

Empowering Rural Entrepreneurship: Innovating Through Village-Owned Enterprises

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Abstract. The lack of formal job access and limited employment sectors in rural areas have increased unemployment and poverty rates. Expanding rural entrepreneurship is a potential solution to create job opportunities and increase rural communities' income. This research examines efforts to build entrepreneurship in the village environment through innovations implemented in BUMDes. It explores innovative strategies used by BUMDes to enhance the village's economic potential, focusing on developing local businesses, empowering the community, and improving access to resources. The research methods used include surveys, interviews, and quantitative data analysis. BUMDes and their partners have a good relationship, and BUMDes managers regularly communicate with their partners. However, BUMDes managers must also establish good communication with community members and local leaders. If BUMDes managers can build strong relationships with village residents, they will find it easier to obtain support, information, and helpful advice for managing BUMDes. BUMDes managers are categorized as having a high level of support for those in the community who have difficulty accessing business capital loans. These findings can guide the government, community, and relevant stakeholders in supporting efforts to build rural entrepreneurship through BUMDes innovations. This research makes a novel contribution by examining the role of BUMDes in fostering rural entrepreneurship through innovative strategies. Unlike previous studies that primarily focus on the challenges faced by rural communities, this research delves into the practical implementation of BUMDes initiatives, highlighting their potential to empower local communities and drive economic growth.

Keywords: rural; entrepreneurship; village-owned; enterprises; community empowerment

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INTRODUCTION

The importance of innovation in Micro, Small, and Medium Enterprises (MSMEs) cannot be underestimated in the economic development of a country. Innovation within MSMEs is critically vital in enhancing competitiveness, fostering economic growth, and creating job opportunities (Massaro et al., 2016). Poverty and unemployment are significant problems that plague many rural communities (Kanjere & Choenyane, 2022). These two problems are often interrelated and have a very detrimental impact on the lives of rural residents (Schnyder et al., 2017). Rural areas typically have limited access to formal employment. (Richter, 2019). The availability of employment and business sectors is limited, with a focus on agriculture and resource-based jobs (Chen et al., 2023).

Rural entrepreneurship can be a potential solution to address this problem by creating job opportunities and increasing rural communities' income. (Zhu et al., 2022). The creation of better economic condition in rural communities and reducing poverty rates are integral strategies for achieving the Sustainable Development Goals for poverty-free villages, also known as SDGs (Artati & Utami, 2020; World Health Organization, 2022). In line with this, the government and various institutions are increasingly making concrete efforts to address the issue, including developing Village-Owned Enterprises (BUMDes).

BUMDes is a government initiative to promote community-based economic development at the village level (Hilmawan et al., 2023; Maulana & Rifa, 2021; Revida et al., 2023). It aims to mobilize local economic potential, reduce poverty, and improve the welfare of rural communities (Huruta et al., 2020; Mutiarin & Iqbal, 2022). The concept of BUMDes has become a focus of attention because it can be a solution to address various development challenges at the village level (Mutiarin & Iqbal, 2022). However, to achieve its goals, BUMDes needs solid and diverse social capital to support its operations and growth (Huruta et al., 2020).

The growth of BUMDes has increased significantly since the enactment of Law No. 6 of 2014 (Anisa Aulia Rahma, Suharno, 2022). In 2018, 61% of all villages in Indonesia had BUMDes, up from only 1,022 units in 2014 (Asnawi & Amrillah, 2020). This growth is due to several factors, including the government's support for BUMDes and the increasing recognition of the potential of BUMDes to improve the welfare of rural communities. (Hadiyanti et al., 2022). For a long time, maintaining social interactions in rural communities has been a particular focus in strengthening bonds and collaboration to advance business units in the village. This is supported by research by Tong et al. (2024) which found that community participation in village development activities is suboptimal, especially in the implementation stage. Community participation is not fully involved in planning community development (Chen et al., 2023; Russell et al., 2023).

Niroula & Updhaya (2023) found that community business managers' training, skills, and motivation influence individual performance. Revida et al. (2023) said social capital, government support, human resources, and technology influence the performance of BUMDes. Social solid capital among BUMDes managers can improve BUMDes performance by facilitating collaboration, communication, and cooperation with the village community (Yuliani et al., 2021). This research is significant because it helps identify factors that influence the capacity of BUMDes managers' social capital. This information can be used to develop appropriate strategies to improve the capacity of BUMDes managers. The research also aims to analyze the level of BUMDes manager capacity and the factors that influence it. There are several challenges that can hinder the capacity of social capital to support the sustainability of BUMDes. One of the main challenges is the lack of adequate human resources (HR) (Hadiyanti et al., 2023). The sustainability of BUMDes depends on the active involvement of community members and BUMDes managers. However, if no HR has the skills and training to manage a business effectively, BUMDes will struggle to optimize its operations and achieve sustainable growth.

Limited access to networks and information is also a severe challenge (Kusumastuti et al., 2022). Social capital refers to the networks of relationships that facilitate the flow of information, goods, and services. These networks can provide communities access to business information, market opportunities, technological developments, and funding sources (Hidalgo et al., 2021; Solanki et al., 2023). When communities lack adequate access to this information, BUMDes can face difficulty making sound decisions and identifying growth opportunities. Imbalances in community involvement and participation can undermine the sustainability of BUMDes. The success of BUMDes depends on the active participation of all community members. However, if only a small number of community members are involved, then there is a risk of unfairness and decision-making that does not reflect the community's needs as a whole (Widiastuti Solihat & Aan Julia, 2022).

Additionally, the lack of strong leadership and management can also undermine the sustainability of BUMDes. Social capital includes the ability to effective leadership and management in the community (Putro et al., 2022). According to Soeari et al. (2022), BUMDes may experience difficulty maintaining growth and business continuity without strong leaders directing and mobilizing initiatives and managing resources and operations well. The growing awareness of the importance of sustainability and environmental impact is a critical issue that cannot be ignored (Acampora et al., 2022; Molnár & Szollosi, 2020). A sustainable BUMDes must be

able to consider environmental and social aspects in its operations. However, low awareness of the environmental impact and the importance of sustainability among BUMDes communities and managers can lead to environmental damage and long-term challenges for BUMDes.

Lack of access to funding and resources can be a limiting factor for BUMDes. Substantial social capital can help BUMDes access capital, technology, and infrastructure. However, if BUMDes struggles to access these resources, its efforts to achieve business sustainability will be hindered. Regulatory and policy aspects are also important. (Liu et al., 2022). Uncertainty in government regulations and policies can disrupt the plans and operations of BUMDes. The lack of clarity regarding the applicable legal and regulatory aspects can affect the ability of BUMDes to take risks and develop businesses steadily. In addition, changes in the village's social and demographic structure can also impact the social capital and sustainability of BUMDes. If there are significant changes in the population or habits of the community, BUMDes may need to adjust its strategies and operations to remain relevant and practical. Instructional design systematically develops and delivers earning experiences (Darmawan et al., 2023).

External factors can also impact the sustainability of BUMDes (Wolfert & Isakhanyan, 2022). Excessive reliance on external factors such as market fluctuations or inconsistent government support can threaten the BUMDes' business continuity. Finally, the lack of public understanding of the concept of BUMDes is also a barrier. Social capital includes public understanding and awareness of the role and potential of BUMDes in improving their economic and social welfare. This lack of understanding can hinder public participation and support for BUMDes. The importance of this research lies in the development of a comprehensive strategy to strengthen social capital, which is key to supporting the sustainability and effectiveness of BUMDes as a driving force for village economic development. This research not only identifies the obstacles that have so far hampered the optimization of the role of BUMDes, such as limited human resources, access to information, and lack of community participation, but also offers research-based solutions that can be implemented by the government and local communities.

The contribution of this research is in mapping ways to increase community involvement, strengthen local leadership, and optimize existing social networks, so that BUMDes can grow sustainably. Thus, BUMDes not only functions as an economic unit, but also as an agent of social change that is able to encourage inclusive and sustainable development. This research also contributes to public policy, especially in formulating policies that are more responsive to village needs and support the achievement of sustainable development goals (SDGs) at the local level.

METHODS

This study uses a quantitative survey method based on tested theories (Schoonenboom, 2023; Weyant, 2022). Indicators and parameters for each variable were set based on these theories, which ensures a strong foundation for data collection and analysis data. Quantitative data was collected through a survey of respondents, which allowed us to collect data from various perspectives (Dzwigol, 2020; Schoonenboom, 2023). This approach contributes to a more holistic analysis of the impact of social capital capacity on the sustainability of BUMDes.

The study lasted for five months, from April to August 2023. This long duration allowed us to collect comprehensive data and conduct a comprehensive analysis. The study population consisted of all 120 BUMDes managers in Sukamakmur sub-district, Bogor Regency, who were spread across several villages. This representative sampling provided a variety of perspectives in data collection.

Validity and reliability of the data were ensured through several methods. Content validity was achieved by aligning the questionnaire items with established theories and by consulting experts in the field to review the instrument. Construct validity was tested using Confirmatory Factor Analysis (CFA), which ensures that the indicators appropriately measure the intended constructs. To assess the reliability of the data, Cronbach's Alpha was employed, with a value greater than 0.70 indicating acceptable internal consistency.

Quantitative data was collected through a survey of respondents, allowing for a broad spectrum of perspectives (Schoonenboom, 2023). This approach contributes to a more holistic analysis of the impact of social capital capacity on the sustainability of BUMDes. The study lasted for five months, from April to August 2023. This extended duration allowed for comprehensive data collection and analysis. The study population consisted of all 120 BUMDes managers in Sukamakmur sub-district, Bogor Regency, spread across several villages, providing a representative sampling and varied perspectives in the data collection.

Data analysis was carried out descriptively and inferentially (Krieg, 2023). This approach provides a general understanding of data distribution and hypothesis testing. Analysis was carried out using SmartPLS 4.0 software, which can support SEM analysis and allows comprehensive evaluation of the model that has been formed.

RESULTS AND DISCUSSION

In the context of rural economic development, the success of Village-Owned Enterprises (BUMDes) is often tied to the strength of social capital within the community. Social capital, encompassing networks of relationships, trust, and shared norms, plays a vital role in empowering local businesses to thrive in rural areas. Without strong social capital, BUMDes may struggle to mobilize resources, foster community participation, and implement sustainable economic programs.

The capacity of social capital serves as a robust foundation for the effective management of BUMDes (Prayitno et al., 2022). By leveraging this social capital, BUMDes managers can more efficiently mobilize community support, foster collaboration, and create policies and programs that align with the community's needs and aspirations. Effective communication, trust-building, and adherence to social norms not only help minimize conflict but also enhance community participation in BUMDes activities. This increased engagement strengthens the sustainability of BUMDes, ensuring that it can contribute meaningfully to the economic and social welfare of rural communities.

Tabel 1. Level of confidence

	Standard Deviation	Mean	Mode	Category
Belief in the performance of village government	0.48	2.87	3	High
Trust in the performance of Village-Owned Enterprises (BUMDes)	0.52	3.57	3	High
Belief in the role of BUMDes in addressing poverty	0.32	1.51	2	Low
Belief that BUMDes managers are committed	0.54	3.26	3	High
Belief that the community trusts the performance of BUMDes	0.41	3.72	4	High
The village government is committed to advancing BUMDes	0.39	2.43	2	Low
Total	2.67	19.36	19.00	
Average	0.44	3.07	3.17	

Based on the data in the table above, public trust in the village government and the Village-Owned Enterprises (BUMDes) remains high. However, the community has not yet embraced the idea that BUMDes plays a significant role in alleviating poverty, as indicated by the low data in the table. This lack of belief may stem from insufficient human resources, capital, and government support. The community may not fully grasp the role of BUMDes in poverty alleviation, perhaps lacking an understanding of how BUMDes can assist them in escaping poverty.

This aligns with the findings of Ahmed & Miller (2022), who explain that the community still relies on traditional methods to combat poverty. People may still perceive traditional methods, such as working as farmers or labourers, as the most effective way to address poverty (Qureshi et al., 2022).

BUMDes that conduct their activities transparently, manage funds and provide information related to their activities are more likely to gain the community's trust. When financial reports and other information are easily accessible to the public, it can help build confidence that village funds are being managed well.

It is important to note that BUMDes that operate transparently in managing funds and providing information related to their activities tend to gain more trust from the community. When financial reports and other information are easily accessible to the public, it can help build confidence that village funds are being managed effectively and in line with accountability principles.

Community trust in BUMDes the community's trust in BUMDes is influenced by programs and activities tailored to their needs and provide tangible benefits to the village (Hilmawan et al., 2023). Successful BUMDes that carry out economically empowering activities that positively impact the community's empowerment align with the research findings that the social capital of BUMDes managers includes the rules that apply within the village community. BUMDes can enhance community trust by implementing economic empowerment activities while adhering to ethical values and social norms.

Therefore, to strengthen the role and trust in BUMDes, further efforts are needed to enhance transparency, customize programs according to the community's needs, and consistently apply principles that align with social values in conducting village economic activities. This can be a crucial step in supporting the growth and sustainability of BUMDes and improving the well-being of the village community.

Through these efforts, BUMDes can become more effective and reliable drivers of rural development, building strong trust among the community in fund management and implementing programs that provide tangible benefits to them (Sirait & Sinaga, 2020). The continuity in applying these principles will ensure a more impactful role for BUMDes in advancing the progress and welfare of rural communities.

Table 2. Social Networks

	Standar Deviasi	Mean	Mode
Having work partners	0.48	2.87	3
Having business partners	0.52	3.57	3
Partnering with SMEs (Small and Medium-sized Enterprises)	0.32	1.51	2
Regularly maintaining communication with work partners	0.54	3.26	3
Regularly communicating with village officials	0.41	3.72	4
Engaging in ongoing dialogue with the village community	0.39	2.43	2
Total	2.67	19.36	19.00
Average	0.44	3.07	3.17

Based on the data in the table above, it is evident that the networking of Village-Owned Enterprises (BUMDes) with their partners is quite adequate, and BUMDes managers regularly communicate with them. However, in reality, BUMDes managers need to establish good communication with community members and local leaders. If BUMDes managers have a strong rapport with the villagers, they will find it easier to gain support, information, and valuable advice for managing BUMDes.

This research aligns with the opinion of Maulana & Rifa, (2021) who suggests that the social networks of BUMDes managers can be optimized by engaging with the community, government, and business partners who can provide information, resource support, and institutional strengthening for BUMDes. This network can enhance the marketing of products produced in the village, solicit input from various parties, and strengthen partnerships. BUMDes managers with extensive social networks can obtain information about market trends, business opportunities, and community needs more quickly. This information can aid BUMDes in making better decisions.

BUMDes managers with broad social networks will be more capable of acquiring information about market trends, business opportunities, and community needs more rapidly and accurately. Thus, this information can be a strong foundation for BUMDes to make better and more strategic decisions in expanding their enterprises. In this context, effective communication with various local stakeholders and the village community becomes crucial to BUMDes' success and growth.

Table 3. Social Participation

	Standard Deviation	Mean	Mode	Category
Assisting people struggling to access business loans	0.48	2.87	3	High
Regularly providing solutions to community businesses	0.52	3.57	3	High
Engaging in supporting small community businesses	0.32	1.51	2	Low
Helping people access financial institutions	0.54	3.26	3	High
Facilitating community business development	0.41	2.72	4	Low
Providing business development facilities to the community	0.39	2.43	2	Low
Total		2.67	15.36	
Average		0.44	3.03	

Based on the data in the table above, the assistance provided by BUMDes managers to individuals facing difficulty in accessing business capital loans can be categorized as high. However, the involvement of BUMDes managers in supporting small-scale community businesses can be categorized as low. Ideally, the social participation of BUMDes managers should encourage community empowerment in decision-making and the management of local resources. By involving the community in the planning and implementation of programs, BUMDes can create an environment of ownership and responsibility for the success of BUMDes.

Concerning the findings of this research, the capacity of social capital in the form of active social participation in village activities can expand partnerships, ultimately increasing engagement with the community (Tadesse Wazza & Belay Bedeke, 2022). Through open social participation, BUMDes managers play a role in planning, developing, and running initiatives to enhance the community's economic empowerment. BUMDes managers can generate new business opportunities, facilitate partnerships with local businesses, and contribute to the economic improvement of the village community.

Furthermore, BUMDes managers who are actively involved in facilitating partnerships with local businesses and creating new business opportunities can help boost the overall economy of the village community. Therefore, enhancing the involvement and social participation of BUMDes managers becomes a crucial factor in driving economic growth and community empowerment at the village level.

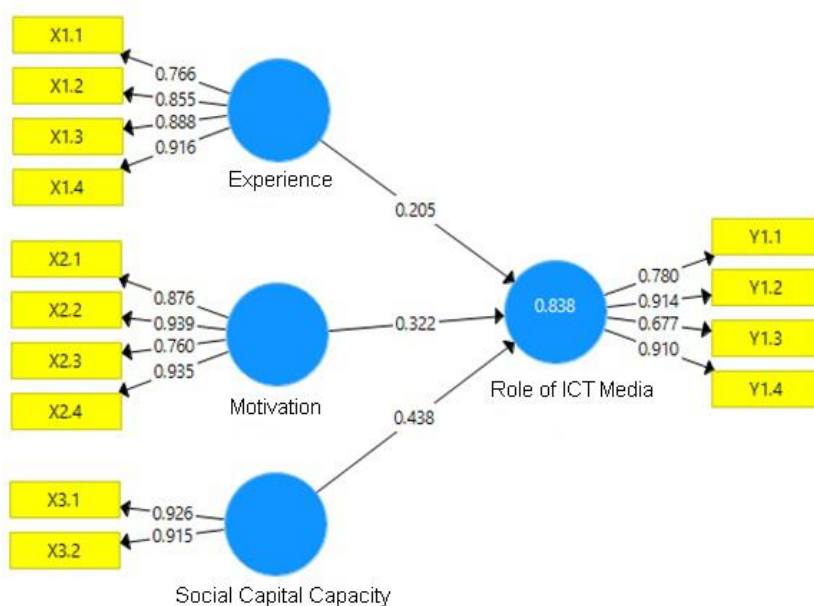


Figure 1. Significance Values Between Variables

The Influence of Social Capital Capacity of BUMDes Managers

Table 4. Significance Values Between Variables

Interrelation between Variables	<i>Path coefficients</i>	<i>f Square</i>	Sig
Experience (X1) => Social Capital Capacity (Y1)	0.20	0.34	Tidak Sig
Motivation (X1) => Social Capital Capacity (Y1)	0.32	0.07	Tidak Sig
Role of ICT Media (X3) => Social Capital Capacity (Y1)	0.43	0.03	Tidak Sig

This research analyzes the factors influencing the social capital capacity of Village-Owned Enterprises (BUMDes) managers. The factors that affect the social capital capacity of BUMDes managers include their experience as BUMDes managers, their motivation, and the role of Information and Communication Technology (ICT) media. The results of this research present an analysis of the factors influencing the social capital capacity of BUMDes managers. The factors studied include BUMDes managers' experience, motivation, and the role of Information and Communication Technology (ICT) media.

Furthermore, the results indicate that there is no statistically significant relationship between the variables of Experience (X1), Motivation (X1), ICT Media Role (X3), and Social Capital Capacity (Y1) in the conducted path analysis. This means that in the context of this research, these three independent variables do not significantly influence the Social Capital Capacity (Y1). The relationship between the "Experience" variable (X1) and "Social Capital Capacity" (Y1) has a path coefficient value of 0.20. Although there is a positive relationship between them, the non-significant significance value indicates that the impact of BUMDes managers' experience in conducting business activities in the village is not statistically significant regarding the social capital capacity of BUMDes managers.

There is a positive relationship between experience as BUMDes managers and social capital capacity; however, as mentioned earlier, the analysis results indicate that this relationship is not statistically significant. This may suggest that while experience plays an important role in developing social capital capacity, other factors may also play an equally important role. Regarding the relationship between "Motivation" (X2) and "Social Capital Capacity" (Y1), a path coefficient of 0.32 indicates a positive influence between motivation and social capital capacity. However, the analysis results show that this relationship is not statistically significant. This implies that the motivation of BUMDes managers to serve the village community has not yet been reflected in how BUMDes managers build networks and partnerships.

There is a positive relationship between the motivation of BUMDes managers and social capital capacity; however, as previously mentioned, the analysis results show that this relationship is not statistically significant. This could indicate that while motivation can influence social capital capacity, other factors may have a significant impact. In the relationship between "ICT Media Role" (X3) and "Social Capital Capacity" (Y1), a path coefficient of 0.43 is found. This suggests that the role of ICT media has a strong influence on social capital capacity. However, the analysis results show that this relationship is not statistically significant. Therefore, the role of ICT media has a strong influence, but there is no statistical evidence to support it as a significantly influential factor in the social capital capacity of BUMDes managers.

It was found that the role of ICT media has a high influence on the social capital capacity of BUMDes managers. Nevertheless, as mentioned earlier, the analysis results also indicate that this relationship is not statistically significant. This suggests that, although the role of ICT media can have a positive impact, further research is needed to understand why the results are not statistically significant. Overall, this research provides valuable insights into the factors influencing the social capital capacity of BUMDes managers. While there are indications that experience, motivation, and the role of ICT media can affect social capital capacity, it should

be noted that other factors may also play a role in this context. Additionally, further research may be necessary to better understand the impact of these factors on the social capital capacity of BUMDes managers.

Lyu et al. (2022) state that social capital is a resource that includes networks and relationships guided by shared norms and based on mutual trust and cooperation for mutual benefit through sustained community productivity. Social capital can be measured in trust, social networks, and social norms. Useem & Kochan (2023) argues that organizations learn through experience, reflection, and action. Experience can provide learning for organizations, but effective learning requires reflection and action.

Based on these results, experience can enhance the trust of BUMDes managers in each other and the village community (Susilo, 2020). Experience can also help them build social networks and understand the social norms in the village (Iisnawati et al., 2022). For example, BUMDes managers who have worked in BUMDes for several years will have more experience in managing BUMDes. This experience will help them build trust with the village community and partners. Furthermore, the experience will also help them understand the needs and expectations of the village community, enabling them to develop suitable products and services. Village governments play a significant role in developing and supporting BUMDes within the community (Shen & Chou, 2022). One crucial aspect to consider is the development of social capital, which involves the active engagement of BUMDes managers in social networks and relationships with local stakeholders (Long et al., 2022). To support this, village governments can provide training and mentoring to BUMDes managers on the importance of social capital and how to build it effectively (Maryunani, 2023).

Additionally, village governments can actively support BUMDes managers in developing extensive social networks. These networks can assist BUMDes managers in obtaining information, resources, and support needed for the growth and sustainability of village enterprises (Sukma & Leelasantitham, 2022). Furthermore, village governments can play a role in creating an environment that encourages the motivation of BUMDes managers to develop BUMDes (Siswoyo et al., 2020). This can be achieved by developing programs and policies that support BUMDes initiatives, such as economic incentives and regulatory simplifications. With solid support from the village government, BUMDes managers will be more motivated to actively contribute to the village's economic development and enhance the community's well-being.

CONCLUSION

The social capital capacity of BUMDes managers is categorized as moderately high. This is because BUMDes managers have established long-standing communication networks in carrying out economic empowerment activities in the village. Most BUMDes managers are local residents with strong emotional ties and good communication with the village community. Additionally, the influence of experience on the social capital capacity of BUMDes managers in managing BUMDes does not have a significant impact because the experience of BUMDes managers in running BUMDes is relatively limited. The motivation of BUMDes managers also does not appear to have a significant impact on the social capital capacity of BUMDes managers. At the same time, the role of information and communication technology (ICT) does not significantly affect the social capital capacity of BUMDes managers. In reality, the motivation of BUMDes managers who serve in BUMDes is more focused on achieving the work programs in the village, as the village government appoints the majority of BUMDes managers. Furthermore, Information and Communication Technology (ICT) media is often utilized by BUMDes managers primarily for entertainment purposes, rather than as a tool to facilitate communication in economic empowerment activities within the village. This underutilization of ICT limits its potential to enhance collaboration, improve access to market information, and drive innovation in BUMDes operations. By shifting the focus from entertainment to more strategic uses of ICT, BUMDes managers could significantly improve their capacity to engage with community members, streamline operations, and promote sustainable economic growth in rural areas. The key contribution of this research lies in its exploration of how BUMDes can harness ICT not just for administrative purposes, but as a pivotal tool for economic empowerment and community engagement.

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