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Implementation of Agile Governance in Optimizing The Potential of Sekapuk Village, Gresik District

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Abstract

Sekapuk Village, Ujungpangkah District, Gresik Regency is the poorest village that has succeeded in becoming a billionaire village through the management of BUMDesa for setigi tourism. This success was able to increase the original income of the village and the economy of the community. This research will validate the application of agile governance in Sekapuk Village to be able to find out the application that has been carried out by the village government in sustainable development. This study aims to describe the application of agile governance in the management of setigi tourism which was previously a former limestone mine excavation and landfill into a tourist attraction of high economic value. This research uses a descriptive type of qualitative research with data collection techniques carried out through observation techniques, interviews, documentation and previous research. Keywords: Sekapuk Village, Village Owned Enterprises, Agile Governance, Setigi Tourism, Tourism. The results showed that BUMDesa Sekapuk has applied the principle of agile governance in managing setigi tourism properly. First, good enough governance, setigi tourism management has included the division of labor, management structure, and has the purpose of tourism development. Second, business driven, it is shown by the sale of tourist shares to the public. Third, human focused, the contribution of the community to the sale of shares in the development of setigi tourism. Fourth, based on quick wins, there is an increase in the original income of the village every year. Fifth, systematic and adaptive approach, the development of setigi tourism with various ornaments and miniature sculptures that are the attraction of tourists. Sixth, simple design and continuous refinement, at the end of each year a Year-End Meeting is held to explain the program and evaluation so that the future work plan is better.

Keywords: Sekapuk Village; Village Owned Enterprises; Agile Governance; Setigi Tourism; Tourism

1. Introduction

Development is one of the efforts to support increased welfare in the life of society, nation and state to achieve national goals at the preamble of the 1945 Constitution. Inclusive development needs to be created to support high and sustainable economic growth. Inclusive development is present because of people's anxiety about the effects of development that is too focused on growth which in the end only creates an exclusive life [1].

Development should start from the lowest government unit, namely at the village government level. Villages have an important role in sustainable development efforts, because many Indonesians live in village areas [2]. The number of villages scattered throughout Indonesia currently amounts to 83,820 villages. Therefore, the village is a strategic area as part of sustainable development in the process of

identifying problems in society and planning related to the realization of state goals in rural areas. Compared to cities, villages are still seen as areas that are lagging behind in terms of economy, education, welfare, and infrastructure in cities.

Increasing the welfare of the people in the village needs to be continuously encouraged in utilizing the economic potential that exists in the village, so that there are wider job vacancies and economic and social improvements [3]. One of the efforts to support sustainable development in villages is through village administration which is given authority from the central government to manage villages independently through economic institutions in villages [4]. So from this, to realize an increase in community welfare, one of which is through economic institutions that act as managers of village-level economic potential for village

prosperity, namely Village-Owned Enterprises (BUMDesa) [5].

Village Owned Enterprises (BUMDesa) are institutions established by the village government and the community in managing the fulfillment of community needs and improving the village economy [6]. Village Owned Enterprises (BUMDesa) are formed based on statutory regulations in the entry into force of an agreement between the village community and the village government. The development of village-owned enterprises (BUMDesa) also requires accurate information regarding local characteristics, including social and cultural characteristics of the community. The purpose of developing Village Owned Enterprises (BUMDesa) is to provide village economic growth [7].

One of the areas in East Java, Sekapuk Village, Ujungpangkah District, Gresik Regency is the poorest village that has succeeded in becoming a billionaire village through the management of Village Owned Enterprises (BUMDesa) in utilizing village potential. Sekapuk Village, which has an area of 2.97 km², has a population of approximately 5,000 residents [8]. The economic potential in Sekapuk Village, Ujungpangkah District, Gresik Regency includes agricultural and mining potential which have great opportunities in the development and management of village potential in an effective, transparent and efficient manner. In this case, geographical location is inseparable, so that the potential for natural utilization can develop Village Original Income (PAD) and reduce unemployment in Sekapuk Village. Therefore, from this, it is necessary to have a governance of a public organization that is able to provide immediate benefits to the related villages [9].

Agile governance called a government that is capable, agile and quick to respond and coordinate all parts of the organization. The concept of agile governance has often been discussed in academia, especially in public administration. This agile governance method simplifies the bureaucracy, focuses on speed and agility, is unique, and thinks out of the box makes it an advantage of this concept. In this case, agile governance is usually used more often by the private business world. However, dialectical changes have prevented the government from falling behind. The innovations

and practices that emerge from the philosophy of being agile and fast are what the public expects [10].

From the description above, researchers can describe the application of agile governance in optimizing the potential of Sekapuk Village. In this study, the researcher took the title "Implementation of Agile Governance in Optimizing the Potential of Sekapuk Village, Gresik Regency".

2. Research Methods

This research uses a type of qualitative research that is descriptive in nature with data collection techniques carried out through observation, interviews, documentation, previous research, as well as events experienced in research objects such as behavior, perceptions, motivation, and other actions. A qualitative approach was chosen for the study which understands and describes the implementation of agile governance for Village-Owned Enterprises (BUMDesa) in Sekapuk Village, Ujungpangkah District, Gresik Regency using six principles of agile governance theory. Qualitative research has a fairly strong foundation, both in terms of philosophy and methodology.

Defines qualitative research as one particular custom in the social sciences that is fundamentally dependent on human observation in its own field and relates people to their work in language and terminology [11]. Qualitative research is in a study that will be used to examine an object in nature, where the researcher is a key instrument, technique, method of collecting data that is carried out in a combined manner, inductive data analysis, as well as the results of qualitative research which prioritizes emphasis on meaning rather than generalization [12].

This means that actual data, data must have a value outside the data, so that is why qualitative research does not emphasize generalization or is called transferability. While the purpose of descriptive is one to make a picture or painting systematically, factually and accurately regarding the facts, characteristics related to the phenomenon under study.

3. Results and Discussions

A. Result

1. Management of BUMDesa Sekapuk

Sekapuk Village Owned Enterprises or BUMDesa were established in 2009, the

beginning of the formation of Sekapuk BUMDes came from UED (Village Economic Business) and PDMKE (Regional Empowerment in Overcoming Economic Crisis) which are engaged in the savings and loan business and aim at business services. BUMDesa Sekapuk was established against the backdrop of unfulfilled community needs, namely the need for capital for community businesses.

In its early days, BUMDesa Sekapuk only had two businesses, namely PAM (Community Water Management) and a multi-service business engaged in savings and loans and PPOB (Payment Point Online Bank). Sekapuk Village's initial capital came from assistance that led to UED and PDMKE with financial assistance of around 50 million rupiah. During 2009 to 2017, BUMDesa ran stagnantly, management was still simple, and the number of employees was still small [13].

Until the end of 2017, BUMDesa Sekapuk made a breakthrough by arranging professional management and developing business units. This development had an impact on an increase in the number of employees, an increase in the number of business units, and an increase in net profit which resulted in an increase in Village Original Income (PADes).

In 2018 there was an innovation in stock investment in Sekapuk Village. Initially this program was intended to be initial capital for BUMDesa in building tourism business units. Until finally, 1019 shares were collected with a price per share of IDR 2,400,000. Every year dividends will be distributed to shareholders. Shareholders are only people with KTP Sekapuk Village [14].

Another form of management in Sekapuk Village is by opening special job vacancies to people who have Sekapuk Village Identity Cards (KTP). These requirements are the most important in registering in the business unit owned by BUMDesa Sekapuk.

2. DUMDesa Sekapuk Business Unit

According to Mr. Purwadi as the HRD of the Sekapuk Village Owned Enterprise (BUMDesa), Sekapuk Village has 6 business units, including:

a. Community Water Treatment (PAM)

Sekapuk Village to meet the water needs of the community through independent water treatment. Community water treatment in Sekapuk Village has its own source and a network that is not connected to the regional water company. This water treatment has its own wells totaling 8 points

b. Multi Service Business Unit

The multi-service business unit is engaged in savings and loans and PPOB (Payment Point Online Bank) services. PPOB is a counter like a bank that can be used to pay various bills in one place, including: paying electricity bills, transferring money, withdrawing cash, and so on. This business unit cooperates with several banks.

c. Mine Management Business Unit

Sekapuk Village has a limestone quarry. In managing this mining area, BUMDesa Sekapuk cannot manage it alone. Therefore, the mine management business unit partnered with PT. Polowijo Gosari.

d. Village Hygiene Unit

The village hygiene unit is responsible for cleanliness in Sekapuk Village. Garbage is a big problem that is being faced by the world. Sekapuk Village is trying to manage this waste to the final disposal site

e. Village Sports Facility Unit

The related village sports facilities unit regarding the management of assets owned by the village. This asset is a field used for volleyball. This asset is equipped with a tribune and can be rented out to the general public.

f. Village Tourism

Village tourism is a form of vision and mission from the village head. Tourism in Sekapuk Village is optimizing ex-mining land and garbage dumps to become a tourist spot. This tourist spot is named as Setigi Tourism. Setigi Tourism offers an alternative tour with views of limestone hills and an artificial lake accompanied by a waterfall.

B. Discussion

1. Good Enough Governance

To achieve business management that is in harmony with the interests of the community, a level of governance that is balanced and in

accordance with the environmental conditions of the organization is needed. The principle of good enough governance serves as a guide in reflecting and considering the constraints experienced by the organization by taking into account regulations. Implementation of organizational governance in accordance with the needs based on the characteristics of the organizational environment [15].

BUMDesa Sekapuk carries out community economic activities professionally, but still relies on the village's original potential. Operationalization in Sekapuk Village is based on an independent business idea. This idea is intended to improve people's welfare through village policies. One of them is limiting the products of private companies to enter village business units, to maintain the sustainability of MSMEs in Sekapuk Village. Operational implementation is controlled jointly by the Village Government, BUMDesa, and the community.

The management of BUMDesa Sekapuk is fully run by the Sekapuk Village community itself. This is shown by all employees at BUMDesa Sekapuk and the business unit is the community with KTP Sekapuk Village. This makes the community more productive and contributive to developing potential in Sekapuk Village. Governance like this shows that Sekapuk Village is able to become an independent village through the activities of its business units in order to improve community welfare

2. Business Driven

BUMDesa Sekapuk is an economic institution that harmonizes business interests and community interests. This can be seen through the development and improvement of the BUMDesa Sekapuk business unit, which now has 6 business units, one of which is the tourism business unit. At the beginning of the establishment of the Setigi tourist spot, the Sekapuk Village Government collaborated with the Sekapuk BUMDesa to involve the community as partners for venture capital. Until now, this capital has become a share system in Sekapuk Village.

The sale of these shares is a form of aligning business and community interests towards

village development. Until now there are 1019 shares with a value of IDR 2,400,000 per share. The requirement for share ownership in Sekapuk Village is to have identification as a member of the Sekapuk Village community. Community involvement in share ownership is an alignment between business interests and community needs. Villagers can take part in the development of village potential management and at the same time receive economic benefits in the form of dividends every year.

3. Human Focused

The key to changing the potential management of Sekapuk Village is through contributions from the community. The community is an important element in optimizing the potential in Sekapuk Village. Optimizing the potential in Sekapuk Village is encouraged to achieve an economic goal which can provide benefits for BUMDesa. BUMDesa carries out and decides on processes and exercises control over the implementation of village economic improvement processes.

To fulfill this implementation, it takes a leader who is able to create organizational value that has business goals and benefits for society. The value created is transmitted through motivation, sense of ownership, and management structure [16].

The village head of Sekapuk understands the important role of the community. The community is involved in various aspects of Sekapuk Village management. One way is through the opening of business unit ownership in Sekapuk Village through a share system. The community can buy shares of the BUMDesa business unit and the community can get profits every year. In addition, all employees at BUMDesa Sekapuk are all residents with Sekapuk Village KTPs. This is to empower the community and help reduce unemployment in Sekapuk Village.

The efforts made by the Village Head were welcomed by the community. With the existence of a stock system and the opening of job vacancies specifically for the Sekapuk Village community, it can help the community's economy. The basic needs of the community can be met with programs that pay attention to

the community as an important part of development.

4. Based on Quick Wins

To achieve maximum results, it is necessary to have encouragement and seriousness in managing village potential. In obtaining optimal results, a group/team is needed. The gains that have been obtained should be known by the similarity of intensity and seriousness in dealing with or solving problems.

Acceleration program that comes from the accumulation of small impulses that are directed together. This program direction is reflected in good long-term acceleration for BUMDesa. The acceleration program is carried out in stages and adapted to conditions in the field. The maturity of the program is reflected in the movements that are not carried out haphazardly and do not cause damage. The acceleration program development prioritizes coordination between the parties involved.

Table 1 Sekapukj Village Original Village Income (PADES) for 2018-2021

Year	PADes Acquisition
2018	IDR 575, 779,291
2019	IDR 931,992,000
2020	IDR 1,627,200,000
2021	IDR 3,422,400,000

Source: Sekapuk Village APBDes, 2021

The acceleration program carried out by BUMDesa in optimizing the potential in Sekapuk Village is going quite well. This can be seen from the Original Village Income (PADes), which always increases every year. From 2018 to 2021, there will be an increase in PADes of around 49%.

This increase in the village's original income cannot be separated from the success of the acceleration program carried out by BUMDesa Sekapuk. One of the accelerated programs carried out is development in the tourism sector. After successfully conjuring the former landfill into a classy tourist destination. Now an agriculture-based tourism program or known as agro-tourism has been carried out. This program is an accelerated effort carried out in Sekapuk Village to attract people's interest to visit and study in Sekapuk Village. The program, which is still in the process of being worked on, will be in the form of agricultural

educational tours and will become an alternative tour for the community.

5. Systematic and Adaptive Approach

Development with a systematic and adaptive approach demands to work together. Organizations deal with change by adapting to changing environmental factors and business needs. So the organization needs to develop its internal capabilities to handle changes systematically.

The development of Sekapuk Village carried out by Village-Owned Enterprises is appropriate in evaluating its development. Through training for employees in the BUMDesa business unit, it is hoped that they will be able to improve their ability to work together and solve problems. This is useful for village development in decisions involving instinct, thinking power, and a series of creativity in village development.

The development of Sekapuk Village takes advantage of natural resources that are conserved and currently has been optimized as a source of the village's original income, namely Setigi Tourism which has a high selling value. The development of Setigi Tourism is one of the efforts of the village government and BUMDesa to boost the creative economy, open job vacancies, or reduce unemployment.

6. Simple Design and Continuous Improvement

To create a result that is fast and always growing, a solution is needed to achieve this balance. Solutions are focused between the desired results and the availability of available resources. Various alternatives are presented to find a program design that is simple but can obtain maximum results.

In order to develop and perfect the village program design, a meeting is held at the beginning of each month. This meeting involved all stakeholders in Sekapuk Village. The agenda for this meeting is an evaluation and socialization of the development of Sekapuk Village.

This meeting was held as part of sustainable development. With the aim of making Sekapuk Village one of the villages in East Java that is capable of being independent and excels in innovations in managing the village's potential. This program can accelerate repair and create

balance. Immediate repairs can produce faster results, rather than going through a complicated process that takes up a lot of time and resources.

4. Conclusion

Based on the results and discussion of the research, it shows that the concept of agile governance has been well implemented in Sekapuk Village through BUMDesa management towards optimizing village potential. In particular, agile governance is discussed using 6 principles, including: *Good enough governance*, the application of this principle is illustrated in all employees in the Sekapuk BUMDesa unit, who are residents with Sekapuk Village KTPs. This shows the characteristics of the organizational environment. *Business driven*, the development of the BUMDesa Sekapuk business unit is intended for business interests but remains aligned with the needs of the community. The existence of a stock system in Sekapuk Village also shows the existence of business interests by involving the community. *Human focused*, the community as an important element is shown to employees in the BUMDesa Sekapuk business unit, which is a community that has a Sekapuk Village KTP. *Based on quick wins*, the Sekapuk BUMDesa acceleration program has shown quite good results with a 49% increase in the village's original income in the 2018-2021 period. *Systematic and adaptive approach*, internal development through training of employees in the BUMDesa business unit aims to be ready to deal with environmental change factors. *Simple design and continuous improvement*, developing a simple program design in Sekapuk Village through meetings held at the beginning of each month in order to get quick results.

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