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ENTREPRENEURSHIP-INSIGHTED VILLAGE-OWNED ENTERPRISE (BUMDes) LEADERSHIP CONCEPT IN REALIZING A COMPETITIVE AND SUSTAINABLE DEVELOPMENT STRATEGY OF THE SINARANCANG TOURISM VILLAGE

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ABSTRACT

Sinarancang Village as the Setu Patok area has the potential for natural tourism and potential open public spaces. Sinarancang Village has a strategic location because it is close to Setu Patok. The potential for natural and river tourism along with the community mortar home industry are some of the attractions that motivate BUMDes Rancang Jaya to develop it as a tourist village. BUMDes Rancang Jaya, as a newly established company owned by the Village of Sinarancang, has a vision of creating a tourism village called Sinarancang, which is able to attract Cirebon tourists to visit. BUMDes Rancang jaya has been observing and studying other BUMDes that have succeeded in developing tourist villages and attracting tourists. They see the motivation of tourists in visiting Sinarancang Village because of its location near Setu Patok with beautiful views. This is one of the reasons why tourism needs to be developed for developing villages as a means of capturing new opportunities in meeting community needs. The purpose of this study is to identify entrepreneurial characteristics that are applied in business development carried out by BUMDes and to describe the concept of BUMDes leadership which has entrepreneurial characteristics in realizing the development strategy of the Sinarancang tourism village. This study used a qualitative descriptive method with secondary data analysis in the form of village policy documents and primary data analysis from observations and interviews. Regional leadership needs to demonstrate entrepreneurial characteristics. In this case, the leadership of BUMDes Rancang Jaya has shown the beginnings of entrepreneurial characteristics according to Schumpeter (1934) and Kirzner (1973), namely believing in change and making innovations in institutional settings. To realize the development strategy of the Sinarancang Tourism Village, it requires BUMDes leadership with entrepreneurial insight, namely those that fulfill 6 entrepreneurial characteristics in the context of regional development (Stimson, 2009), so that the motivation of entrepreneurship in the context of regional development is realized, namely creating individual economic benefits that occur from cultural enhancement or the regional economic context (business climate) and social welfare as well as community benefits stemming from spillover and institutional effects.

Keywords: *Sinarancang, Tourism Village, BUMDes, Regional Leadership, Entrepreneurship*

I. INTRODUCTION

The success of village development is one indicator of the success of national development (Asyiwati, Hindersah, Putri, 2021). However, in this case community participation is an important indicator that needs to be considered in achieving the success of sustainable development planning. (Asyiwati, Hindersah, Putri, 2021). It is stated in Law Number 6 of 2014 concerning Villages that the active participation of the community in the development planning process has the aim of realizing community welfare which is one of the manifestations of sustainable development. (Asyiwati, Hindersah, Putri, 2021). In the contents of these laws and regulations it is also stated that the village has the authority to cover the affairs of village administration, implementation of village development, village community development, and empowerment of village communities. One of the village authorities in an effort to improve the village economy is the formation of Village-Owned Enterprise (BUMDes). BUMDes is not only engaged in the economic sector but also in the social sector. (Damanik, Iskandar, 2019). Community participation is important in village development because according to Stimson (2009), regional leadership needs to show entrepreneurial characteristics, a characteristic that is able to mobilize many actors according to their potential so that they can become a greater joint force in seizing opportunities and facing competitive challenges. Entrepreneurship is seen as a way to increase the level of a region's economy (Stimson, 2009). In this case, BUMDes has become a special concern of the Sinarancang Village Government to become a milestone for change in the direction of the development of Sinarancang Village. Listed in the Village Medium Term Development Plan, Sinarancang Village already has a focus on the direction of development to become a tourist village in order to improve the economy and welfare, and independence of village residents through the Village-Owned Enterprise (BUMDes) development program and community skills productivity and knowledge improvement programs.

The development of a tourism village has various advantages, including creating employment opportunities, increasing additional income for people living around locations that have tourist attractions, and at the same time encouraging the strengthening of the local economy and increasing Local Own-Source Revenue and encouraging the

development of local cultural arts (Sugiarti, Aliyah, Yudana, 2016). About 1 year old since its establishment, BUMDes Rancang Jaya is initiating an economic space that can attract tourists to enjoy the beauty of Setu Patok through visits to the tourist village of Sinarancang. This started with the initiation of the construction of the Kabarong Café, a semi-outdoor nuanced space that has a beautiful view of Setu Patok. According to Stimson (2009), regional leadership needs to show entrepreneurial characteristics. In this case, BUMDes Rancang Jaya has shown the beginnings of these characteristics, seen from the motivation shown by the BUMDes work program in realizing the development of a Tourism Village as the direction of the development of Sinarancang Village going forward. The purpose of this study is to identify entrepreneurial characteristics that are applied in business development carried out by Village-Owned Enterprise (BUMDes) and describe the concept of BUMDes leadership which is characterized by Entrepreneurship in realizing the development strategy of the Sinarancang tourism village.

II. LITERATURE REVIEW

Entrepreneurship in the context of regional development has similarities with private entrepreneurship but has several differences. Entrepreneurial motivation in the context of regional development has a deeper value because it is also based on a sense of regional love. Entrepreneurship in the context of Regional Development and Entrepreneurship in the private sector are both looking for new opportunities and ways to achieve goals and objectives but different in terms of objectives, namely for regional development strategies. (Stimson, 2009). Derived from the idea of entrepreneurship by Schumpeter (1934) and Kirzner (1973), an area can be said to be entrepreneurial if its leadership shows the following characteristics:

Believes in change and initiatives to energize the face of competitive challenges and continues to evolve. Leadership needs to demonstrate inventive, opportunistic, and innovative behavior.

Have the insight to identify opportunities and pursue innovative ideas to improve or adapt a region's environment to meet the challenges it faces through new combinations or innovations in institutional settings.

There are 6 characteristics of entrepreneurship in the context of regional development (Stimson, 2009), namely (1) Using new methods to create profits to shift the old economic system. (2) The introduction of new spaces to produce, serve, work, consume, live, and so on. (3) Changing or redefining the urban hierarchy and/or changing the position of certain cities in it. (4) Finding new sources of supply to increase competitive advantage. (5) Opening up new markets. (6) Finding new sources to increase competitive advantage.

III. METHODOLOGY

The research method used in this research is the descriptive qualitative method. Descriptive method is a method used to describe or analyze a research result but is not used to make broader conclusions (Sugiyono, 2005). According to Whitney (1960), the descriptive method is a fact finding through proper interpretation. The purpose of this study is to reveal facts, circumstances, phenomena, variables and circumstances that occur when a study is running and present the conditions in the field. Qualitative research is a type of research that produces findings using procedures that cannot be achieved by other statistical or quantitative procedures.

In this study, the analysis carried out included secondary data analysis and polymer data analysis. Secondary data analysis includes data on the Village Medium Term Development Plan, Village Profiles, Village Regulations Draft, List of Village Work Programs, Village Budget Realization Reports. Secondary data analysis was carried out to examine the policies and vision and mission of the village government towards the development strategy of Sinarancang Village. Meanwhile, primary data was obtained through field survey observations and interviews with village officials. Primary data analysis was carried out to describe the field conditions in the form of potentials and problems that could be supporting factors or obstacles in the development of the Sinarancang Tourism Village.

IV. RESULT AND DISCUSSION

Sinarancang Village is one of 12 villages in Mundu District. The other 11 villages include Bandengan, Banjarwanganan, Citemu, Luwung, Mundumesigit, Mundupesisir, Pamengkang, Penpen, Setupatok, Sinarancang, Suci, and Waruduwur Villages. The geographic location of

Sinarancang Village is as follows (Profile of Sinarancang Village, 2021):

North Boundary	: Setupatok Village
West Boundary	: Argasunya Village
Southern Boundary	: Nanggela Village
Eastern Boundary	: Penpen Village

Most of the people of Sinarancang Village work as laborers, traders, and farmers. Sinarancang Village is the Setu Patok area which has a beautiful view of Setu Patok and various potential wide open green spaces, agriculture, and plantations.

4.1. Analysis of the Entrepreneurship-Insighted BUMDes Leadership Concept in Realizing a Competitive and Sustainable Development Strategy of the Sinarancang Tourism Village

Sinarancang Village already has a focus on the development of a creative economy area with a vision of "Realizing Sinarancang Village as a Creative Economy Zone, Towards Prosperous, Honest, Fair, Religious, Noble Morals, Independent and Cultured Villages". This vision is realized with point number 1, the Village mission, which is to improve the economy and welfare and independence of the village community through the Village-Owned Enterprise (BUMDes) development program and the program to increase the knowledge and productivity of community skills. But on the other hand, in the Sinarancang Village RPJM document, there are village problems that exist, including in the economic field, namely the absence of development of the village's economic potential, the absence of maximum funds, limited funds for capital, and the absence of skills education for the community. (Sinarancang Village Medium Term Development Plan).

In this case, BUMDes has become a special concern of the Sinarancang Village Government to become a milestone for change in the direction of the development of Sinarancang Village. The vision and mission of Sinarancang Village have been consistently lowered to the direction points of the development policy for Sinarancang Village, one of which is the arrangement and improvement of the face of the village through improvements to main roads, village and hamlet roads as well as alleys and waterways and capital through BUMDes (Sinarancang Village Medium Term Development Plan). BUMDes are expected to have leadership that is able to develop the economic potential of the village which has not been maximized so far so that it is able to drive the economy and welfare as well as the independence of the villagers. In addition,

this is complemented by a program to increase the knowledge and productivity of community skills.

According to Stimson (2009), regional leadership needs to show entrepreneurial characteristics. In this case, BUMDes Rancang Jaya has shown the beginnings of these characteristics. There are 2 things that motivate entrepreneurship according to Stimson (2009):

Individual economic benefits that occur from an increase in the cultural or regional economic context (business climate).

Social welfare and community benefits can result from spillover and institutional effects.

The spillover effect can be obtained if there is a conducive space for the exchange of creative ideas within the community that is able to drive business sectors. It is hoped that the construction of Kabarong Cafe which has a semi-outdoor nuance as a tourist spot can also create a conducive space for the exchange of creative ideas.

Derived from the entrepreneurial idea by Schumpeter (1934) and Kirzner (1973), a region can be considered entrepreneurial if its leadership exhibits the following characteristics:

Believes in change, discovery behavior, opportunism, innovation, and initiatives to energize the face of competitive and growing challenges.

The construction of a Kabarong cafe with a beautiful view of Setu Patok originated from the motivation and confidence of the Sinarancang Village Government and BUMDes Rancang Jaya, that this will create innovative changes, the Kabarong cafe will attract tourists, both unfamiliar and familiar with Setu Patok's natural beauty. Not only Setu Patok Village, but the villages around the Setu Patok area also have a natural beauty that can be developed because they become tourist attractions in their own right.

"The villages around Setu Patok also have many advantages. We hope to make Sinarancang Village a Tourism Village, so many tourists will stop by at Sinarancang Village. We explore the tourism potential of Sinarancang Village. " (Dalim, Chairman of BUMDes Rancang Jaya)

Have the insight to identify opportunities and pursue innovative ideas to improve or adapt a region's environment to meet the challenges it faces

through new combinations or innovations in institutional settings.

To realize a tourism village, the village government of Sinarancang activated a new BUMDes that was established for about 1 year to initiate the opportunity to establish a cabaret cafe with a beautiful view of Setu Patok. Empowerment of BUMDes can be seen as a form of ability to identify opportunities to meet tourism challenges faced through innovation in institutional arrangements.

In order to realize the tourism village development strategy, BUMDes leadership is needed with an entrepreneurial perspective, because entrepreneurship is seen as a way to increase the economic level of a region. However, entrepreneurial motivation in the context of regional development, in this case, a tourist village, has a deeper value because it is also based on a sense of love for the region. With this deeper value, it is hoped that BUMDes Rancang Jaya with its entrepreneurial leadership can mobilize entrepreneurship in the Sinarancang Village community so that it can create an increase in the level of the regional economy, which comes from spillover and institutional effects that create social welfare and community benefits. To achieve this, there are several entrepreneurial characteristics according to Stimson (2009) in the context of regional development:

1. Using new methods of creating profits to displace the old economic system.

Most people make a living as laborers, traders, and farmers (Village Profile, 2021). With the initial potential of agriculture and plantations, Sinarancang Village is still quite extensive in Cirebon District, BUMDes initiated a new method to create profits that have the opportunity to shift the old economic system, namely from agriculture to tourism or to become a tourist village with the potential for the community's home industry.

2. The introduction of new spaces to produce, serve, work, consume, live, and so on.

BUMDes initiated the existence of a new space that can act as a multi-functional public open space. The space began with the establishment of the Kabarong Cafe, located near Setu Patok and with a beautiful view. The multifunctional effect of this space is projected to carry out entrepreneurial functions, namely to produce, serve, work, consume, and so on. In addition, this space

initiation has a spillover effect in many ways. This space can be a culinary center, display center, and marketing of home industry products that have been developing in Sinarancang Village.

3. Change or redefine the urban hierarchy and/or change the position of certain cities in it.

The development of a symbolic village gate and renewal of accessibility to the village has an important role in developing a Tourism Village.

4. Finding new sources of supply to increase competitive advantage.

In the management of the Kabarong cafe, BUMDes has collaborated with fishermen in Mundu in terms of the seafood supply. This kind of cooperation can continue to be developed by finding other new sources of supply to increase the competitive advantage of Sinarancang Village as a Tourism Village in the future. In the strategy of achieving the Sinarancang Village Medium Term Development Plan, there is already a focus on economic development, namely on agriculture and micro-economic enterprises that have comparative advantages and are relied on to be able to compete with other regions to increase community income.

5. Opening up new markets.

With the cabaret cafe room being a meeting place for various visitors, a new chat room for various visitors could potentially open up new markets. This new market is not only for the Kabarong cafe but can also be useful for marketing various products of the people's home industry.

6. Find new sources to increase competitive advantage.

Empowerment of human resources can be carried out in collaboration with the official, educating the community to become a team of trained workers with courses and special education that can develop useful skills for tourism development. In addition, this special education is also intended to increase the value of local wisdom in the products that people create. This is done in order to respond to village problems in the economic sector, including the absence of development of the village's economic potential, the absence of maximum cash income, limited funds for capital, and the absence of skills education for the community. (Sinarancang Village Medium Term Development Plan).

Development does not only focus on general physical infrastructure development (Dawyer and

Kim, 2003), but also on human resource development, this is due to the complexity of supporting indicators for sustainable tourism that focus on human resource development in addition to physical infrastructure development. Human development is a supporting resource that has an important role. (Budiani, Wahdaningrum, Yosky, D. Kensari, Pratama, Mulandari, Iskandar, Alphabetikka, Maharani, Febriani, Kusmiati, 2018). With regard to human resources, because it relates to an orientation to the needs of society. Silkhondze, (1999) emphasizes that the community development approach is oriented towards community needs (Pratama, 2019, 52). Successful development is able to answer the needs of society.

V. CONCLUSION AND RECOMENDATION

One of the successes of national development is marked by the success that comes from village development. (Asyiwati, Hindersah, Putri, 2021). However, in this case, community participation is an important indicator that needs to be considered in achieving the success of sustainable development planning. (Asyiwati, Hindersah, Putri, 2021). Community participation is important in village development because according to Stimson (2009), regional leadership needs to show entrepreneurial characteristics, a characteristic that is able to mobilize many actors according to their potential so that they can become a greater joint force in seizing opportunities and facing competitive challenges. In this case, BUMDes Rancang Jaya has shown the beginning of these characteristics, namely by building a business unit that has tourism value, namely Kabarong Cafe which has an innovative element and has the opportunity to capture the market. This is done in order to explore the potential of villages around the Setu Patok area which have a natural beauty that can be developed because they become a special tourist attraction. Empowerment of BUMDes can be seen as a form of ability to identify opportunities to meet tourism challenges faced through innovation in institutional arrangements. To realize the development strategy of the Sinarancang Tourism Village, BUMDes leadership with entrepreneurial insight is needed. This can be realized if the leadership of BUMDes is directed to fulfill 6 entrepreneurial characteristics in the context of regional development (Stimson, 2009), namely (1) Using new methods to create profits to shift the old economic system. (2) The introduction of new spaces to produce, serve, work, consume, live, and so on. (3) Changing or redefining the urban hierarchy and/or changing the position of certain cities in it. (4) Finding new sources of

supply to increase competitive advantage. (5) Opening up new markets. (6) Finding new sources to increase competitive advantage. BUMDes leadership with entrepreneurial insight will be able to realize the motivation of entrepreneurship in the context of regional development (Stimson, 2009), namely creating individual economic benefits that occur from an increase in culture or regional economic context (business climate) and social welfare and community benefits can occur from the spillover effect and institutional.

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