

## **Implementation of Policy for the Management of Village-Owned Business Entities in Soppeng Regency**

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### **Abstract:**

#### **Background:**

This study aims to describe stakeholder responses regarding the implementation of Village-Owned Enterprises management policies, the determinants of the performance of Village-Owned Enterprises management policies, the impact of implementing Village-Owned Enterprises management policies, as well as find a model for implementing Village-Owned Enterprises management policies that can support the policy of soppeng district government.

This study uses a qualitative approach, a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviour. While this type of research is an exploratory case study, which is one of the research strategies that studies or examines a background, object or particular event and a specific time thoroughly and deeply. Data collection techniques are carried out through; interviews, documentation, media review, and observation. The informants in this study consisted of two primary informants who were selected purposively and ordinary informants who were selected by snowball sampling. This study uses qualitative data analysis techniques about Miles and Huberman through the stages (1) data reduction, (2) data presentation; (3) Drawing conclusions)

The results showed that; 1) The implementation of village-owned enterprises management policies in Rompegading Village, Soppeng Regency, formally and theoretically, has not been implemented optimally. Formally, there are weaknesses in the regulations governing this policy so that it impacts not being touched by its substance. Theoretically, the implementation has not fulfilled the academic requirements perfectly as Meerile Grindle's theory is; namely, the content of the policy has not touched the essence of the policy. However, despite shortcomings, the policy environment is already standard. 2) The determinant factors in the implementation of village-owned enterprise management policies include; (a) Policy standards and measures, (b) Responsiveness of target groups, (c) Communication (d) Attitude and commitment of implementers. 3) The impact of implementing village-owned enterprises management policies in Rompegading Village, Soppeng Regency, includes; (a) Encouraging the spirit of entrepreneurship (entrepreneurship, (b) Independent Business Group Capital and (c) Increasing Village Original Income, 4) Implementing policy model for the establishment of Village Owned Enterprises.

Village-Owned Enterprises themselves are not attractive enough for some young people to work. It is still difficult to convince young people that Village Owned Enterprises can guarantee the welfare of their activists. This is why young people have not taken much part in Village-Owned Enterprises. As a result, the business logic built by some Village-Owned Enterprises is still carried out using a conventional model because it is run by the elderly. Another problem often encountered in the application or implementation of policies in the Village, especially those that are a follow-up to a regulation in the government order, is administrative accountability, procedures and mechanisms.

**Key Word:** Intrathecal; Public Administration; Village Owned Enterprises; Government.

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### **I. Introduction**

#### **Administration Theory**

According to Keban (2004), the administration is defined as "administration of, administration for, and administration by", which shows the importance of democracy, transparency, the rule of law and accountability in governance in carrying out the mission of excellent service to the Community. As an instrument of Government and development, administration requires planned, organized, and controlled policies. Therefore,

policy management is needed to plan activities, formulate, implement and evaluate policy outcomes by utilizing resources efficiently and effectively and paying attention to the internal and external environment to achieve the goals that have been set.

### **Public Administration Theory**

According to Dwight Waldo (1987: 17), Public Administration is management carried out in an organization of people and equipment to achieve government goals. The Government's plan was obtained from the campaign system at the previous stage. Meanwhile, according to Harbani Pasolong, (2007: 8), Public Administration is a form of cooperation carried out by a group of people or institutions in carrying out government tasks to meet public needs efficiently and effectively. Chandler and Plano, in Keban (2004:3), Public Administration is the process by which shared resources and personnel are organized and coordinated to formulate, implement, and manage decisions in public policy. Furthermore, Keban (2004) also suggests that the strategic dimensions of public administration are policy, organization, management, morals and ethics, environment and performance accountability.

### **Public Policy Theory**

According to Parson (2005; 3), Public policy is a space in life that is not private or purely individual property but is shared or public property and requires a rule or intervention by the Government or social laws, or at least by collective action in regulating and managing. People's lives. Alternatively, government policies are issued for people who have the authority to force people to comply.

Thomas R Dye, as quoted by Islamy (2009: 19), defines public policy as "whatever government chooses to do or not to do" (whatever the Government chooses to do or not to do). This definition emphasizes that public policy is about the realization of "action" and is not a mere statement of the Government's will or public officials. In addition, the Government's choice not to do something is also a public policy because it has an influence (the same impact as the Government's choice to do something).

According to Woll as quoted by Tangkilisan (2003:2), public policy is several government activities to solve societal problems, directly or through various institutions that affect people's lives.

Several experts define public policy as an action the Government takes in response to a crisis or general problem. Likewise, Chandler and Plano, as quoted by Tangkilisan (2003:1), state that public policy is a strategic use of existing resources to solve public or Government problems. Furthermore, it is said that public policy is a form of intervention carried out continuously by the Government for the benefit of disadvantaged groups in society so that they can live and participate in overall development. Kadji (2015: 9) states that public policy always has a specific goal, which can be done and implemented to solve or solve general problems.

Public policy is an established or "a standing decision" concerning the public interest of government officials and government agencies in state administration. Which decisions are based on choices or considerations to realize a specific goal by using appropriate means (Laswel and Kaplan in Sumaryadi, 2005:15)

### **Policy Implementation Theory**

Van Meter and Van Horn (in Budi Winarno, 2008: 146-147) define the implementation of public policies as actions in previous decisions. These actions include efforts to turn findings into operational activities within a certain period as well as in the context of continuing efforts to achieve significant and small changes determined by policy decisions made by public organizations that are directed to achieve the goals that have been set.

The meaning of implementation, according to Daniel A. Mazmanian and Paul Sabatier (1979), as quoted in the book Solihin Abdul Wahab (2008: 65), says that: Implementation understanding what happens after a program is declared valid or formulated is the focus of attention on policy implementation, namely events and activities that arise after the ratification of state policy guidelines which include both efforts to administer them and to cause real consequences/impacts on society or events.

Grindle (1980:7) states that implementation is a general process of administrative action that can be investigated at a particular program level. Meanwhile, Van Meter and Horn (Wibawa et al., 1994, p. 15) state that policy implementation is an action taken by the Government and the private sector both individually and in groups intended to achieve goals. Grindle (1980: 7) adds that the implementation process will only begin when the goals and objectives have been set, the activity program has been structured, and the funds are ready and have been channelled to achieve the goals.

### **Village Development and Community Empowerment**

According to Wijaya (2015), Community empowerment is an effort to increase the capabilities and potential of the Community. Community empowerment, especially in rural areas, is not enough to increase productivity, provide equal business opportunities or provide capital alone. However, it must also be followed

by changes in the socioeconomic structure of the Community. Support the development of community potential through increasing roles, productivity and efficiency, as well as improving four accesses, namely:

- a. Access to resources.
- b. Access to technology.
- c. Access to markets.
- d. Access to financing sources

Apart from being the responsibility of the Government to facilitate these four accesses, they also require an active role from community groups in the Village to form joint businesses that are held in a family manner.

### **Village Owned Enterprises**

According to Law Number 6 of 2014, it is a business entity whose capital is wholly or most of the capital owned by the Village through direct delivery of village assets that are separated to manage assets, services, and other businesses for the maximum welfare of the village community. Village-Owned Enterprises are village business institutions supervised by the Community and village government to strengthen the village economy and are formed based on the needs and potential of the Village.

Article 4 of the Minister of Villages Regulation, PDRT Number 4 of 2015, states that the Village can form a Village-Owned Enterprise based on the village rules by first agreeing on a Village Deliberation. In the implementation of the Village deliberation as the first step in creating a Village-Owned Business Entity is to consider things such as the initiative of the Village Government and the village community, the potential of the Village's economic business, natural resources in the Village, human resources capable of managing the Owned Enterprise. The Village and Capital participation from the Village Government in the form of village financing and assets submitted to be addressed as part of the Village-Owned Enterprises business.

Developing BUMDes aims to drive the village economy's wheels by optimizing the Village's potential. This is in line with the entrepreneurial village movement, where the Village can optimize all potential resources to drive the economy and provide employment for people of productive age. The entrepreneurial village movement, which can only be started with the development and strengthening of BUMDes, is expected to reduce the rate of urbanization and unemployment.

## **II. Research Methods**

### **Location and Type of Research**

This research will be carried out in Soppeng Regency, Liliraja District, in a Village-Owned Enterprise, Rompegading Village. This type of research is qualitative research. This type was chosen because it is better able to examine things that are phenomenological in nature and reveal hidden facts behind phenomena.

### **Research Approach**

The research uses a case study approach, one of the types of qualitative research that aims to explore problems in some instances so that the results cannot be generalized but only apply to the place where the case occurs.

### **Sources of data and informants**

Data sources: this study uses two types of sources: primary and secondary data. According to (Wibisono, 2013), Primary data is collected based on direct interaction between collectors and data sources. Therefore data sources are obtained in the research field and from people considered representative and selected purposively so that data and information about the problem can be obtained, which is being researched through observations, in-depth interviews, and discussions for the Community through FGDs, and documentation studies. Meanwhile, Secondary Data Sources are data obtained from several kinds of literature, national and international journals, mass media, and documents considered relevant and essential in supporting this research.

The informants selected were related to the policy of establishing Village-Owned Enterprises as critical informants, namely Elements of the Regional Government, Village Government, BPD, LPMD, Village-Owned Enterprise Managers, Business Unit Groups, and Village Facilitators.

### **Focus and Focus Description**

The focus of this research is directed at 4 (four) aspects, namely;

1. Stakeholder assessment on the implementation of village-owned enterprises management policies in Rompegading Village, Soppeng Regency;
2. What are the determining factors in implementing the Village Owned Enterprise Policy in Rompegading Village, Soppeng Regency?

3. The impact of the policy on the establishment of Village Owned Enterprises in Rompegading Village, Soppeng Regency.

4. Alternative model Implementation of village-owned enterprises management policies in Rompegading Village, Soppeng Regency.

Description of Focus are:

1. Stakeholder assessment regarding the implementation of Village Owned Enterprise management policies by looking at two elements, namely First, the policy of content, which includes;

a. The interests of establishing a Village-Owned Enterprise are summarized in the contents of the policy

b. Types of benefits obtained by the Community

c. Expected changes to the policy

d. Is the capacity of policymakers appropriate?

e. Has the policy specified the implementer in detail?

f. Has the policy for establishing Village Owned Enterprises been supported by adequate resources?

The two policy contexts include;

a. The powers, interests and strategies of the actors involved in implementing the policy

b. Characteristics of the institution in power

c. Target group compliance and responsiveness

2. The determinant factors in the implementation of village-owned enterprises management policies are all aspects that can contribute to supporting and hindering the successful establishment of village-owned enterprises, such as;

a. Policy size and objectives

b. Community responsiveness

c. Communication, coordination and socialization

d. Implementer's attitude and commitment.

2. The impact of the policy on the formation of Village Owned Enterprises in encouraging entrepreneurial spirit, capital independence and increasing PADEs

3. An alternative model for implementing the establishment of a Village Owned Enterprise in Soppeng Regency, Rompe Gading Village, Liliriaja District.

Research Instruments

Among them are observation guides, interview guidelines and document notes, data storage devices (flash discs), digital cameras, and cell phones.

Data collection and validation techniques

The techniques used in collecting data and information are

1. Interview

2. Observation

3. Documentation

The triangulation method was carried out by comparing what was said with reality to ensure the validity of primary data obtained from informants through interviews.

Data analysis technique

The data analysis technique used is an analytical technique using an interactive model consisting of four main components that run simultaneously and interact with each other, namely data collection (data collection), data reduction (data reduction), data presentation (data display), data verification. In addition, conclusions (conclusion: drawing verifying).

### **III. Analysis and Discussion**

After 6 weeks of follow upmit was found that LDL-C, went down by -32.81%on regular dose of Atorvastatin 40

1. Content of Policy

a. The interests of the target group are embodied in the policy.

The target group in a policy is significant to know and understand; this is to summarize or accommodate all the interests of the target group in the policy. Capital assistance, Packaging, Production quality improvement and Product innovation development.

b. Types of benefits perceived by the policy target group

Public policy is said to be ideal when it can benefit the environment, both the target group and those who are not the target group. The establishment of Village Owned Enterprises in Rompegading Village has provided benefits to business unit groups such as Orderly management of business administration of bookkeeping, Increased ability of groups and individuals in managing and packaging their production.

, c. Expected changes from the policy of establishing Village-Owned Enterprises

Direction, The goal of such a significant and complex change requires a relatively long time and with the support of adequate resources, but through the consistency and commitment of the implementer to the policy. The implementation of village-owned enterprise management policies in Rompegading Village has provided changes/benefits to the Community and the village government, such as; Increasing rural economic activities in the field of small and medium enterprises; Product appeal with packaging innovation; Increase in PADes.

d. Policy-making capacity

The capacity of policymakers is essential to create legitimate policies so that they play a role in policy implementation, Grindle (1980). The guidelines set by the Government nationally must be supported by their performance at the local government level up to the village government while still paying attention to the nature and characteristics of each Village. Policies for forming Village Owned Enterprises and preparing regulations are drawn up and formulated by the Government in the form of Government Regulations and Ministerial Regulations. The authority of the Regency/Municipal Government is to provide guidance. Meanwhile, the executor in implementing this policy is the Village Government and the Community, which is carried out through Village Deliberation.

e. Clarity of Implementation of Village-Owned Enterprises

The explanation of the program implementer will determine the achievement of the objectives of policy objectives regarding the implementation of a program is unclear, and the absence of socialization will result in low levels of public participation. The clarity of implementation of the Policy for the Establishment of Rompegading Village-Owned Enterprises has not been implemented in a well-coordinated manner. Submission of information is still made conventionally by involving government activities, both village and district governments, such as;

- Implementation of the Village Musreimbang
- Village-level matting-tudangeng events
- Activities of Regency Government agencies are carried out in the Village.
- Visits to residents' homes by the manager

There is no program/agenda for the implementation of socialization, so that information is only received for certain circles, and community participation in Village Owned Enterprises is still limited.

f. Adequate Resource Support

Adequate resource support is very much needed in implementing a policy (Grindle, 1980). Natural resource support in implementing village-owned enterprise management policies must be in line with the availability of human resources in terms of quantity and quality. Support of Natural Resources, especially agricultural products, includes;

- Rice, both ordinary and white and black glutinous rice, which is processed into, Pipang, Bolu Cukke, Tape, Bere Bread,
- Peanuts are processed into Langgoseng, disco beans, Tenteng
- Eggs are processed into salted eggs, sponge cake

Human Resources Support for Village-Owned Enterprises Management with education level;

1. Strata 2 as many as three people;
2. S.1 for four people
3. D3. As much as one person
4. In High school, as many as three people

The training that has been attended includes:

- Village Owned Enterprise Management Training
- Financial management
- Micro and small economic enterprises

The facilities and infrastructure owned are in the form of shop buildings and production suggestions such as open press machines, shotgun machines, kneading machines, oil draining machines etc.

## 2. Policy Environment (context of implementation)

### a. The powers, interests and strategies of the actors involved.

The exercise of authority accompanied by a commitment to achieving goals with the encouragement of the desired interests with the right strategy will determine the success of implementing a policy.

The village head of Rompegading is the leading actor initiating the formation of the Village-Owned Enterprise. Because of his position as an advisor in the organizational structure of the Village-Owned Enterprise, he is authorized to advise operational managers. Supervision of the implementation of the Village-Owned Enterprise program in Rompegading Village has not been able to carry out its duties properly and is still incidental. Operational Managers who have responsibility for implementing the programs and activities of Village-Owned Enterprises have developed several empowerment programs.

### b. Characteristics of government institutions in power

The support of the village government is very much needed for the success of the policy for establishing village-owned enterprises. The support is the availability of a budget allocated to Village-Owned Enterprises as capital and other support in the form of policy-making related to implementing the Village-Owned Enterprises program. The village head of Rompegading has a cooperative attitude, is very open, has the commitment, and provides Access to support the establishment of a Village-Owned Enterprise in Rompegading Village.

### c. Community compliance level (target group)

The compliance of the target group for establishing Village-Owned Enterprises in Rompegading Village is relatively high in implementing the program policies and activities of Village-Owned Enterprises. It is just that the number of residents involved in the Village-Owned Enterprise program is still limited, as well as the programs and activities that are managed are also still limited, so education and community development activities need to be carried out. The target group for establishing Village-Owned Enterprises in Rompegading Village complies with the established policy. However, the programs and activities of Village-Owned Enterprises and the community members involved are still limited.

## B. Determinant Factors Implementing Village-Owned Enterprise Management Policy

### 1. Policy Size and Purpose

The Policy for the Establishment of Village Owned Enterprises has a relatively complex and broad size and purpose, so sometimes the understanding for managers is not clear and unclear, which then implements this policy to experience obstacles. There are Village-Owned Enterprise managers who do not understand well the goals and standards that are then measured in the formation of Village-Owned Enterprises; from 11 (eleven) Village-Owned Enterprises managers, there are three managers who carry out their duties and roles as managers of Village-Owned Enterprises but do not understand the intent and purpose of the Village-Owned Enterprises so that in carrying out the programs/activities of the Village-Owned Enterprises it has not been maximized.

### 2. Community Responsiveness (Target Group)

The success of implementing the Policy for the Establishment of Village-Owned Enterprises is primarily determined by the extent to which the response of the community/target group to be involved becomes part of the policy implementation and becomes the target group. Community response to the establishment of a Village Owned Enterprise in Rompegading Village is quite good, especially community residents who are engaged in micro and small business activities in the form of food processing, such as Bolu Cukke, Tape, Pipang, cheese crackers, langgoseng, but not optimal because there are still many residents who have not to participate in the Village Owned Enterprise program.

### 3. Communication

Communication is one of the determinants of policy implementation by Metter and Horn (1975) and Edward III (1980). Gogging (1990). Public policy implementation will run well if coordination and Communication between stakeholders are established and carried out on an ongoing basis by involving all stakeholders. Coordination and socialization of policies for establishing Village-Owned Enterprises in Rompegading Village, Soppeng Regency, has not been carried out optimally, which causes the implementation of the Village-Owned Enterprises program to be implemented not run effectively. The implementation of the socialization was carried out by involving the village government and district government activities, making visits to residents by inviting them to join the activities and programs of the Village Owned Enterprises. The socialization media is through meetings and visits; time is not determined, and the socialization is carried out by the managers of the Village-Owned Enterprises and the Village government.

### 4. Implementer's Attitude and Commitment

The attitude of acceptance or rejection of the bureaucracy of policy-implementing agents dramatically affects the policy's success, Metter and Horn (1975). The effectiveness and efficiency of policy implementation must be followed by the willingness and determination of the implementer to implement the policy, Edward III (1980). The attitude and commitment of the implementers are very much needed to carry out public policies, especially policies formulated by top-down governments. The commitment to implementing the policy is the central pillar in the successful implementation of a policy.

The Government has a strong commitment to realizing the successful implementation of the Village Owned Enterprise policy; this can be seen from:

- Central Government (Financial Assistance Policy in the Form of Village Funds)
- District Government (ADD), Technical guidance to village-owned enterprise managers.
- Rompegading Village Government formed a Village Regulation on Village-Owned Enterprises, which legally already has an institution. The Village Government has also allocated a budget for business capital assistance and operational costs for Village-Owned Enterprises.

### B. Impact of implementing village-owned enterprise management policies

#### 1. Encouraging the spirit of Entrepreneurship (Entrepreneurship)

Village-Owned Enterprises are a form of village economic independence that can move strategic business units for village collective economic efforts (Wijaya, 2018). Capital is indeed one of the fundamental problems in business management. However, continuous coaching and skill improvement are also needed for economic business actors in the Village to increase the entrepreneurial spirit. The existence of Rompegading Village-Owned Enterprises can provide enthusiasm and motivation for the Community in the following:

- attempted
- build cooperation and togetherness in business
- Commitment to the choice of a business that is occupied

#### 2. Capital independence of business unit groups.

Village-Owned Enterprises are a form of village economic independence that must be able to increase community efforts in managing the Village's economic potential (Permendes PD TT No. 4 of 2015). The availability of adequate capital in community empowerment programs through Village-Owned Enterprises benefits the Community in maximizing their business. However, technical assistance is still needed. Capital assistance to the village-owned enterprise business unit group, both in the form of money and equipment, increased productivity and quality. The capital/turnover owned by each business unit consists of the following:

- Unit Shop Rp. 500,000,000
- Bolu cukke and Tape business unit Rp. 15,000,000
- Pipang Business Unit Rp. 8,000,000
- Langgoseng Business Unit Rp. 10,000,000

The form of an increase in production after joining the Village-Owned Enterprise is around 50%. Meanwhile, quality change is changed by changing the taste and packaging system and halal labelling.

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### 3. Increasing Village Original Income

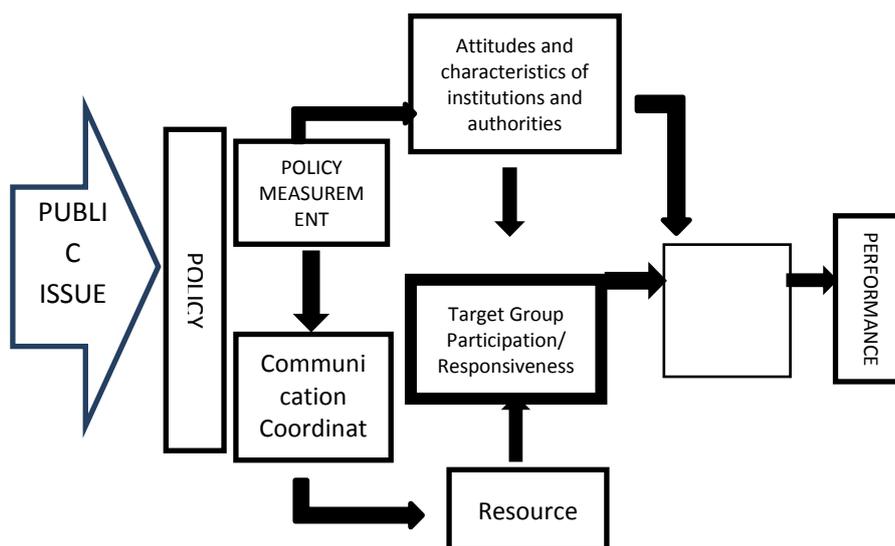
Village-Owned Enterprises as commercial institutions in managing the village economy must be able to contribute to the Village's original income (Permendes PD TT No. 4 of 2015). Original village income sourced from the business results of the Village-Owned Enterprises is the profit sharing of the remaining results of the Village-Owned Enterprises after deducting operational costs, including employee salaries. The more businesses and the development of types of businesses managed by Village-Owned Enterprises, the more opportunities there are to increase the contribution to PADes. The income of Rompegading Village in 2020 is Rp. 2,176,068,591, - consisting of PADes Rp. 19,620,000,- Fund transfer Rp. 2.156.310.591,- other legitimate income Rp. 130.000- In 2020, the contribution of Village Owned Enterprises to PADes decreased and was only Rp. 5,174,000 or about 26% of the total PADes, or 0.23% of the total Rompegading Village Income FY 2020

### D. Policy Implementation Model for VILLAGE BUSINESS AGENCY

The Community very much needs information about the programs and activities of the Village-Owned Enterprises, as a whole, by knowing and understanding the programs of the Village-Owned Enterprises, both those that have been implemented, as well as those that are currently running and those that are planned to be implemented. Therefore, an explanation of how the form of community involvement takes, the criteria for the types of activities that can be carried out and to whom they communicate need to be conveyed explicitly to the Community.

For this reason, the following is a prototype policy implementation chart recommended based on the findings of researchers at the research locus as follows.

Recommendation for prototype model implementation of Village-Owned Enterprises policy in Rompegading Village, Soppeng Regency



#### IV. Conclusion

1. The implementation of the policy for establishing the Rompegading Village Owned Enterprise has not been able to maximize the advantage of the rural economy by optimizing community participation in village economic programs and activities. Judging from the environmental aspect, the policy has started to run well, although improvements still need to be made.
2. The impact of the formation of Village Owned Enterprises in Rompegading Village is three things, namely encouraging the spirit of entrepreneurship, capital independence, and original village income
3. The prototype of the implementation of the policy for the establishment of Village-Owned Enterprises formulated in the research are (1) standard and policy measures, (2) Responsiveness of target groups, (3) Coordination and socialization, (4) Attitudes and characteristics of institutions and authorities (5) Resources (6) Attitude and commitment of implementing. Despite the proven benefits of LDL-C reduction, lipid management is suboptimal and many patients fail to achieve recommended LDL-C goals<sup>11,12</sup>. The most likely reasons for this are the use of agents with poor efficacy for LDL-C lowering and suboptimal dose titration.

#### V. Suggestions

1. To create effectiveness and efficiency in implementing the policy for the establishment of Village-Owned Enterprises, it is best to identify early village economic factors by analyzing potential resources, both human and natural resources, as well as the support of community institutions in the Village.
2. To facilitate community involvement, the Government must provide recognition that already exist and have been running so far, regardless of the form of business government is expected to facilitate the rise of community participation locally, including clarifying the participation model offered in the management of Village Owned Enterprises.
3. Recommendations for policy implementation prototypes that are the findings in this study are expected to be a reference for public policy implementation models involving non-governmental institutions as implementing agents, which are a form of implementing New Public Management.

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