

VILLAGE GOVERNMENT COMMUNICATION STRATEGY IN EFFORTS TO MANAGE VILLAGE OWNED ENTERPRISES (BUMDES) RAYA, BERASTAGI DISTRICT, KARO REGENCY

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ABSTRAK

This study aims to determine the village government's communication strategy in managing the Village Owned Enterprise, Berastagi District, Karo Regency. This study uses the AED theory of development communication strategies. In this study, the authors used qualitative research with data collection techniques obtained through the stages of observation, interviews, and through exploratory stages. So the authors can draw the conclusion that in an effort to manage the Village Owned Enterprises (BUMDES) Raya Berastagi sub-district, village leaders carry out strategies based on instructional, participatory, and marketing designs. In managing BUMDES the strategy that can be done is by paying attention to social values in the management of BUMDES, paying attention to the impacts that will be received by the village community, paying attention to Village Potential, having sufficient human resources, being managed by people who have an entrepreneurial spirit, and must also involve the community in its management. and serve the community as best as possible so that BUMDES can be managed and developed properly.

Keywords: strategy; communication; government; bumdes.

PRELIMINARY

BUMDES (Village-owned business entity) is a village business institution managed by the community and the village government in an effort to strengthen the village economy and is formed based on the needs and potential of the village. Villages that are no longer active in carrying out programs that have an impact on the community. Since the Covid-19 pandemic as of 2019 data from the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (PDRT) there have been 15,768 Village-Owned Enterprises (BUMDES) affected by the pandemic. As a result, in 2021 the number of inactive BUMDES will reach 35%. Of course, this is a big number and will have a big impact on the development of BUMDES in Indonesia. However, in the midst of the declining development of BUMDES, there are still many Village-Owned Enterprises that continue to operate and run their programs even though they were threatened by the Covid-19 pandemic. One of them is the Village Owned Enterprise (BUMDES) Arah Ersada Raya, Berastagi District, Karo Regency, North Sumatra.

Seeing the potential of the village community, which incidentally is a flower farmer, became one of the triggers for BUMDES Arah Ersada Desa Raya to develop and facilitate farmers

by opening a flower market in one of the units managed by BUMDES, namely Jambur. Due to the undeveloped village community, various rejections and doubts arise from the community regarding the activities and facilities that will be managed by BUMDES. From the rejection and doubts of the community, BUMDES Arih Ersada continues to form a communication strategy that will convince and change the mindset of the Village community about BUMDES. In managing and developing village businesses managed by village-owned enterprises, communication is needed, one of which is development communication. For this reason, this study is intended to discuss further the Village Government Communication Strategy in Eforus to Manage Village Owned Enterprises (BUMDES) Raya, Berastagi District, Karo Regency.

RESEARCH METHODS

The research method used by the researcher in this research is descriptive qualitative method. Qualitative methods are social research steps to obtain descriptive data in the form of words and pictures. This is in accordance with what was expressed by Lexy J. Moleong that the data collected in qualitative research are in the form of words, pictures, and not numbers. (Moleong, 2007:11) The method used in collecting data is descriptive analytical method which is designed to obtain information about the communication strategy of the Village Government in the management of the Village Owned Enterprise (BUMDES) Raya, Berastagi District, Karo Regency. The data collection technique in this study was through the stages of observation, interview, and exploratory by examining the surrounding circumstances to find the picture needed in the study.

RESULTS AND DISCUSSION

Understanding Communication Strategy

According to Ahmad S. Adnan Putra, strategy is part of a plan, while the plan is a product of planning, which in the end planning is a basic function of the management function. So the strategy is essentially a planning and management to achieve certain goals in the operational practice of the Development Communication Strategy. (Ruslan, 2000:31) Meanwhile, according to David Hunger and Thomas L. Wheelen strategy is a series of managerial decisions and actions that determine the company's performance in the long term. In line with this opinion, Hasron Usman and Moh. Misdar stated that strategy is an effort to find the right way or step in doing something. Meanwhile, according to Brown, strategy is the overall action set as a rule and planned by an organization. According to Onong Uchjana Effendy as quoted by Jalaluddin, strategy is a

planning (planning), and management to achieve a strategic goal that not only serves as a one-way guide but must be able to show how the operational tactics are.

Communication in terminology comes from the Latin *Communico* which means to share, and *Communis* which means the same, the same here is defined as the same meaning. (Effendy, 1997:9) In terms of the definition of communication according to experts are:

- a) Hovland, Janis & Kelley Communication is a process through which a person (the communicator) conveys a stimulus (usually in the form of words) with the aim of changing or shaping the behavior of other people (the audience).
- b) Berelson & Steiner Communication is a process of delivering information, ideas, emotions, expertise, etc. through the use of symbols such as words, pictures, numbers, and others.
- c) Harold Laswell Communication is basically a process that explains "who" "says what" "with what channel", "to whom", and "with what result" or "what result". to whom and with what effect).
- d) Barnlund Communication arises driven by the needs to reduce a sense of uncertainty, act effectively, maintain or strengthen the ego.
- e) Weaver Communication is the whole procedure through which one person's thoughts can influence the thoughts of another.
- f) Gode Communication is a process that makes something from what was originally owned by someone (one's monopoly) to be owned by two or more people. (Budi, 2010:8)

So communicating means trying to achieve the same meaning or similarity of meaning between the two communicating parties. In order for people to have the same meaning, communication is not only informative, but also must be persuasive. According to Gie, communication is the delivery of information containing various interests from one person to another. (Somad, 2014:115)

Based on the above understanding, it can be concluded that communication strategy is planning, tactics, and designs used to expedite the communication process, in order to achieve goals. This strategy is carried out in order to achieve the desired targets, as well as to further detail the conditions faced or that may be faced in order to minimize the possibilities that are not as desired by the company.

Development Communication Strategy

Development is often formulated as a process of planned change from one situation to another that is rated higher, in other words, development involves a process of improvement. (Moeljarto, 1995:3) Development is an engineered social process, the essence of which is social change, and social engineering of the development model occurs on a large scale. The term development is now spreading and used as a vision, theory, and process that is believed by people in almost all countries. (Harun, 2012:4) Dilla said that development communication in a narrow sense is all efforts, methods and techniques for delivering development ideas and skills originating from those who initiated development to the target community, so that they can understand, accept and participate in development. (Dilla, 2007:116)

Social communication and development is a combination of two terms, namely, social communication and development. Both terms have subject matter which contains knowledge that teaches about how communication should be done, so that it plays a role in supporting the implementation of development programs in order to create changes in a social system. (Raharjo, 2019:24) Development is an effort to create changes for the better, so that the BUMDES program that has been launched is always renewing ideas (innovation), both in infrastructure and human empowerment (human resources). Development is a change towards patterns of society that allow for a better realization of human values that allow a society to have greater control over its environment and over themselves.

Communication as a social process is an integral part of society. Broadly speaking, communication as a social process in society has the following functions: (1) Communication connects the various components of society. Not only between individuals, but also various forms of social institutions such as the press, BUMDES, public relations etc.; (2) communication opens a new human civilization; (3) communication is a manifestation of social control in society; (4) it cannot be denied that communication plays a role in the socialization of values to society; and (5) a person will know his identity as a human because he uses communication. Development communication at least implies that in the management of BUMDES, communication is important to build self-concept and community confidence, and avoid doubts that suppress the development of BUMDES through communication which is a mechanism in socializing BUMDES to the community.

According to the Academy for Educational Development / AED (1985) there are four

development communication strategies that have been used so far, namely:

- a) Strategies based on the media used (media based strategy). This strategy usually communicators use the media they like and are around them. This strategy is indeed the easiest, most popular, and certainly the least effective technique. This media strategy typically starts its plan by asking: “what can be done?”, “what media is good and cheap”.
- b) Instructional design strategies. This strategy is usually used by educators, they focus their strategy on the learning of individuals who are targeted as targets. This group strategy is based on formal learning theories, and focuses on a systems approach for the development of learning materials such as formative evaluation, trials, program design and so on. Instructional designers are plan and systems oriented people. They first identified (1) the criteria to be achieved, (2) the success criteria, (3) the participants, (4) the resources, (5) the approach used (6) the time. Typically, their activities can be classified into three broad and interrelated stages, namely planning, implementation, and evaluation.
- c) Participatory strategies. In this strategy the important principles in organizing activities are community cooperation and personal growth. What is important in this strategy is not how much information a person learns through a development communication program, but rather the experience of participating as an equal in the process of sharing knowledge and skills.
- d) Marketing strategies. This strategy is a communication strategy that is most direct and feels common in the principles of social marketing, namely a marketing technique that is not only looking for profits derived from a sale, but focuses on what consumers need and want from a product produced by a producer. (Nasution, 1996:150)

Village Owned Enterprises (BUMDES) Raya

The village is one of the potential places for the economy of a country. A village-owned enterprise, often referred to as BUMDes, is a village business institution managed by the village government as well as the village community with the aim of strengthening the village economy and is formed based on the needs and potentials that exist in the village. Village-Owned Enterprises are business entities whose capital is wholly or most of the capital is owned by the village through direct participation from village assets which are separated to manage assets, services and other businesses for the welfare of the village community.

The Village Owned Enterprise (BUMDES) Raya Berastagi District, Karo Regency, North

Sumatra is a village business institution managed by the people of Raya Village, Berastagi District. This Raya Village Owned Enterprise called BUMDES Arih Ersada was formed on the basis of a Presidential Instruction to develop the country from the periphery. BUMDES Arih Ersada has several units that are managed in utilizing the potential of the village as a village business opportunity. The units managed are Jambur and Flower Market (managed in one unit), BRI Link, and also Taman Seribu Bunga. BUMDES Arih Ersada Desa Raya is managed in the field of special services and also the utilization of Village assets. Several times having won awards at the district and provincial levels, BUMDES Arih Ersada took advantage of the championship prizes to re-develop the village business he managed. BUMDES Arih Ersada developed starting in 2017 namely the Flower Market, 2019 the use of BRI Link and in 2020 the establishment of the Thousand Flowers Park.

Village Government Communication Strategy in Efforts to Manage BUMDES Raya Berastagi District, Karo Regency

Based on the mandate of Law No. 6 of 2014 concerning Villages, Articles 88-90. That the establishment of Village Owned Enterprises was agreed upon through village deliberations in which the establishment of BUMDES was determined by Village Regulation. (Yamin, 2015:72) Rural development is aimed at improving the welfare and quality of life of rural communities, therefore the results of BUMDES are used for business development, village development, village community empowerment, and providing assistance to the poor through grants, social assistance, and other activities. revolving fund stipulated in the Village Revenue and Expenditure Budget. The Government, Provincial Governments, Regency/City Governments, and Village Governments encourage the development of BUMDES by providing grants or access to capital, providing technical assistance and access to markets, and prioritizing BUMDES in the management of natural resources in the Village. In line with what is contained in the third point of Nawacita. President Jokowi, builds Indonesia from the periphery by strengthening regions and villages within the framework of a unitary state. One of the right steps to build from the periphery is to build a Village Owned Enterprise (BUMDES), the reason being, rural development cannot be separated from the independence of the village itself.

Based on the research conducted by the author, there are several businesses run by BUMDES Raya, Berastagi Karo District, such as the Taman Seribu Bunga tourist spot, Flower Market / Jambur Management, and BRI Link. These three village-owned enterprises were founded because they saw the potential of Village Natural Resources (SDA). The biggest natural resource potential owned by Desa Raya is seeing the majority of the villagers who are flower

farmers. So these 3 units are programs managed by BUMDES Raya. The development of BUMDES itself is seen by reading market tastes. So that researchers focus more on the Taman Seribu Bunga Unit which is engaged in tourism. Based on the author's analysis, in communicating this BUMDES Raya, the village government and BUMDES administrators themselves use the strategy proposed by the Academy for Educational Development/AED that BUMDES Arih Ersada uses the media as a means of communicating the development of the programs being managed. Through the SIAZ BUMDES financial application information system, Arih Ersada reports the BUMDES income and expenditure budget built by the Ministry of Villages. In addition, in the marketing system, BUMDES Arih Ersada utilizes social media networks to influence the target market. Through Instagram accounts, Facebook Pages, Google Kominfo Bisnis, and the Website, Taman Seribu Bunga has become a well-known tourist spot in the community, especially in Karo Regency. In its management, of course, a strategy that is not very important is regarding Instructional Design where the Village must continue to read market tastes, see future potential, move quickly and precisely so that what is expected in this management is cooperation between the community and the BUMDES manager. BUMDES in Instructional Design as the manager while the Village Government as a transmitter of information to the community. In this case, the Tourism Awareness group has been formed which is expected to be able to manage and support the development of Taman Seribu Bunga Tourism.

In general, the strategy undertaken by BUMDES Arih Ersada to survive and develop is by 1) paying attention to social values in the management of BUMDES. Many BUMDES do not survive and even stop because they only have economic value compared to their social value. In essence, we must re-examine that BUMDES belongs to the village. This means that the community must feel the big social impact. Because if you look at the economic benefits of course BUMDES Arih Ersada does not have a big advantage. However, the community gets convenience with the existence of a business unit driven by BUMDES Arih Ersada. This is one of the important strategies that must be considered in development. 2) pay attention to the impact that will be received by the Village community. Not only paying attention to village benefits and the budget that will be obtained, but in its management efforts, BUMDES must also pay attention to the impact that will be received by the community both socially and economically. Because this will certainly support equitable benefits so that the purpose of establishing BUMDES can really be achieved properly. 3) pay attention to Village Potential. Paying attention to the potential of the village is very important in long-term defense efforts in the management of village-owned enterprises. The most important thing in managing it is that the Village Government must really

understand how important it is to know the potential of the Village and how to manage it. This can be done by loading maps and using the services of experts to pay attention to the utilization of the village's potential. 4) have sufficient human resources. A large budget, great potential is not enough if you want to manage a Village Owned Enterprise. Because the most important thing is Human Resources. If there are not sufficient human resources, then the management will not be able to be carried out. So the village must really pay attention to the human resources that will manage the BUMDES. In addition, BUMDES must also be managed by people who have an entrepreneurial spirit, and must also involve the community in its management and serve the community as well as possible so that BUMDES can be managed and developed properly.

CONCLUSIONS AND SUGGESTIONS

In managing Village-Owned Enterprises, the Village government in particular must pay attention to various strategies in its management. To achieve its goals, BUMDES Arih Ersada Desa Raya uses the strategy proposed by the AED theory about village leaders carrying out strategies based on instructional, participatory, and marketing designs. It can also be concluded that in managing Village Owned Enterprises, the government must also pay attention to how to pay attention to social values in the management of BUMDES, pay attention to the impacts that will be received by the Village community, pay attention to Village Potential, have sufficient human resources, are managed by people who have an entrepreneurial spirit, and must also involve the community in its management and serve the community as best as possible so that BUMDES can be managed and developed properly.

The researcher hopes that this research can provide benefits to readers about how the strategy is in managing Village-Owned Enterprises. So that villages that want to survive and develop must continue to pay attention to smart ways as well as the right strategy in order to achieve the expected goals.

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