

Research Article

## **Learning Platform Development Assistance For BUMDes: Study On BUMDes In Pandemas Mulya Village, Malang Regency**

Wilopo<sup>1</sup>, Inggang Perwangsa Nuralam<sup>1</sup>, Safarudin Hisyam Tualeka<sup>1</sup>, Rizal Alfisyahr<sup>1</sup>, Hanifa Maulani Ramadhan<sup>1\*</sup>

<sup>1</sup> Business Administration, Universitas Brawijaya, 65145, Indonesia

*\*Coressponding Author:*  
hanifaramadhan@ub.ac.id

*Submission August 2022, Revised September 2022, Accepted November 2022*

### **ABSTRACT**

This study aims to initiate the development of learning platform which has BUMDes and Managers as the basis leaner parties. In the final stages of the study, this platform will become the key and function as a foundation for BUMDes managers to exchange information and knowledge virtually. The theoretical basis used in this study relates to knowledge management and organizational learning. By using this theory, we can find out how well an organization and its managers capture and manage knowledge; what knowledge needs can be provided; and how the process of knowledge dissemination can be carried out. The method used in this study is a qualitative approach using Focus Group Discussion (FGD) where the participants are key BUMDes managers. The findings of our study state that creating a learning platform requires basic readiness on how organizations and individuals are able to meet information and knowledge needs that are beneficial for the development of BUMDes. This can be achieved by periodic mentoring and education regarding business processes.

**Keywords:** BUMDes, Learning Platform, Knowledge Management, Organizational Learning.

### **Introduction**

BUMDes in Government Regulation Number 11 year 2021 concerning BUMDes are legal entities established by villages or with villages to manage businesses, utilize assets, develop investment and productivity, provide services, or provide other types of businesses for the most excellent welfare of the village community. The establishment of BUMDes aims to spearhead village-level local economic development based on village needs, potential, capacity, and capital participation from the village government in the

form of village financing and wealth with the ultimate goal of increasing the economic standard of village communities (Widiyono, 2022).

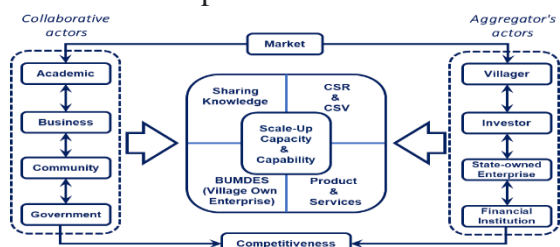
A village is a community-based region (municipality and municipality) whose location is within county/city limits, but is not necessarily subordinate to the county/city (Putra, 2015; Puspitasari et al., 2019). Furthermore, Kurniawan (2016), Sofiyanto et al. (2017), Puspitasari et al. (2019) said that vil-

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*How to cite:*

Wilopo, Nuralam, I. P., Tualeka, S. H., Alfisyahr, R & Ramadhan, H. M. (2022). Learning Platform Development Assistance For BUMDes: Study On BUMDes In Pandemas Mulya Village, Malang Regency. *Berdikari: Jurnal Pengabdian Masyarakat Indonesia* 5 (1): 45 – 51. doi:10.11594/bjpmi.05.01.7

lages are in the form of community government or community-based government and villages are not identical with village government. In fact, the knowledge of the importance of organizing BUMDes as an entity still need to improve.



**Figure 1.** Scale-up Framework of BUMDes Management Capacity & Capability

According to the Mission in the Strategic Goals of the Ministry of Villages PDPT, BUMDes needs to increase the capacity and the capability of human resources to increase the growth and development of investment in villages and rural areas, underdeveloped areas, and regions. Based on this, BUMDes has a significant role in implementing these strategic goals. Creating a self-learning platform called "BUMDes Institute Learning Platform" is one way to increase the capacity and capability of BUMDes managers. According to Illeris (2004b), Ormrod (2012), Antunes & Pinheiro (2020), North & Kumta (2020) in their theory, learning is described as how a person receives, processes, and retains knowledge while receiving learning. cognitive, emotional factors, environmental influences, and past experiences all play a role in how understandings, or world views, are acquired or changed and knowledge and skills are retained.

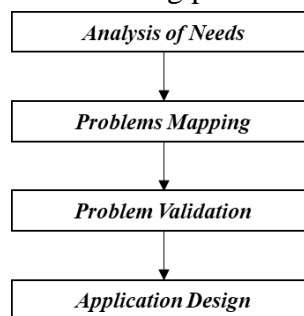
Furthermore, BUMDes have a potential and strategic role in the context of the success of the PEN (National Economic Recovery) Program after the COVID-19 Pandemic. So it is essential to be able to make efforts to improve the capabilities and capabilities of BUMDes managers so that they can succeed in the recovery movement. Meanwhile, environmental conditions full of uncertainty make

the process of increasing capabilities, and capabilities must be carried out flexibly and dynamically. This dynamic management process is termed Dynamic Capabilities. Teece (2014) revealed that Dynamic Capabilities are an organization's ability to respond to change through the ability to integrate, build, and re-configure internal and external resources and competencies. In other words, in organizational theory, Dynamic Capabilities are organizational capabilities to intentionally adapt the organization's resource base (Teece et al., 1997).

Therefore, the primary goal of making self-learning applications is for BUMDes to become a dynamic organization and move upgrades so that the economic level of rural communities can increase. This activity aims to assist BUMDes actors in raising understanding and independence in village management. In addition, this activity aims to assist BUMDes actors in identifying problems and needs and creating self-learning platform as learning media and will benefit BUMDes actors in increasing their capacity & capabilities.

## Methods

In general, the implementation of creating the "BUMDes Institute Platform Learning" platform is divided Becomes five stages, as seen on the following picture:



**Figure 2.** Step of Making Self Learning Platform

Source: Researcher (2022)

### Stages 1. Analysis of Needs

This stage aims to identify problems and needs material needed by BUMDes actors, which will be accommodated on the platform that will be made. The complexity problem faced by BUMDes makes process analysis needs this need conducted, so that process excavation information and requirements could produce results that are by the conditions in the field. This stage is carried out studies roomy with deep interview method to BUMDes with criteria as following:

1. BUMDes from various conditions of existing levels.
2. BUMDes which has line product primary production and service.

### **Stage 2. Problems Mapping**

The results of the field studies from the first stage are then mapped based on criteria that have been determined. This process is conducted by Focus Group Discussion (FGD) method with participants from BUMDes representatives. The destination of this problem mapping is to create clusters between problems and solutions in the form of learning theory which implemented into platform. The collection, made other than based on leveling BUMDes, and line product main, also customized with three main issues which have obtained from the process discussion with a representative from partners, such as regulation, institutional, and business process.

### **Stage 3. Problem Validation**

In this stage, after FGD had done, we do internal discussions to collect material to create a learning and engineering learning program based on previous results to become a possible requirement for application development. Broadly speaking, this process will be divided into two teams:

#### **1. Theory**

This team collects materials and learning methods based on the clustering results from the FGD. The primary task of this team includes: making the curriculum, focusing on the assessment process, and

leveling BUMDes managers so they can also measure the delivery of material. Therefore, the clarity on whether BUMDes actors have experienced increased abilities and capabilities from learning outcomes through the platform or not.

#### **2. Platform**

The main task of this team is to create applications with UI and UX displays that are easy to use by BUMDes managers. The reason is that most BUMDes managers have pretty diverse backgrounds, especially in the field of education, which is relatively low, so a particular team is needed to complete the problem.

### **Stages 4. Application Design**

The application design process is a follow-up to the problem validation process and combines the results of work from the second team on previous stages. Process planning application itself consists of several steps:

#### **1. Platform Design**

At the platform design stage, the process undertaken is to select UI and UX following the characteristics of platform users. Then the following process is to create a database of materials and learning materials that the material team has made and proceed to the setup process on the server.

#### **2. Platform Development**

After all the data is gathered, the following process is the development process. This process aims to make the prototype design into a finished application platform that users can use. In this process, the platform is in the form of a product that users can access.

## **Result and Discussion**

### **Stages 1. Analysis Needs**

BUMDes in Government Regulation Number 11 year 2021 is an legal entities established by villages or with villages to manage businesses, utilize assets, develop investment and productivity, provide services, or

provide other types of businesses for the prosperity of those villages themselves. Pandesari Village, Kecamatan Pujon, Kabupaten Malang has a BUMDes called BUMDes Pandemas Mulya. This BUMDes has several business units that are being developed, including Cafe (the location is the most strategic among other units), Tourism, Shuttle Bus, Football Field, Plantation, and Food. BUMDes Pandemas Mulya was formed in 2016 and has changed its name three times until now. Those changes are because of having the same name as other BUMDes. The reason for establishing this BUMDes is to change the image of young people who are often associated with drug use. The most considerable income generated comes from dairy cows in the form of processed milk. However, the FMD outbreak caused cattle deaths of up to 60% and significantly reduced the population's income.



**Figure 3.** Forum Group Discussion with BUMDes Pandemas Mulya's Organizer



### Stage 2. Mapping Problems

The results of the field study are then formed to predetermined criteria. This process is deployed by Focus Group Discussion (FGD) with participants from BUMDes representatives, the material production team, and the platform creation team. Mapping the problems that occur are:

#### Managerial

The accounting part is in a terrible one. So far, it has only been recorded in each unit without integrating them into one book. There are no educational processes for reporting or recording the book of accounting. In addition, BUMDes administrators also need assistance in terms of technical management. Also, the duration of implementing PP No. 11 of 2021 about BUMDes is problematic because they are limited to general knowledge, not too technical aspects, and require assistance in managing BUMDes for the technical field of marketing. And the last management problem is that there needs to be a business portfolio in each business unit contained in BUMDes Pandemas Mulya.

#### Human Resources

Problems in HR include frequent meetings or deliberation activities that need follow-up for its implementation. In addition, the focus is divided because BUMDes cannot be used as the primary source of income. Also, the lack of education among BUMDes members about human resource management, no representative member who they can send to participate in training, and there are obstacles

in managing HR that need to be more appropriate within the BUMDes Pandemas Mulya environment.

### **Stage 3. Validation Problems**

The results from the problem mapping process are formed into problem clusters in terms of leveling, main business lines, and two main issues (Management and HR). Then at this problem validation stage, the team conducts FGDs and internal discussions to collect materials to make curriculum learning and requirements engineering possible for the application design and development process so that the user can test it. There are coaching strategies that can be carried out as follows:

- a. Strengthening institutions and socializing the legal entity status of BUM Desa/BUM Desa together by holding socialization counseling
- b. Improving the quality of management and strengthening the organs of BUM Desa/BUM Desa together
- c. Strengthening the management of BUM Desa/BUM Desa Bersama and BUM Desa/BUM Desa Bersama business units by expanding funding sources, access to guarantee institutions and funding sources
- d. Strengthening cooperation or partnerships by facilitating relations between BUM Desa and the business world or e-commerce
- e. Strengthening asset and capital management by starting the development of investment capital financing
- f. Improving the quality of management reporting and accountability administration,
- g. Strengthening the management of profits and benefits for the Village and the Village community by increasing adequate facilities

Suggestions Output from the FGD results

1. There needs to be an application that contains information from technical aspects for management (application program)

conditions in the field that still need completion.

2. There needs to be periodic assistance that can help educate and teach business aspects to BUMDES
3. There needs to be a Business Model and Business Plan as BUMDes guidelines when running a business
4. Making a business model and information technology design that BUMDes can apply.

### **Stages 4. Design Application**

This stage is divided into 2 things, namely 1) Platform Design containing content that you want to fill in the application (platform learning), and 2) Platform Development which is the strengthening of infrastructure and application systems that the user will use later. The identification framework uses the Valamis approach (2020), which emphasizes Knowledge Management theory which is divided into 4 (four) points, namely:

#### **1. Platform Design**

##### **• Exploration**

Each BUMDes has many knowledge sources, from managerial, business processes, employee management, and financial arrangements. This source can be in the form of knowledge and abilities possessed by each BUMDes and employee. During the exploration process, BUMDes are expected to initiate updates on the conditions and situation of organizational management so that other BUMDes can access and study them.

##### **• Compilation**

After knowing the essential data sources, the next step is implementing an information collection system. Compilation makes it easier for platform users to access information on an application. Thus, the user will be on 1 (one) application page that is specific or has a particular category.

- **Analysis**

In this stage, the data that has been collected is then analyzed. By analyzing the data, BUMDes can access information according to the data category according to the function or knowledge they want to obtain. For example, the Cafe Management Category will contain the Cafe management's ins and outs, from design to business evaluation.

## 2. Platform Development

- **Sharing**

The data that has already been collected, analyzed, and categorized accordingly will be stored in the system. At this stage, it is necessary to consider renting or buying knowledge management software to make the sharing process easier for interested parties.

- **Application**

Data and knowledge will only be helpful if companies encourage employees to utilize them. Set up a special meeting to discuss company knowledge systems and how to access them. Also, make sure that the data is in the general state, not confidential.

## Conclusion

BUMDes Pandemas Mulya still needs a lot of improvement to develop business units, especially related to business design. They need an application containing information from technical aspects for management (application programs), which can help their field task, educate and teach business aspects, making Business Models also Business plans for the guidelines when running a business.\

## Acknowledgement

These should be included at the end of the text and not in footnotes. Personal acknowledgements should precede those of institutions or agencies.

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