaluation related to the achievement of the activity plan against the initial objectives of establishing BUM Desa. 2. There is an evaluation carried out by considering the vision and mission, the work plan that has been prepared, the resources owned and analysis of future potential. 3. BUM Desa and the village government optimize the importance of expanding and improving BUM Desa businesses by: developing collaborative partners for implementing BUM Desa, involving the active role of stakeholders to increase the value and benefits of businesses managed by BUM Desa by considering similarities in business fields, similarities in the objectives of activities/businesses and resources or technology owned. In terms of developing cooperation, it will increase the role of supervision, assistance, and exploration of new ideas for managing BUM Desa.

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CONCLUSION

Village-Owned Enterprises (BUM Desa) are a manifestation of the participation of the village community as a whole, the existence of BUM Desa is legalized based on Village Regulations. It is hoped that the potential of the village will be channeled and managed professionally through BUM Desa. Capital participation from the village government in the form of financing and village assets that are handed over to be managed by BUM Desa must also be followed by efforts to make BUM Desa have a good governance system in order to achieve the objectives of establishing BUM Desa as stated in accordance with Peraturan Pemerintah No. 11 of 2021 concerning Badan Umum Milik Desa and meet the expectations of the Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Number 3 of 2021.

BUM Desa managers and the Village Government are expected to be able to realize the proposed steps for the implementation of good governance, so that the principles of transparency, accountability, responsibility, independence, and fairness in the management of BUM Desa can be realized.

SUGGESTIONS

From the discussion on how to implement good governance in BUM Desa, the following are suggested:

1. The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia needs to take a role in preparing good governance guidelines for BUM Desa, and ratified as a regulation so that it has legal force to be complied with by BUM Desa managers and village governments.
2. The district government and even the provincial government need to take a role in supporting steps to implement the principles of good governance in BUM Desa. The success of BUM Desa in each village will be a strong root to support the welfare and prosperity of village communities by involving or collaborating with experts from universities or professional organizations.

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