

Analysis of the Level of Community Participation in the Management of the Village Owned Enterprise (BUM Desa) “Surya Sejahtera”

Rachel Nella Aprilia^{1*}, Calvin Edo Wahyudi²

^{1,2}Public Administration Study Program, UPN “Veteran” Jawa Timur, Indonesia

Email: rachelnella74@gmail.com ; kalvinedo.adne@upnjatim.ac.id

Abstract. Village Owned Enterprises are one example of community participation in village development. BUM Desa Surya Sejahtera, as the oldest BUM Desa and the first to be categorized as advanced in Taman Subdistrict, has been present in the community. However, behind its success, several of its business units have experienced stagnation, presumably due to a lack of community participation in the management of BUM Desa. This study aims to analyze and describe the level of community participation in the management of the Village Owned Enterprise “Surya Sejahtera” in Kedungturi Village, Taman Sub district, Sidoarjo District. This study employs community participation levels, which consists of five levels: information, consultation, deciding together, acting together, and supporting. The research method used is descriptive qualitative, with data collected through observation, interviews, and documentation. Data analysis in this study involves data collection, data condensation, data display, and verification. The results of this study show that the level of community participation in the management of BUM Desa Surya Sejahtera is at the level of acting together, as reflected in community involvement in the form of cooperation in several business units and community responsibility. However, this participation is not yet optimal due to low commitment and inadequate coordination in the management of the BUM Desa. Therefore, a clear strategy is needed regarding the division of responsibilities among all parties and effective coordination, accompanied by empowerment programs that encourage motivation and formulate policies to encourage tangible support from the community.

Keywords: Village; Community; Participation; Management

Received:17-11-2025 **Revised:**28-11-2025 **Accepted:**20-12-2025

INTRODUCTION

Indonesia's national development is focused on realizing a prosperous, just and prosperous society. To achieve this goal, the government has consistently encouraged infrastructure development throughout the country. This initiative has the main objective of improving the overall welfare of the population (Arifin, 2023). However, this policy contradicts the reality of national development, which triggers inequality between villages and cities. Where cities are rapidly advancing, villages are lagging behind, resulting in social, economic and environmental challenges (Fauzanna & Indrayati, 2021). Thus, villages are no longer only seen as objects of development, but as subjects who are active and play a role in determining the direction of development implementation (Sumantri, 2020).

Villages are the smallest part of the government structure, but they are home to most of Indonesia's population and the challenges faced by its people (Rismanita & Pradana, 2022).

Rural areas face more significant problems compared to urban areas, one of the problems in question is the high level of poverty which is a major problem. With the existence of poverty among villagers, it can lead to new problems, namely the obstruction of their access to improve their quality of life. This includes difficulties in obtaining education, proper health services, and other important aspects (Herdiana, 2022).

The Deputy Minister of Villages, Development of Disadvantaged Regions, and Transmigration said that as of October 2024 there were 17,203 Independent Villages, 23,063 Advanced Villages, 24,532 Developing Villages, 6,100 Underdeveloped Villages, and 4,363 Very Underdeveloped Villages (Tribatanews, 2024). The welfare of the population is very important to encourage improvements in economic, social, and political aspects. However, by looking at this data, the welfare of rural communities in Indonesia is still relatively low, especially in terms of their developing economic conditions (Wilujeng, 2023). The current problems can be overcome through village development that not only focuses on community welfare, but also to achieve equitable national development (Hermansyah, Syapsan, & Ekwarso, 2022).

Law No. 6/2014 on Villages is present as a legal framework that specifically regulates villages to become independent and develop. One of the village authorities that can be implemented is the establishment of Village-Owned Enterprises (BUM Desa). The establishment of BUM Desa shows a picture of how community participation plays a role in village development, as the initiative and active involvement grows directly from the local community (Hayati & Bariroh, 2021). The importance of BUM Desa in driving the village economy confirms that participatory management can have a good influence on improving the community's standard of living (Ikhwan, Safi, & Yulianti, 2021). However, BUM Desa cannot run effectively without the support and participation of the local government and community (Aprillia, Cahyono, & Nastiti, 2021). This shows that community participation has a crucial role in determining the success of each program implemented.

Sidoarjo Regency is one of the regions located in East Java Province and has a population that actively encourages the development and development of village potential through BUM Desa. The establishment of BUM Desa in Sidoarjo Regency is based on Sidoarjo Regency Regional Regulation Number 15 of 2019 concerning the Establishment and Management of BUM Desa which regulates the procedures for its establishment and management. According to data sourced from the East Java Village Community Empowerment Office (PMD) proves that of the 318 villages in the region, 261 villages have successfully established Village-Owned Enterprises (BUM Desa).

Tables 1. Classification of Village-Owned Enterprises into Advanced, Developing, and Start-up Categories

No	Name of BUM Desa	Year of Establishment	Address	Classification
1.	Sambi Madu	2018	Jl. Raya Sambibulu No. 1 Sambibulu Taman	Progress
2.	Wage Bersinar	2019	Desa Wage	Progress
3.	BUM Desa Surya Sejahtera	2014	Jl. Gajah Mada No.09 Kedungturi Taman	Progress
4.	BUM Desa Anugrah Sadang	2014	Jl. Raya Sadang No. 01 Sadang Kec. Taman Kab. Sidoarjo	Progress
5.	BUM Desa Mandiri Sentosa	2022	Desa Jemundo Kec.Taman Kab.Sidoarjo	Progress
6.	Maju Jaya Makmur Bringinbendo	2021	Jl. Sawunggaling III No. 53	Progress
7.	Sidodadi Makmur	2019	Jl. Kemendung No. 62, Sidodadi	Developing
8.	Maju Sejahtera Kramat Jegu	2021	Kramat Jegu	Beginner
9.	BUM Desa Trosobo Sukses	2021	Jl. Raya Trosobo No.2 Desa Trosobo-Taman	Beginner
10.	Bhineka Jaya Krembangan	2021	Desa Krembangan Jl. H. Ahmad Rois No.16 Kec. Taman Kab. sidoarjo	Beginner
11.	BUM Desa Raharja	2018	Dusun Balun RT 08 RW 05 Bohar	Beginner

Source: DDC (Data Desa Center) Dinas PMD Provinsi Jatim, 2025

Of the 261 BUM Desa, 63 villages are categorized as developed, 75 villages are developing, and 123 villages are still in the beginner category. In other words, 83% of villages in Sidoarjo District have established BUM Desa, of which 24% are categorized as developed, 28% as developing, and 47% as beginners. Thus, the reality of BUM Desa establishment in Sidoarjo District is still not running optimally. In support of the Sidoarjo Regency government's program to optimize village potential through Village-Owned Enterprises (BUM Desa), the Taman Subdistrict, which covers 16 villages and 8 urban villages, plays a key role. In Taman Subdistrict, there are 11 BUM Desa that have received official recognition and are categorized as advanced, developing, or beginner BUM Desa by the Provincial Department of Village, Community, and Family

Empowerment (DPMD) of East Java Province, and are registered on the East Java Province Village Data Center website.

Based on this data in table 1, Kedungturi Village, located in Sidoarjo Regency, has had an active BUM Desa since 2014 and has been incorporated, named BUM Desa Surya Sejahtera. BUM Desa Surya Sejahtera is also recorded as the oldest BUM Desa and the first to enter the advanced category in Taman Sub-district. In its implementation, BUM Desa Surya Sejahtera has 6 business units, namely UED Simpan Pinjam, Grocery Store Unit, Jalin Matra Unit, Minimarket Partnership Unit, TPST 3R Unit, and Sewing Partnership Unit.

Before officially becoming BUM Desa Surya Sejahtera in 2014, there was already a Village Economic Enterprise “Sumber Rejeki” (UED-SP) or known as the Village Bank since 1996. Later, UED-SP “Sumber Rejeki” became part of this newly formed BUM Desa. The UED-SP serves approximately 5,173 villagers as customers, based on the Financial Accounting Standards for Entities without Public Accountability (SAK-ETAP) financial reporting standards. As of December 31, 2024, the assets of UED-SP Sumber Rejeki reached IDR 15.5 billion.

BUM Desa Surya Sejahtera also manages various business units that contribute significantly to the welfare of the people of Kedungturi Village. One of them is a grocery store unit. In addition to providing basic needs, this unit also supports local MSME products and online payment services (E-Payment). In addition, BUM Desa Surya Sejahtera also operates a social service unit through the 3R Integrated Waste Disposal Site (TPST) that provides significant benefits to Kedungturi Village regarding waste issues. BUM Desa Surya Sejahtera has a partnership program with various minimarkets such as Alfamidi, Alfamart, and Indomaret to provide support to residents who want to be entrepreneurs. In addition, the sewing partnership unit partners with the NGO Bye Bye Plastic Bag from Bali in a program to reduce plastic waste in Indonesia through empowering mothers in Kedungturi Village who have sewing skills. This has been recorded in Kedungturi Village Regulation Number 3 of 2021, Article 14 which regulates the BUM Desa Business Activities.

On November 11, 2020, BUM Desa Surya Sejahtera won the “1st Runner Up Community Development & Engagement in BUM Desa Award PKKPBI- ITS x Pemprov Jatim” organized by ITS (Institut Teknologi Sepuluh Nopember Surabaya). In addition, on November 12, 2023, they won the “3rd Runner Up Surabaya Entrepreneur Festival Business Plan” organized by Surabaya State University for their innovative food product ideas. These achievements prove that BUM Desa Surya Sejahtera has demonstrated effective strategies to achieve success and development, which has made it increasingly recognized beyond East Java.

Based on previous research conducted by Pradini (2020), it was found that community participation in the Surya Sejahtera Village-Owned Enterprise (BUM Desa) was not optimal, which became one of the weaknesses and threats to the progress of the BUM Desa. This was supported by the results of the researcher's observations and interviews, which revealed a gap between the achievements and the actual conditions in the field. This is reflected in the stagnation of the sewing partnership unit and the delay in the operationalization of the minimarket partnership unit, which is suspected to be due to the low commitment of the community in collaborating with the BUM Desa. This indicates the weakness of community participation, which is a crucial factor in the management of the BUM Desa. This situation shows that the success of BUM Desa is highly dependent on the extent to which the community is actively and meaningfully involved in the entire management process of BUM Desa.

This is supported by the results of research from Rosidah, Judijanto, Pugu, & Amin (2024) which show that active community participation is one of the key elements in the success of BUM Desa. This needs to be further proven in BUM Desa Surya Sejahtera. Therefore, researchers will use participation theory as an analytical tool. BUM Desa Surya Sejahtera has been the object of study, covering topics such as capacity building, development strategy, policy implementation, and the role of BUM Desa. As such, it is important to further explore the participation framework and its impact, especially given the circumstances of some of these BUM Desa units not being able to continue due to an alleged lack of community participation.

Based on this explanation, researchers are interested in studying BUM Desa Surya Sejahtera because of its several advantages and various awards it has won. This research is increasingly important given the gap between the achievements and the reality faced by BUM Desa Surya Sejahtera. The focus of this research is to identify the level of community participation using Wilcox's (1994) analysis model, which includes information provision, consultation, joint decision-making, joint action, and support provision. Therefore, the author feels compelled to conduct research that aims to analyze and describe the active participation of the local community in supporting the successful implementation of BUM Desa entitled "Analysis of the level of community participation in Kedungturi Village in the management of the Village-Owned Enterprise (BUM Desa) 'Surya Sejahtera'".

METHODS

This study uses a descriptive qualitative approach to explore in-depth information about the research object (Syah in Samsu, 2021). This method was chosen by the author because it was considered the most appropriate for describing in detail various things that occur in the BUM

Desa environment. The location of this research is at BUM Desa “Surya Sejahtera” in Kedungturi Village, Taman District, Sidoarjo Regency, which is one of the oldest and most developed BUM Desa in Taman District. Therefore, the focus of this study is to analyze community participation in the management of BUM Desa Surya Sejahtera in Kedungturi Village, Taman District, Sidoarjo Regency, which serves as a role model for other BUM Desa in order to provide a clear picture of the level of community participation in BUM Desa. This research focuses on Wilcox's (1994) theory of levels of participation in society, namely Information, Consultation, Deciding Together, Acting Together, and Supporting. In this study, the author used primary and secondary data sources. Primary data was collected using observation data collection instruments, which involved going directly into the field to find out the extent of the participation of the Kedungturi Village community in the management of the “Surya Sejahtera” Village-Owned Enterprise (BUM Desa) and interviews conducted by the researcher with informants. In determining the informants for this study, purposive sampling was used, which is selecting informants based on criteria and their relationship with BUM Desa. The informants selected based on the criteria and relevance were the Head of Kedungturi Village, the Secretary of Kedungturi Village, the Head of the Village Consultative Council (BPD), the Head of the Kedungturi Village Welfare Division, the Director of the Village-Owned Enterprise, 6 heads of the Village-Owned Enterprise business units, and 6 members of the Kedungturi Village community who are members of each of the Village-Owned Enterprise business units. The researcher chose to use a semi-structured interview method because it allowed the researcher to be more active in gathering information. In addition, documentation was used to reinforce the results of interviews and observations, in the form of photos of activities, reports, and related notes. Based on this, the data analysis method applied refers to the method developed by Miles, Huberman, & Saldana (2014), with the stages of Data Collection, Data Condensation, Data Display, and Verification. To maintain data validity, the researcher used data collection with triangulation techniques according to Lincoln and Guba in Wijaya (2018), which includes source triangulation, technique triangulation, and time triangulation. With this method, the study is expected to provide an overview of the level of community participation in the management of the “Surya Sejahtera” Village-Owned Enterprise as a role model for other Village-Owned Enterprises

RESULTS AND DISCUSSION

Based on the results of research on the level of community participation in the management of Village-Owned Enterprises “Surya Sejahtera” in Kedungturi Village, Taman District, Sidoarjo Regency, which was analyzed using Wilcox's theory, which identifies that

community participation is divided into five levels, namely: 1) Information, 2) Consultation, 3) Deciding Together, (4) Acting Together, and (5) Supporting.

1. Information

Providing information is a crucial initial stage in community participation (Wilcox, 1994), as clear information helps others understand the situation and the decisions being made. WhatsApp groups serve as the primary medium for the people of Kedungturi Village to access and disseminate information related to BUM Desa Surya Sejahtera, supported by printed media such as pamphlets and banners. This is consistent with the study by Nur (2025), which emphasizes that understanding and acceptance of information from BUM Desa are essential for strengthening village enterprise development strategies. In addition, in terms of information provision, the people of Kedungturi Village are also active in conveying the needs of the BUM Desa through informal communication, such as direct conversations, word-of-mouth exchanges, and face-to-face meetings with unit heads, which effectively complement the limitations of formal media.

The people of Kedungturi Village demonstrate a relatively high level of activeness in providing information related to the needs and services of BUM Desa units, although the intensity varies across business units. Community involvement in conveying information to the BUM Desa is vital for the smooth implementation of activities (Nugraha & Aji, 2021). Moreover, the community also functions as an information provider, playing a role in disseminating information about the BUM Desa to other parties (Nugraha & Aji, 2021). This indicates that residents act not only as information recipients but also as information providers who support the effective management of the BUM Desa. The information provided by the people of Kedungturi Village includes service needs, facility shortcomings, ordering mechanisms, marketing, service schedules, and business training. There were also suggestions to increase loan amounts, which were responded to by the management. Additionally, residents disseminate information among fellow community members regarding membership requirements and access to business unit services. This participation reflects the community's efforts to communicate rights, responsibilities, and important choices in order to support the management of the BUM Desa for collective welfare (Alizah, Ibrahim, & Adnan, 2021).

2. Consultation

Consultation is the process of presenting options in order to obtain feedback or approval (Wilcox, 1994). At BUM Desa Surya Sejahtera, consultation serves as a channel for conveying community aspirations related to business management through regular formal forums, such as the Annual Members Meeting (RAT) held once a year, Village Deliberation Meetings

(Musyawarah Desa) and tax polling conducted twice a year, as well as incidental socialization activities organized as needed. In addition, consultation also takes place through daily or seasonal informal interactions with the management. The community enthusiastically provides input in formal forums such as the RAT and Village Deliberation Meetings (Musdes), but because these forums are rarely held, opportunities for dialogue are limited. As a result, continuous communication and the articulation of community aspirations are constrained. In line with Setiade, Mulyaningsih, & Ulumudin (2025), this condition highlights the importance of broad and systematic public consultation mechanisms.



Pictures 1. Surya Sejahtera Village Owned Enterprise Consultation Forum

Source: Documentation taken by researcher, 2025

Formal forums such as the RAT and Village Deliberation Meetings (Musdes) involve various stakeholders, including BUM Desa management, heads of business units, the village head, the Village Consultative Body (BPD), community leaders, and representatives of neighborhood associations (RT/RW), reflecting a collective effort to manage and develop village enterprises in a sustainable manner. Consultation conducted by the BUM Desa with the community plays a crucial role in supporting business growth and success (Windiani, Sani, & Sinaga, 2023). However, not all community members are directly involved in these formal forums, as community communication is often conveyed indirectly through RT/RW representatives. Consequently, several residents stated that consultation more frequently occurs through spontaneous, face-to-face interactions rather than through official forums.

Community participation in Village Consultative Meetings is usually limited to the initial formation stage, but the community remains active in conveying ideas represented by RT/RW in village consultative meetings. At the annual RAT forum, community enthusiasm is also high. Nugraha & Aji (2021) emphasize that active community participation is very important in designing BUM Desa programs so that decisions are based on joint deliberation. Community ideas in decision-making forums generally align with previous consultation topics, such as soft loans, service improvements, price adjustments, waste management, and product quality. These ideas are important so that the village government can understand the aspirations of the

residents and determine the next BUM Desa policies (Salim & Hamid, 2024). Almost all community members also stated that the results of the forum's decisions were communicated openly through meeting minutes, WhatsApp groups, and village information boards. The village government also ensures that every official forum is fully documented with an attendance list, minutes, and meeting minutes signed by the participants. This transparency is in line with the research by Puspitasari & Eprilianto (2023), which states that openness in management can reduce the gap between administrators and the community and increase participation in decision making.

3. Deciding Together

Joint decision-making involves accepting ideas from various stakeholders, collectively selecting the best options, and agreeing on subsequent actions (Wilcox, 1994). Decision making at BUM Desa Surya Sejahtera in Kedungturi Village is conducted through formal forums such as the RAT and Village Deliberation Meetings (Musyawarah Desa). In these forums, community members play a role as evaluators and contributors of improvement ideas (Kharisma & Hardjati, 2024). This process involves communication and negotiation that facilitate information exchange, highlighting the importance of community participation in village-level decision making.



Pictures 2. Decision Making Forum Through RAT And Village Deliberation (Musdes) Of BUM Desa Surya Sejahtera

Source: BUM Desa Surya Sejahtera, 2025

Community participation in Village Deliberations is usually limited to the initial formation, but the community remains active in conveying ideas that the RT/RW have in village deliberations. This aligns with research by Karmila, Yulyana, & Priyanti (2022), which states that community participation is reflected in their involvement in decision-making through relationships with officials and community groups. Although in some forums such as Village Consultative Meetings, communities are represented by neighborhood associations (RT/RW), the principles of representation and equality are still upheld. Community involvement in decision-making gives them the opportunity to practice determining their future democratically (Rama & Setiawan, 2021).

Community participation in Village Consultative Meetings is usually limited to the initial formation stage, but the community remains active in conveying ideas represented by RT/RW in village consultative meetings. At the annual RAT forum, community enthusiasm is also high. Nugraha & Aji (2021) emphasize that active community participation is very important in designing BUM Desa programs so that decisions are based on joint deliberation. Community ideas in decision-making forums generally align with previous consultation topics, such as soft loans, service improvements, price adjustments, waste management, and product quality. These ideas are important so that the village government can understand the aspirations of the residents and determine the next BUM Desa policies (Salim & Hamid, 2024). Almost all community members also stated that the results of the forum's decisions were communicated openly through meeting minutes, WhatsApp groups, and village information boards. The village government also ensures that every official forum is fully documented with an attendance list, minutes, and meeting minutes signed by the participants. This transparency is in line with the research by Puspitasari & Eprilianto (2023), which states that openness in management can reduce the gap between administrators and the community and increase participation in decision making.

4. Acting Together

Acting together is a key indicator of community participation, encompassing collaboration in the implementation of BUM Desa programs. This means that decision-making and execution are carried out collectively, with a shared vision, goals, and agreed-upon methods (Wilcox, 1994). BUM Desa "Surya Sejahtera" demonstrates collaboration through partnerships in the minimarket and sewing units, involving community members as business actors. Other collaborations are evident at the TPST unit, where the PKK and local residents participate in waste sorting to enhance efficiency and environmental awareness. The micro, small, and medium enterprises (UMKM) under the grocery store unit also cooperate with various stakeholders to develop innovative products. In the JALIN MATRA unit, community members are organized into groups to remind each other regarding payments. However, outside these units, community participation remains largely passive, for example, in the UED Simpan Pinjam, collaboration with residents is limited solely to their role as service recipients. Commitment to cooperation in sewing and minimarket partnerships remains low because the community prefers independent businesses and lacks understanding of the benefits of collaboration. This is in line with research by Puspitasari & Eprilianto, (2023), which emphasizes the importance of contributions from various parties for effective management of village-owned enterprises



Pictures 3. Implementation Of Joint Action In Partnership With BUM Desa Surya Sejahtera

Source: BUM Desa Surya Sejahtera, 2023

In addition, in the waste sorting cooperation at the TPST, the community is generally consistent, but some are still difficult to engage because of their individualistic attitude that considers their responsibility fulfilled after paying their dues. In the grocery store-assisted UMKM, business actors remain consistent in running their businesses, but only provide products according to orders because the community is unable to sell products in stores every day. Community participation in the distribution of basic necessities in the Basic Necessities Store Unit is also low because there is no direct reward. In the Savings and Loan UED, loan repayment compliance is still low. In contrast, cooperation in the JALIN MATRA unit is running well and consistently.

The division of responsibilities between the community and the managers of the Village-Owned Enterprise (BUM Desa) is considered balanced by the community of Kedungturi Village, even though daily operations and decision-making are still dominated by the managers or unit heads. The community also tends to view responsibility only as task implementers or beneficiaries without collective awareness to achieve common goals. The roles and responsibilities of each party in the BUM Desa should be well defined (Asrul & Majid, 2025). However, in Kedungturi Village, the community has carried out its role according to the existing definition, although potential improvements through education and collaboration are still needed for sustainability. In terms of coordination, the community generally communicates through the unit head or RT/RW, but participation is still passive, especially in the minimarket and sewing units, due to fear and lack of involvement in coordination forums. Meanwhile, effective coordination is crucial to ensure the smooth running of programs and improve service quality (Asrul & Majid, 2025). On the other hand, the managers of BUM Desa units have consistently strived to maintain open and conducive communication with community members.

5. Supporting

Providing support means helping communities design and implement their own plans, with supporters free to determine the limits of the support provided (Wilcox, 1994). Most of the

Kedungturi Village community has not been directly involved in providing physical or material support to the BUM Desa. According to Asrul & Majid (2025), the success of the program depends on community participation through contributions such as funds, equipment, or facilities to support business sustainability. Residents consider contributions to be sufficient through loan repayments and the use of BUM Desa services, so understanding of other forms of support is still low. This condition is reinforced by the absence of grant regulations in BUM Desa Surya Sejahtera, which has resulted in suboptimal commitment and participation, such as promotion and manpower. In fact, community commitment and mutual cooperation are the main foundations in the establishment and management of BUM Desa to achieve mutual prosperity (Juati et al, 2024).

The limited level of community support weakens motivation and the sense of ownership toward the BUM Desa. The people of Kedungturi Village are more motivated by direct benefits, such as ease of access to loans, while collective awareness to contribute remains low. Although there is a sense of responsibility and trust, this has not been sufficient to encourage tangible support. Therefore, BUM Desa needs effective strategies to encourage members to play a more active role in achieving shared goals by enhancing community motivation (Asrul & Majid, 2025). The village government and BUM Desa management have also made efforts to strengthen motivation by fostering a sense of belonging, trust, and community involvement in the development of the BUM Desa.

CONCLUSION

Based on the results of the study, the level of community participation in the management of the Surya Sejahtera Village Owned Enterprise (BUM Desa) in Kedungturi Village, Taman District, Sidoarjo Regency, according to Wilcox (1994) theory of participation, shows that the community has been involved in several levels of participation. At the level of providing information, the community not only receives information through WhatsApp groups, but also plays an active role as a provider and source of information to identify the needs of the Village Owned Enterprise (BUM Desa). At the consultation level, the community actively conveyed constructive suggestions and input to managers in various consultation forums. Furthermore, at the deciding together level, the community participated through the Annual Member Meeting (RAT) and Village Deliberation (Musdes) with equal opportunities and direct access to decision outcomes. At the level of acting together, cooperation has been seen in several business units and community responsibility has been clearly demonstrated, but the level of commitment remains low due to a lack of interest in participating and suboptimal coordination resulting from

the community's reluctance to communicate directly with managers. As for the level of supporting, participation has not been fulfilled because the community has not provided support in the form of funds, manpower, or facilities, due to the absence of grant regulations and the assumption that fulfilling obligations is sufficient.

Overall, it can be seen that the level of community participation in Kedungturi Village in the management of the Surya Sejahtera Village Owned Enterprise (BUM Desa) according to Wilcox (1994) has only reached the stage of acting together (Acting Together). Although there have been collaborative efforts in several business units and communities to fulfill their roles, participation is still less than optimal due to low commitment and coordination. As a result, the community has not yet reached a level of providing more tangible support, so commitment and motivation to get involved are still lacking. This requires a clear strategy for division of responsibilities and effective coordination, along with empowerment programs that encourage motivation and formulate policies to encourage tangible support from the community.

REFERENCE

- Alizah, N., Ibrahim, M., & Adnan, A. A. (2021). Pengaruh Manajemen Pengelolaan Badan Usaha Milik Desa Terhadap Peningkatan Partisipasi Masyarakat di Desa Bila Riase Kecamatan Pitu Riase Kabupaten Sidenreng Rappang. *JIA (Jurnal Ilmiah Administrasi)*, 9(1), 7–13.
- Aprillia, A. R., Cahyono, D., & Nastiti, A. S. (2021). Systematic Literature Review (SLR): Keberhasilan dan Kegagalan Kinerja Badan Usaha Milik Desa (BUMDES). *Jurnal Akuntansi Terapan Dan Bisnis*, 1(1), 35–44. <https://doi.org/10.25047/asersi.v1i1.2681>
- Arifin, A. (2023). *Pembangunan Perdesaan dari Perspektif Ekonomi Publik*. Yogyakarta: Jejak Pustaka.
- Arumdani, N., & Kriswibowo, A. (2022). Model Partisipasi Masyarakat Dalam Pengelolaan Badan Usaha Milik Desa (BUMDes) Di Desa Dadapan Kecamatan Pringkuku Kabupaten Pacitan. *Jurnal Sosial Ekonomi Dan Humaniora*, 8(2), 214–221. <https://doi.org/10.29303/jseh.v8i2.55>
- Asrul, & Majid, A. (2025). Pengelolaan Badan Usaha Milik Desa (BUMDES) di Desa Kaofe Kecamatan Kadatua Kabupaten Buton Selatan. *Jurnal Barata Indonesia (JBI)*, 2(1).
- Fauzanna, R., & Indrayati, A. (2021). Strategi Pembangunan Desa Bertipologi Sangat Tertinggal di Kawasan Kedungsepur. *Geo-Image*, 10(2), 117-127.
- Hayati, E., & Bariroh, K. (2021). Effect Of BUMDes on Increasing PADes in Blawi Village, Karangbinangun District, Lamongan Regency. *Enrichment: Journal of Management*, 11(2), 1253–1257.

- Herdiana, D. (2022). Kemiskinan, Kesenjangan Sosial dan Pembangunan Desa. *Jurnal Inovasi Masyarakat*, 2(3), 172–180. <https://doi.org/10.33197/jim.vol2.iss3.2022.985>
- Hermansyah, Syapsan, & Ekwarso, H. (2022). Analisis Pemanfaatan Pendapatan Desa terhadap Capaian Indeks Desa Membangun (IDM) di Kabupaten Kuantan Singingi. *Jurnal Ekonomi Dan Bisnis*, 11(1), 1074–1084.
- Ikhwan, M., Safi, S., & Yulianti, R. (2021). BUMDes as an Alternative Resolution to the Conflict of Marine Tourism Management in Madura. *Yuridika*. <https://doi.org/10.20473/ydk.v36i2.16546>
- Juati, O., Pardosi, J., Wingkolatin, Asnar, Jamil, M., & Herlih, E. (2024). Peran Badan Usaha Milik Desa (BUMDes) dalam Pemberdayaan Masyarakat melalui Kegiatan Usaha Mikro Kecil Menengah (UMKM) di Desa Bila Bekayuk Kecamatan Malinau Selatan Kabupaten Malinau. *Journal of Business Technology and Economics*, 1(3), 166–171.
- Karmila, Yulyana, E., & Priyanti, E. (2022). Partisipasi Masyarakat dalam Pengelolaan Badan Usaha Milik Desa Makmur Sejahtera. *Jurnal Ilmu Administrasi & Sosial*, 11(1), 124–136.
- Kharisma, R., & Hardjati, S. (2024). Memperkuat Potensi Desa Melalui Capacity Building Badan Usaha Milik Desa (BUMDES) Kedungturi Kecamatan Taman Kabupaten Sidoarjo. *R Eslaj: Religion Education Social Laa Roiba Journal*, 6(9), 3947–3962. <https://doi.org/10.47476/reslaj.v6i9.2411>
- Nugraha, A. A., & Aji, J. S. (2021). Partisipasi Masyarakat Dalam Perkembangan Badan Usaha Milik Desa : Studi Terhadap Desa Panggungharjo, Kecamatan Sewon, Kabupaten Bantul Tahun 2019-2020. *JISIP UNJA (Jurnal Ilmu Sosial Ilmu Politik Universitas Jambi)*, 5(2), 1–13. <https://doi.org/10.22437/jisipunja.v5i2.14492>
- Nur, T. A. (2025). Strategi Komunikasi Badan Usaha Milik Desa Bartong dalam Meningkatkan Motivasi dan Partisipasi Masyarakat Melalui Sadar Wisata. *Jurnal KESKAP: Jurnal Kesejahteraan Sosial, Komunikasi Dan Administrasi Publik*, 4(1), 1–11.
- Pradini, R. N. (2020). Strategi Pengembangan Badan Usaha Milik Desa (BUM Desa) Di Desa Kedungturi Kabupaten Sidoarjo. *Jurnal Pemerintahan Dan Keamanan Publik (JP Dan KP)*, 2(1), 57–67. <https://doi.org/10.33701/jpkp.v2i1.1000>
- Puspitasari, Y., & Eprilianto, D. F. (2023). Partisipasi Masyarakat Desa Dalam Pengelolaan Desa Wisata (Studi Kasus Pada Desa Wisata Pandean, Kecamatan Dongko, Kabupaten Trenggalek). *Publika*, 2051–2066. <https://doi.org/10.26740/publika.v11n3.p2051-2066>
- Rama, B., & Setiawan, F. (2021). Partisipasi Masyarakat Dalam Pengelolaan Dana Desa Pada Desa Citaman Jernih Kecamatan Perbaungan Kabupaten Serdang Bedagai. *Jurnal*

Mediasosian : Jurnal Ilmu Sosial Dan Administrasi Negara, 5(1), 14.
<https://doi.org/10.30737/mediasosian.v5i1.1662>

- Rismanita, E., & Pradana, G. W. (2022). Partisipasi Masyarakat Dalam Pengelolaan Badan Usaha Milik Desa (BUMDes) Jaya Tirta Desa Gedongarum Kecamatan Kanor Kabupaten Bojonegoro. *Publika*, 10(1), 149–158. <https://doi.org/10.26740/publika.v10n1.p149-158>
- Salim, I. I. D. A. A., & Hamid, H. (2024). *Partisipasi Masyarakat Dalam Pengembangan Badan Usaha Milik Desa (BUMDes) Untuk Mewujudkan Kesejahteraan Masyarakat Di Kabupaten Ende Provinsi Nusa Tenggara Timur*.
- Setiade, A., Mulyaningsih, & Ulumudin, A. (2025). Pengaruh Kepemimpinan Kepala Desa Terhadap Partisipasi Masyarakat Dalam Pembangunan Di Desa Citengah Kec. Sumedang Selatan Kabupaten Sumedang. *Ministrate*, 7(1), 58–79. <https://doi.org/10.15575/jpbd.v7i1>
- Sumantri, S. A. (2020). Peran Badan Usaha Milik Desa (BUMDes) dalam Meningkatkan Partisipasi Masyarakat Menuju Desa Mandiri (Studi Kasus Desa Mulyosari Kecamatan Pagerwojo). *Jurnal Ilmiah Mahasiswa FEB*, 9(2).
- Wilcox, D. (1994). *The Guide to Effective Participation. The Guide to Effective Participation*. Brighton: Delta Press.
- Wilujeng, S. (2023). Peran Badan Usaha Milik Desa (BUMDes) dalam Meningkatkan Kesejahteraan Masyarakat di Desa Banjar Kecamatan Licin Kabupaten Banyuwangi. *Jurnal Pendidikan Tambusai*.
- Windiani, Sani, A., & Sinaga, A. (2023). Analisis Kinerja Badan Usaha Milik Desa (BUMDES) Terhadap Peningkatan Kesejahteraan Masyarakat Desa Sangga Lima Kecamatan Gebang Kabupaten Langkat Periode Tahun 2021-2022. (EKSYA) *Jurnal Program Studi Ekonomi Syariah STAIN Madina*, 4(2), 136–157.