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Research Paper

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Analysis of Education and Training Needs To Increase BUMDes Management Capacity in Developing Business Units

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ABSTRACT

The purpose of this study was to determine the needs of education and training to improve the capacity of BUMDes managers in developing businesses in Jombang Regency. This study uses a qualitative approach, with data collection tools in the form of in-depth interviews, research informants determined by snowball sampling, and researchers directly become research instruments. The results showed: (1) the BUMDes managers in Jombang Regency needed education and training to improve the capacity of BUMDes managers in developing their businesses; (2) Training materials needed include: (a) recognizing self-potential in entrepreneurship; (b) build commitment in entrepreneurship; (c) the potential of the village and the types of business units of BUMDes; (d) opportunities and business risks of BUMDes; (e) aspects of business feasibility of BUMDes; & (f) business planning of BUMDes; & (3) The right form of training to be used is mobile model training.

Key words: *needs analysis, education and training, management capacity, BUMDes*

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INTRODUCTION

BUMDes is a village-owned business entity that has one or several business units. BUMDes are formed in rural areas with the aim of moving the wheels of the economy in the village in order to achieve fair and equitable national economic development goals. ^[1] In addition BUMDes aims to establish BUMDes to move the potential of the village to alleviate poverty. ^[2]

The effort to build the national economy through BUMDes is basically an effort to encourage the economic movement of the village through entrepreneurial activities, with the village entrepreneurial strategy expected to increase the welfare of the community. ^[3] Opportunities for rural entrepreneurship development in the form of Micro, Small and Medium Enterprises are still very large. ^[4] To ensure the

sustainability of BUMDes business, BUMDes needs to have a superior business unit. Leading business units can be selected based on regional superior products / services and / or products / services owned by regions that have the potential to be developed. In the Minister of Home Affairs Regulation Number 9 of 2014 concerning Regional Superior Product Development has a philosophy so that regions develop superior products / services that are typical of the region, with the hope that they will contribute to development and regional economic growth in the long term. The principle of regional autonomy is that each region needs to take care of and manage the potential of its area. ^[5]

To manage business units, adequate management resources are needed. The human resources needed must be in accordance with the needs of the BUMDes,

this is very important in supporting the success of the management of BUMDes, which in itself will help the Village Government realize community welfare. ^[6]

One accurate solution to providing adequate resources for BUMDes management is to provide training to BUMDes managers. Training conducted must certainly touch the needs of business entities. So that the coaching and mentoring activities in education and training should be based on the identification of problems that arise in the business entity. ^[7] The training program is not possible to solve all organizational problems in BUMDes, but training programs have the potential to improve certain situations, provided that they are implemented correctly. ^[8]

Training is an activity designed to improve a person's skills, knowledge, experience, and changes in attitude. Training is expected to create a situation so that a person can improve abilities, knowledge, and behaviors that are specifically related to work. Training will enable someone to do a better job. ^[9] Besides that the most important thing is expected with education and training, BUMDes managers will give birth to management entrepreneurship commitments. Commitment to entrepreneurship can be interpreted as a person's commitment to the business effort that is being carried out. ^[10]

This study seeks to encompass education and training needs to improve the capacity of BUMDes managers in developing business units, conducted in Jombang Regency, East Java. Temporary solutions whose truth must still be proven empirically are: (1) compiling educational and training tools based on the material needed by the BUMDes management, namely education and training guides, education and training syllabi, and education and training material modules; (2) mobile model education and training needs to be held, meaning that the implementation of education and training is generally carried out by gathering education and

training participants to come to a place, with the time specified by the organizer. Unlike the education and training of this mobile model, the implementation of education and training is carried out by: (a) the organizers who attend the education and training participants (education and training to pick up the ball); (b) the time and place of the participants (BUMDes managers) who determine; and (c) education and training materials are based on the needs of participants in education and training.

METHODS

This research uses a qualitative approach. Which is naturalistic, by studying events as they are (Bogdan and Biklen, 2003). This research was conducted in Jombang Regency, East Java province. The selection of the subject or data source of the research was carried out on the managers of BUMDes in Jombang, and took place on a rolling basis based on needs until they reached saturation, with the assumption that the data of this research were sourced from people, events, and situations in the research setting. In-depth interviews are used to obtain basic data, assuming that researchers will directly become research instruments.

RESULT AND DISCUSSION

The results of in-depth interviews and observations of BUMDes managers found the following:

First, the average BUMDes manager works part time, and does not enter every day, this is because being a BUMDes manager is a part time job not a main job for them, the reason being that his salary cannot be to support the family. This phenomenon shows that the motivation and commitment of managers to work professionally is still low. In fact, if the managers have high motivation and commitment to work professionally, then it is not possible for BUMDes to be able to provide salary increases along with the increase in BUMDes' income that is professionally managed. This is the reason for the need for training activities with the material to build self-potential in entrepreneurship and build

commitment in entrepreneurship, with the hope that the motivation and commitment of BUMDes managers can increase. A person's commitment to understanding is a passion needed to achieve business success. ^[11] In addition, one's entrepreneurial commitment to business institutions has other important benefits, namely creating investor confidence to invest in the business institutions they support. ^[12]

Secondly, the ability of the BUMDes managers to form and develop BUMDes business units is still low, this is evidenced by the 348 existing business units, there are 246 (71%) mobile business units in the Business Finance business units, the remaining 102 (29%) mobile business units in the business sector real (Documentation Data of BPMPD, Jombang Regency). Even if we look at village profiles, there are still many village potentials that can be developed into BUMDes business units. Many BUMDes managers still do not understand and still have difficulties in reading the potentials of villages that can be developed into BUMDes business units, so that in education and training materials are needed about the potential of the village, types of business units of BUMDes and reading opportunities and business risks.

Third, based on data on the development of BUMDes in Jombang Regency as of December 31, 2016, there were 12 existing BUMDes experiencing losses, all of which were engaged in the real sector. It was also known that the establishment of the business unit did not conduct a business feasibility study, because the managers on average did not know the steps to determine the business feasibility. At present, in opening a new business, the BUMDes manager only bases the knowledge and experience of the manager, for example the manager has knowledge and experience about breeding, a goat fattening business unit is formed without conducting a business feasibility study first. Even though if you want the business to run and can develop, then it should conduct a business feasibility study to determine

marketing, production costs, place, and consider other important elements. Based on the description, the implementation of the education and training activities also needs to provide material on business feasibility studies and business planning. Business opportunity identification theory shows that the identification of business opportunities is done with multistage and requires the active role of business actors. ^[13] Identification of the right business opportunities, enabling the creation of added value will facilitate businesses to identify risks that may arise. ^[14]

Fourth, because the goals of education and training in the formation and development of BUMDes business units are people who are adults, in this case the managers of BUMDes in Jombang Regency, the approach to education and training uses an andragogy approach that prioritizes the activities of training participants. The education and training materials consist of 6 Modules, namely: (a) Module 1: Recognizing the Self Potential in Entrepreneurship; (b) Module 2: Building Commitment in Entrepreneurship; (d) Module 3: Village Potential and Types of BUMDes Business Units; (e) Module 4: Business Opportunities and Risks of BUMDes; (f) Module 5: Aspects of Business Feasibility of BUMDes; (g) Module 6: Business Planning of BUMDes.

Based on the answers of informants in the interview activity on August 9, 2017, it was obtained information that, the Community Empowerment Service and the Village Government of Jombang Regency had carried out development activities to improve the capacity of knowledge and skills of managers by conducting BUMDes and financial Management training activities with three strategies: (1) Mass training by means of all Directors, Treasurers, and Secretaries including Village Heads trained in how to manage BUMDes, how to coordinate, make financial reports start exel until BUMDes financial report applications appear; (2) Subdistrict Training, each sub-district held training with material that was

more focused and more directed to the problems of BUMDes that emerged; and (3) Training at the village level, if needed is also held coordinated by the Village Head and BUMDes Manager. Education and training for BUMDes managers is an activity carried out to improve knowledge, skills and attitudes in order to improve short-term and long-term performance. [15] The education and training must go through integrative stages, namely the assessment stage, implementation phase & evaluation. [16] The experience of learning in education and training should apply experiential based learning, namely by involving participants in education and training in practical activities, which then discusses concepts that can be applied in carrying out the tasks of managing BUMDes in their respective business units, education and training participants on duty. [17]

The education and training model can adopt from training models developed by education experts, including: 1) Otto and Glaser's model, consisting of activities: (a) analyzing training problems; (b) formulating training objectives; (c) choosing material; (d) compile and implement the curriculum; and (e) assessing the results of the training; [18] 2) Parker's model, consisting of activities: (a) analyzing training needs; (b) developing training objectives; (c) designing

the curriculum; (d) choosing a learning method; (e) designing approaches and assessments; (f) carry out training; and (g) measure the results of training; [19] 3) Blank's model, which is known as a competency-based education and training model. [20]

The right form of education and training to be used is the education and training of mobile models, with the education and training providers going to the education and training participants (education and training to pick up the ball). In this phase of identification of educational and training needs, several findings from problem identification were carried out during the preliminary study of the management of BUMDes in Jombang Regency, which will be used as the basis for the preparation of educational and training tools for mobile models. The analysis was carried out on the problems found in the field related to the management of BUMDes by focusing Group Discussion (FGD) between researchers and district-level BUMDes coaches and experts, and observing the needs of developing mobile education and training models.

The results of identification and analysis of the needs of educational devices and training of mobile models are seen in the table below:

Table 1. Results of Identification and Analysis of Mobile Model Educational and Training Device Needs

Problem Identification and Analysis	Data Source	Educational and Training Material Needs
The educational and economic background of the BUMDes managers is very diverse	Documents at the District DPMPD Office Jombang	Need to be given knowledge about: Recognizing Self potential in entrepreneurship Building commitment in entrepreneurship
The phenomena that exist in the field, most people and village governments are motivated to establish BUMDes because there are 100 million stimulus funds from the district government for each village	Results of interviews with researchers with village heads and directors of BUMDes	
Being a manager of BUMDes is a side job not a main job, this causes many BUMDes managers to work part time and not work every day	Observations and interviews with researchers with BUMDes managers	
Many village potentials that have not been used to provide services to the community because of the ability of managers to recognize the potential of villages that can be used as business units of BUMDes is still lacking	Observations and interviews with researchers with BUMDes managers	Need to be given knowledge about: Village potential and types of BUMDes business units Business opportunities and risks of BUMDes
There is still a lot of misunderstanding from the manager that BUMDes can only run a savings and loan business unit	Observations and interviews with researchers with BUMDes managers	
Savings and loan business units are considered an easy and safe business unit because most managers do not want to take the risk of suffering losses if they run other business units	Observations and interviews with researchers with BUMDes managers	
Data on the development reports of the Jombang Regency BUMDes as of December 31, 2016 obtained data that there were 12 BUMDes that suffered losses due to determining the type of business unit to be carried out not conducting a business feasibility study and making business plans first	Documentation, results of observations and interviews conducted by researchers with managers of BUMDes	Need to be given knowledge about: Aspects of business feasibility of BUMDes Business planning of BUMDes

The results of the identification above will be the basis for the development of educational devices and mobile model training, which are expected to increase the capacity of BUMDes managers in developing businesses in Jombang Regency. The above identification results in principle will lead to the formation of village entrepreneurship through BUMDes which have cooperative advantages. Village entrepreneurship will have good prospects if supported by good infrastructure and regulations and a good partnership network. [4]

CONCLUSIONS

Based on the description above, the researcher can conclude some of the following: (1) the BUMDes managers in Jombang Regency need education and training to improve the capacity of BUMDes managers in developing their businesses; (2) Education and training materials needed include: (a) Recognizing the Potential of Self in Entrepreneurship; (b) Building Commitment in Entrepreneurship; (c) Village Potential and Types of BUMDes Business Units; (d) Business Opportunities and Risks of BUMDes; (e) Aspects of Business Feasibility of BUMDes; & (f) BUMDes Business Planning; & (3) The right form of education and training to be used is education and training of mobile models.

The mobile model education and training is carried out by the education and training providers who come to the education and training participants (education and training to pick up the ball), namely the education and training tutors visit the managers of BUMDes based on their proposals for education and training, as well as the time of education and participant training is also decisive. Education and training are held in the village and directly practice at the Village Office or the BUMDes office. The education and training of the mobile model is carried out in accordance with the needs of the village, so that education and training equipment

products are needed that match the needs of the BUMDes management.

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