

ANALYSIS OF THE PERFORMANCE OF VILLAGE-OWNED ENTERPRISES (BUMDES) IN INCREASING VILLAGE INCOME IN PULAU PANDAN VILLAGE, LEMONADE DISTRICT, SAROLANGUN REGENCY

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Abstract

This study on the analysis of the performance of village-owned enterprises (BUMDES) Pandan Island aims to determine how to determine how the effectiveness of the performance of BUMDES to increase the income of the village "Pandan Island". This study uses qualitative descriptive method. Informants were taken by means of purposeful samples and research data obtained through research data obtained through secondary data, observation, and in-depth interviews. The results showed that BUMDES "Pandan Island" has set the price of subsidized fuel which in this case is 3 Kg LPG Gas. However, the practice that occurs in the field has not been in accordance with what is wanted because even though BUMDES have set the selling price of 3 Kg LPG Gas, there is still a frequent scarcity of 3 Kg LPG Gas among the community. This is due to the lack of supervision of BUMDES to people who want to buy gas so that subsidized fuel seems to be less on target. Which should be reserved for people who have a lower middle economy to be better. In this problem, BUMDES must improve a lot, especially looking for solutions so that there is no longer a shortage of subsidized fuel supply among the community and BUMDES must improve, especially in the supervisory function in order to encourage the community's economy to be better.

Keywords: Performance Analysis, Village-Owned Enterprises (BUMDES)

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INTRODUCTION

One of the villages that has established the BUMDES program is Pulau Pandan village located in Lemonade District, Sarolangun regency. The establishment of BUMDes on Pandan Island is included in the development planning from below, this is because BUMDES are no longer established on the basis of instructions from the government alone, based on the initiative of village councils who want to combine village efforts to be one in a village institution, and develop other businesses that benefit the villagers. Governance has a positive and significant influence on the performance of village-owned enterprises organizations in the East Java region (Kurnianto & Iswanu, 2021). Then, Efficiency and effectiveness have declined due to weak management, innovation, and asset utilization, while responsiveness to community needs remains low (Geru et al., 2025). The findings show that village funds positively and significantly impact rural development (measured using the village development index (Handayani, E., Garad, A., Suyadi, A., & Tubastuvi, N. 2023).

One of the BUMDES programs in improving the community economy is village stalls (LPG Gas distribution), fish farming (pond procurement), people's markets, Pamsimas and tent rental. But in the course of time from the program that has been done by BUMDES. In accordance with the Presidential Regulation of the Republic of Indonesia number 104 of 2007 on the supply, distribution, and pricing of 3 Kg gas cylinder LPG and the minister of energy and Mineral Resources Regulation Number 21 of 2007 on the provision and distribution of 3 Kg tube LPG which is the legal basis of the policy. The development of BUMDes' business units and management capacity is key to improving performance, especially in terms of financial accountability and sustainability (Asmawanti et al., 2022). However, rapid increases in village-owned enterprises were not followed by higher employment opportunities (Arifin, B., Wicaksono et al., 2020).

BUMDES Pulau Pandan Mandiri in the provision and distribution of 3 Kg LPG Gas can provide approximately 150-200 3 Kg LPG gas cylinders per month. The price of 3 Kg LPG Gas in Lemonade District is currently Rp. 25.000. The price is in accordance with the highest retail price (HET) set by the government. Actually het yan set Jambi provincial government is Rp. 19,000 for areas close to the city and the highest price of Rp. 25,000 for areas far from the city. Based on Jambi provincial regulation Number 10 of 2013 on supervision of the distribution of subsidized 3 Kg liquefied petroleum Gas LPG, Jambi Mayor Regulation Number 19 of 2022 dated January 20, 2022 on the establishment of a monitoring team and court for the distribution of subsidized 3 Kg LPG tubes in the city of Jambi and to strive for the distribution of subsidized 3kg LPG in the city of Jambi to be carried out on target. Tripartite cooperation of BUMDES-Academics-Industry has been proven to overcome problems and improve institutional, innovation, digitalization, and sustainability aspects (Fafurida, Karsinah, & Bowo, P. A. 2022).

But in the village of Pandan island there is often a scarcity of Gas caused by greedy people. 3 Kg LPG gas extraction should only buy 2 tubes per household but many people buy more than 2 gas cylinders to be resold at a higher price. As a result, many people do not get the subsidized 3 Kg LPG Gas ration. Regarding this issue in government regulations gas bases are prohibited from selling subsidized LPG 3 Kg to stalls, shops and supermarkets. The phenomenon that occurred in the field of BUMDES in the village of Pulau Pandan was found selling 3 Kg of LPG Gas at Citizen stalls which resulted in 3 Kg of LPG Gas finally being sold at a more expensive price of Rp. 28,000-Rp. 30.000 is of course HET highest retail price. This makes many people complain because of high Gas prices. Increasing open innovation is recommended to improve financial and social performance (Wulandari, F., & Wardani, M. K. 2024).

Based on observation and direct observation in the village of Pulau Pandan, Lemonade Sub-District, Sarolangun regency in managing and allocating funds, that there is indeed an uneven spread of LPG gas cylinder bases or what is often called sub-agents in the village of Pulau Pandan. In addition to the uneven distribution of LPG gas bases, other problems that often arise and make people disappointed are not on time distribution activities are carried out from the agent to the base of LPG gas cylinders and the lack of the number of gas cylinders that come compared to the number of consumers who need. Warung stores usually sell LPG Gas 3 Kg cheaper, but the stock is limited so that people want to have to buy Gas at regular prices at a more expensive price. VOs must engage in open innovation by leveraging external knowledge sources to enhance performance (Hilmawan, R., Aprianti, Y., Vo, D. T. H., Yударuddin, R., Bintoro, R. F. A., Fitrianto, Y., & Wahyuningsih, N. 2023). Then, Village funds drive improvements, but districts with higher allocations did not experience greater IDM gains between 2016 and 2020 (Sari, N. P., Ristianito, K., & Alwi, S. 2025).

RESEACRH METHODS

Qualitative research is a research method based on philosophy, used to examine the population over a sample of course, data collection using research instruments, and data analysis is qualitative or statistical in order to test the hypothesis set. While the qualitative method according to Bogdan and Taylor is a research method that produces descriptive data in the form of written or oral words from people and observed behavior. In line with these definitions, Jane Richie suggests that qualitative research is an attempt to present the social world and its perspective in the world in terms of concepts, behaviors, perceptions, and problems about humans under study. As for the type of research used in this study is included in the type of Field Research is research by direct plunge kelokasi research to obtain the necessary data.

This study is a qualitative study with a descriptive approach, the existence and contribution of BUMDES, the implementation of management and supporting villages, factors that inhibit and villages that support the existence of BUMDES as a village economic booster. Presently, rural enterprises have a low impact on rural economic growth (Aritenang, A. 2021). Site or location to be studied is the village of Pulau Pandan, Lemonade District, Sarolangun regency. This study is a community in the village of Pandan Island involved in the process of distributing LPG gas cylinders 3 Kg. In this case the base of retail stalls and some consumers of community leaders, as well as the management of BUMDES Pandan independent island in the village of Pulau Pandan Kacamatan Lemonade. The reason for taking this research location is caused by people who find it difficult to get 3 Kg LPG Gas to meet cooking needs. Data collection technique is a systematic way or process of collecting, recording and presenting facts for a specific purpose. This study will use two types of data collection techniques. There are three techniques of data collection, namely: observation, interview, documentation.

Observation is an operational technique of collecting data through careful and systematic peroses to capture the observed object directly. Observation (observation) or observation is a technique or method of collecting data through observation of ongoing activities. In other words, observation is the process of collecting data in research where a person or observation observes a situation that is relevant to the research topic. An interview is a question and answer process in research that takes place directly orally in which two or more people face to face listen directly. Information or explanations. Interview method in this study the author uses the interview method proposed by Sugiyono (2016) is a structured interview in which the author has prepared a structured interview concept such as questions that will be used to interview the interviewee.

Through these activities, researchers conducted direct interviews with information, namely: village heads, BUMDES Management, base and retail owners and the Pandan Island Village community were needed about the business they were doing. Documentation is carried out to obtain secondary data in the form of data related to welfare. The data collected also came from The Village Office of Pulau Pandan, Lemonade District, which became the study. The tool used in data retrieval is a Flasdisk to store data in the form of Soft files.

RESULTS AND DISCUSSION

As we already know LPG subsidy LPG 3 Kg is a government subsidy LPG intended for households and micro-enterprises at a predetermined price to households and micro-enterprises at a predetermined price based on Presidential Regulation of the Republic of Indonesia No. 104 of 2007 on the provision, distribution, and pricing of Liquefied petroleum gas cylinders 3 kilograms. With the provisions for households are families with economic class and below and are in the distribution area of 3 kilograms of LPG, while for micro entrepreneurs are entrepreneurs who use kerosene as a production material, have a business license certificate from the local village and are in the distribution area.

The government through the Ministry of energy and mineral resources then issued a special regulation on the regulation of LPG distribution, especially 3 kilograms of LPG, namely the Ministry of energy and Mineral Resources Regulation No. 26 of 2009 concerning the provision and distribution of LPG can only be carried out by business entities holding LPG commercial licenses as stipulated in the regulation. The acceptance of this 3 kg LPG gas cylinder varies in each base. As well as on the bases of Gas Partners they receive a supply of LPG gas cylinders 3 kilograms in varying quantities each of its receipt. Sometimes they only get 30 to 70 LPG gas cylinders. But there are certain times where they get more gas cylinders to reach 100 more tubes depending on the number of tubes delivered. As for the reception time, it is also uncertain, sometimes it is carried out within five days of reception, but there is also even once a week. The average gas supply at the base is about four times a month with the amount of 70 to 150 more tubes for every receipt of 3 kg LPG gas cylinder supply. In pricing when viewed in terms of public interest, the government has made a policy on the price of commodities or basic needs, in this case LPG subsidies.

In the calculation, the use of LPG is also cheaper than kerosene. The price of 3 Kg LPG gas that has been subsidized by the government in the conversion program from kerosene to Gas can help the lower middle class because the price is affordable for the community. But there are still people who have not felt the positive impact because of the policy. In fact, there are still people who complain about prices that do not match what has been determined by the government. Price is the sum of all values exchanged by consumers for the benefits of owning or using these products and services. For that, the indicator is an affordable price, the price in accordance with the benefits of the price in accordance with the quality and the price that is able to compete. Based on the results of research that the author has done about. Analysis Of The Performance Of Village-Owned Enterprises (BUMDes) In Increasing Village Income In Pulau Pandan Village, Lemonade District, Sarolangun Regency. From the observation, the author, the selling price of 3kg LPG gas set by BUMDes Pandan Mandiri island RP. 25.000, - the price is sold by pangkalan BUMDes Pulau Pandan Mandiri to the community and stalls in the village of Pulau Pandan.

The price of LPG gas set is appropriate but there is a discrepancy in the field because BUMDES sell gas more than 2 tubes to some people who have stalls or shops,

this causes scarcity for other communities so that people who do not get gas at the BUMDES base have to buy into stalls at higher prices. Violations committed by BUMDES are caused by lack of supervision from the government concerned. Here is a table of the income of pandan Island BUMDES within 1 year in 2022.

Table 1. Gas LPG Production and Intake Data, 2022

Month	Gas LPG 3 Kg Price	Amount	Reception	Spending	Balance
January	25.000	200	5.000.000	3.500.000	4.650.000
February	25.000	200	5.000.000	3.500.000	4.650.000
March	23.000	200	4.600.000	3.500.000	4.250.000
April	23.000	200	4.600.000	3.500.000	4.250.000
May	23.000	200	4.600.000	3.500.000	4.250.000
June	25.000	200	5.000.000	3.500.000	4.650.000
July	25.000	200	5.000.000	3.500.000	4.650.000
August	22.000	200	4.400.000	3.500.000	4.050.000
September	23.000	200	4.600.000	3.500.000	4.250.000
October	24.000	200	4.800.000	3.500.000	4.450.000
November	25.000	200	5.000.000	3.500.000	4.650.000
December	25.000	200	5.000.000	3.500.000	4.650.000
	Totally				53.400.000

Source: Data Processed, 2024

The table above shows the income and expenses in 2022, the total turnover obtained in 1 year is IDR 53,400,000 million Rupiah. According to the result of research Fuadi, R., Linda, G., Batara, G., & Sari, N. (2022) there is a significant difference between the number of sales before COVID-19 and during the pandemic. Good governance practices strengthen accountability and are associated with improved BUMDES performance (Bulei, C. A., Sutopo, W., & Zain, I. M. 2022). Good governance and participation increase the performance of village services (Putra, R. A., & Rahmawati, L. 2024).

CONCLUSION

From the results of research on the performance of BUMDES in increasing village income in Pulau Pandan Village, Lemonade District, Sarolangun regency, the sale of 3 kg LPG Gas can be interpreted as the following conclusions. The pricing of 3kg LPG Gas or subsidized LPG Gas in Pulau Pandan Village, Lemonade District determined by village-owned enterprises (BUMDES) of Pulau Pandan Mandiri ranges from Rp. 25,000 gallons of gas. The price is distributed to the community and stalls in the village of Pandan Island. BUMDES sell Gas more than 2 tubes to some people who have stalls that result in scarcity and undisturbed 3 kg LPG gas is forced to buy ordinary diwarung at a more expensive price to outside the highest retail price of HET. Lack of supervision from the relevant government makes BUMDES Pandan island violate regulations set by the government. Some of the regulations that were violated were selling Gas more than 2 tubes per household and selling and buying tubes to ordinary stalls.

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