

**COMMUNITY EMPOWERMENT THROUGH VILLAGE-OWNED  
ENTERPRISES "ENGGAL MAKMUR" MOJOWARNO VILLAGE  
MOJOWARNO DISTRICT JOMBANG REGENCY**

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**ABSTRACT**

Community Empowerment in Mojowarno Village, Mojowarno District, Jombang Regency through Village Owned Enterprises (BUM Desa) is currently in the spotlight. BUM Desa "Enggal Makmur" Mojowarno Village was awarded 1st Place in the BUMDES Award 2020 event in the field of social media and digital marketing because it succeeded in creating a website innovation in the form of a market place to help the efforts of the Mojowarno Village community so that it is hoped that the village community can be more empowered. This study aims to determine how the process of community empowerment through BUM Desa "Enggal Makmur" Mojowarno Village, Mojowarno District, Jombang Regency. Community empowerment through BUM Desa "Enggal Makmur" Mojowarno Village is seen using 6 goals to achieve community empowerment, better institution, better business, better income, better environment, better living, and better community. This type of research is qualitative research. The results of this study indicate that the Mojowarno Village community has not been fully empowered through the BUM Desa "Enggal Makmur" because of the 6 indicators for achieving community empowerment goals, only 2 indicators can be implemented by Enggal Makmur Village BUM in the process of empowering the Mojowarno Village community.

**Keywords:** *Village-Owned Enterprises (BUM Desa), Community Empowerment*

**A. INTRODUCTION**

Community empowerment is an important step in improving community welfare. In accordance with the objectives of the Indonesian state as stated in the preamble to the 1945 Constitution which reads "... to protect the entire Indonesian nation and the entire homeland of Indonesia, and to promote public welfare, educate the nation's life, and participate in carrying out world order based on independence, eternal peace and social justice ...". This means that the goals of

the nation and state according to the founders of the nation are actually a need as well as a universal goal, namely the realization of prosperity for all citizens, individually, nationally and globally.

To realize the welfare, of course every country has efforts in order to achieve a prosperous life for each individual and the wider community. In this case it can be referred to as a "development" effort. Development is all efforts that are continuously aimed at improving the lives of people and nations that are not yet good, or to improve a life that is already good for the better (Mardikanto & Soebianto, 2017). In realizing development goals in Indonesia, the government has an important role to encourage people's welfare. One of them is by providing programs that support community welfare.

In addition, the government's efforts to improve people's welfare and development in Indonesia are to give autonomous regions authority in the rural sector as stipulated in the *Undang-Undang Nomor 6 Tahun 2014* concerning villages, so that villages can have the ability to regulate and manage government affairs and community interests independently based on origin rights and socio-cultural values that exist in the community to develop following village developments. One of the authorities contained in the *Undang-Undang Nomor 6 Tahun 2014* is to empower rural communities to improve welfare and improve the community's economic sector. The form of improving the economic sector of rural communities can be done by establishing a Village Owned Enterprise (BUM Desa).

BUM Desa is a business entity formed by the village government together with the community as a forum to utilize all potential economy, economic institutions, as well as the potential of natural resources and human resources in order to improve the welfare of society. The basis for the establishment of BUM Desa is based on the *Undang-Undang Nomor 23 Tahun 2014* concerning Regional Government, the *Undang-Undang Nomor 6 Tahun 2014* concerning Villages and the *Peraturan Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi Republik Indonesia Nomor 4 Tahun 2015* concerning Establishment, Management and Management, and the Dissolution of Village Owned Enterprises. One of the village authorities described in the *Undang-Undang Nomor 6 Tahun 2014* concerning Villages is to establish business entities to manage village potential in realizing community welfare. In addition, BUM Desa also plays a role as access to public services to obtain information, as well as capital in developing creativity and community skills to realize prosperity. Therefore, BUM Desa must be managed and developed properly to the maximum so that it can run according to its purpose, namely to create prosperity for the village community.

East Java Province is the largest province on the island of Java with a population that increases every year. Administratively, based on the Central Statistics Agency in 2020, East Java Province consists of 29 regencies, 9 cities, 666 sub-districts and 8,501 villages. With a large number of villages, the East Java provincial government has made efforts to make villages the main target in strengthening the economy, namely by developing BUM Desa. The East Java provincial government has a relatively new idea to develop BUM Desa in villages

within the scope of City and Regency. Not all villages in the province of East Java have BUM Desa which has really been successfully developed and utilized for the benefit of the village community to the fullest. Based on data from the Department of Community and Village Empowerment (DPMD) of East Java Province, there were 6080 registered. Of the thousands that have been registered, only 456 business units are in the advanced category. With the potential for natural resources in the village, it is also necessary to provide financial assistance to develop a BUM Desa. In the midst of limited sources of funds owned by the village, one of the potential opportunities for villages in East Java Province is to encourage the establishment and development of independent and sustainable BUM Desa.

Mojowarno Village is one of the villages located in Mojowarno District, Jombang Regency. Mojowarno Village is one of the villages that formed a Village Owned Enterprise (BUM Desa) as an effort to improve the welfare of the community by empowering the community. BUM Desa "Enggal Makmur" is one of the 301 BUM Desa assisted by the Village Community Empowerment Service (DPMD) of Jombang Regency which is part of the assets of Mojowarno Village and was developed to advance and develop the potential of Mojowarno village. BUM Desa "Enggal Makmur" was formed on July 7, 2020, although it has only been running for one year through its role as a Village-Owned Enterprise, BUM Desa "Enggal Makmur" has succeeded in realizing its vision of becoming the best and most trusted BUM Desa in Jombang Regency. This is evidenced by the success of the BUM Desa "Enggal Makmur" being awarded 1st Place in the BUM Desa Award 2020 event in the field of social media and digital marketing organized by the Village Community Empowerment Service (DPMD) of the East Java Provincial Government together with the Center for Business and Industrial Public Policy Studies. (PKKPBI) Sepuluh November Institute of Technology (ITS) Surabaya.

BUM Desa Enggal Makmur received appreciation from the East Java Provincial Government because it has a sales pattern that is very rare, especially in the East Java area. After being confirmed by the East Java Province Community and Village Empowerment Service (DPMD), out of 38 regencies/cities in East Java, it turns out that not many use technology like Mojowarno, who already uses an online system. In Jombang Regency itself, Enggal Makmur Village BUM is the only BUM Desa that has successfully implemented an online sales system. It is hoped that this will be a role model for other BUM Desa in Jombang Regency.

The process of community empowerment that the BUM Desa "Enggal Makmur" went through from being an inactive BUM Desa to being successful as a BUM Desa that has marketing innovations in Jombang Regency and can get a Champion at the East Java Province level is of course followed by the availability of adequate and capable human resources. manage business units within the BUM Desa so that its existence is not only a place for profit seeking and faces a long process and has its own challenges for BUM Desa. For this reason, the importance of community empowerment must be carried out by related parties so that they can bring up human resources who are able and willing to according to their fields

of managing and developing BUM Desa "Enggal Makmur". In the process, the people of Mojowarno Village are empowered through various activities in the Village BUM. Likewise, what is meant by community empowerment through BUM Desa is the efforts made by BUM Desa managers and the Village Government by holding programs by BUM Desa that are useful for business development so that people are able to empower themselves. To improve the economy in Mojowarno Village, BUM Desa "Enggal Makmur" empowers the community through program activities that exist in each BUM Desa unit. Each unit in the BUM Desa "Enggal Makmur" has a main program, namely the fruit nursery and cultivation unit has a quality organic fertilizer processing program, the ornamental plant unit has an ornamental plant management program. In this program, the village government collaborates with BUM Desa by making activities to empowering the women of the Mojowarno Village community by processing food products and herbal medicines from Moringa leaves so that the name is called "Kampung Kelor", and the food house unit has a program to use a digital marketing website which is expected to help the people of Mojowarno Village increase their income independently for those who have businesses, selling groceries and other programs to support community empowerment. With these programs, the people of Mojowarno Village can develop skills so that they are expected to be more empowered. However, the main challenge in community empowerment activities by BUM Desa Enggal Makmur at this time is the lack of optimal participation and support from the people of Mojowarno Village. Currently, the community empowerment activities carried out by BUM Desa Enggal Makmur are still felt by some small communities in Mojowarno Village. This makes it quite difficult for BUM Desa Enggal Makmur to mobilize the village community so that they can explore their potential. Therefore, according to Mardikanto (2014: 202) there are six things that need to be achieved in the community empowerment process, better institution, better business, better income, better environment, better living and better community. Based on this, this study aims to find out how the process of community empowerment through BUM Desa Enggal Makmur, Mojowarno Village, Mojowarno District, Jombang Regency.

## **B. LITERATURE REVIEW**

### **Village**

The Village Law was born to be able to strengthen village government through various authorities given to villages. The village in question means two, the village as the smallest government and the village as a citizen community. Based on the *Undang-Undang Nomor 6 Tahun 2014* concerning Villages, the village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, origin rights, and/or traditional rights that are recognized and respected. in the system of government of the Unitary State of the Republic of Indonesia. The word village comes from the Indian language, namely "swadesi" which means place of origin, residence, country of origin, or ancestral

land which refers to the unity of life, with one unified norm, and has clear boundaries (Tahir & Wasistiono, 2007).

The village has been given a wide range of motion to regulate development planning based on the priority needs of the village community without being burdened by work programs from various government agencies, hereinafter referred to as "village autonomy". / City. Village autonomy is adjusted to the rights of village origins. So that village autonomy is not given by the state but village autonomy comes from the village itself. Therefore, the autonomy possessed by each village will be different from the autonomy possessed by the province as well as the district and city areas. One form of village autonomy is that the village has the right to form village institutions as an effort to strengthen the village's position.

### **Community Empowerment**

Community empowerment is a process of social, economic and political change to empower and strengthen community capabilities through a participatory learning process, so that behavior changes occur in all stakeholders (individuals, groups and institutions) involved in the development process for the realization of an increasingly empowered life, independent and participatory who are increasingly prosperous in a sustainable manner (Mardikanto & Soebianto, 2013).

According to the *Undang-Undang Republik Indonesia Nomor 6 Tahun 2014* concerning Villages, Village Community Empowerment is an effort to develop community independence and welfare by increasing knowledge, attitudes, skills, behavior, abilities, awareness, and utilizing resources through the establishment of policies, programs, activities, and assistance in accordance with the essence of the problem and the priority needs of the Village community.

In general, community empowerment can be interpreted as an effort to make people empowered and independent and able to stand on their own feet. In addition, community empowerment is an effort to change people's behavior towards a better direction so that the quality and welfare of their lives can increase gradually.

According to Mardikanto (2014: 202) there are six things that need to be achieved in the community empowerment process, namely:

1. Better institutions. By improving the activities/actions taken, it is hoped that institutional improvements will be made, including the development of business partnership networks.
2. Better business. With the improvement of education (spirit of learning), improvement of accessibility, activities and institutional improvement, it is hoped that it will improve the business being carried out.
3. Better income. With the improvement of the business carried out, it is hoped that it will be able to improve the income he earns, including the income of his family and community.
4. Better environment. With the improvement of income, it is expected to improve the environment (physical and social), because environmental damage is often caused by poverty or limited income.

5. Better living. With the level of income and improving environmental conditions, it is hoped that it can improve the living conditions of every family and community.
6. Better community. With a better life, supported by a better (physical and social) environment, it is hoped that a better community life will be realized.

#### **Village Owned Enterprises (BUM Desa)**

Based on the *Undang-Undang Republik Indonesia Nomor 6 Tahun 2014* concerning Villages, it is explained that Village-Owned Enterprises (BUM Desa), hereinafter referred to as BUM Desa, are business entities whose entire or most of the capital is owned by the Village through direct participation originating from Village assets which are separated to manage assets, services, and other businesses for the greatest welfare of the Village community. The establishment of a Village Owned Enterprise or often referred to as BUM Desa is an institution managed by the village government and also the community with the aim of improving the village economy and its formation based on the needs and potentials of the village.

BUM Desa formed or established certainly has a purpose. This is stated in the *Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Republik Indonesia Nomor 4 Tahun 2015* concerning the Establishment, Management and Management, and Dissolution of Village-Owned Enterprises in article 3 as follows:

1. Improving the Village economy;
2. Optimizing Village assets to be useful for Village welfare;
3. Increasing community efforts in managing the village's economic potential;
4. Develop a business cooperation plan between villages and/or with third parties;
5. Creating market opportunities and networks that support the public service needs of citizens;
6. Opening employment opportunities;
7. Improving the welfare of the community through the improvement of public services, growth and equity of the Village economy; and
8. Increase Village community income and Village Original Income.

#### **C. METHOD**

The type of research used in this article is to use a qualitative. The principle of qualitative research is to understand the object being studied in depth. Qualitative research aims to generate understanding and understanding of an event or human behavior in an organization. An Approach to provide a comprehensive picture, input, and recommendations for stakeholders involved in the process of empowering the people of Mojowarno Village through the BUM Desa Enggal Makmur, Mojowarno Village.

This research was conducted in BUM "Enggal Makmur" Village, Mojowarno Village, Mojowarno District, Jombang Regency. The time of the research was carried out in November 2021. In this study, the researchers used the interview, observation and documentation methods in collecting data. So the data sources used are the words or actions of the interviewee, written data sources, and photos.

Informants in this study were selected using purposive sampling and snowball consisting of the Director of BUM Desa Enggal Makmur, Members of BUM Desa, Mojowarno Village Community. Data analysis techniques in this study are 4 paths, namely data collection, data reduction, data presentation, and drawing conclusions. The validity of the data in this study includes credibility, transferability, dependability, and confirmability.

#### **D. EXPLANATION**

##### **Community Empowerment Process Through Village Owned Enterprises (BUM Desa) Enggal Makmur Mojowarno Village**

According to the *Undang-Undang Republik Indonesia Nomor 6 Tahun 2014* concerning Villages, Village Community Empowerment is an effort to develop community independence and welfare by increasing knowledge, attitudes, skills, behavior, abilities, awareness, and utilizing resources through the establishment of policies, programs, activities, and assistance in accordance with the essence of the problem and the priority needs of the Village community. One of the efforts to help the welfare of the community and improve the economic sector of rural communities is to form a Village Owned Enterprise (BUM Desa).

BUM Desa "Enggal Makmur" was born with a problem that must be found a solution, this has been done by the people of Mojowarno Village by making efforts to improve the internal institutional organization of the BUM Desa which was previously inactive by restructuring the management or changing the organizational structure and adjusting the potential of Human Resources in Mojowarno Village. BUM Desa Enggal Makmur was formed in 2020 with the issuance of the *Peraturan Desa Nomor 10 Tahun 2020* concerning the establishment of BUM Desa Mojowarno. The activities carried out by BUM Desa Enggal Makmur vary. Starting from initiation activities, motivation and assistance for community economic activities or community empowerment in Mojowarno Village. Initiation activities were carried out by the BUM Desa Enggal Makmur making quality organic fertilizer products which could later be used for the agricultural and plantation potential of rural communities. implemented, this is done by assisting community activities in the form of a consignment program for village community business products through the innovation of the bumdesmart online self-service website. According to Mardikanto (2014: 202) there are six things that need to be achieved in the community empowerment process, namely better institution, better business, better income, better environment, better living, and better community.

##### **Better Institution**

By improving the activities/actions taken, it is hoped that institutional improvements will be made, including the development of business partnership networks (Mardikanto 2014). Mardikanto revealed that community empowerment is part of a participatory process that gives people confidence and opportunities to see and analyze the main challenges of community development and propose activities designed to address problems in the community. In this study, the improvement of the institution by BUM Desa Enggal Makmur was carried out by restructuring the management or changing the organizational structure and

adjusting the potential of Human Resources in Mojowarno Village. In the previous period BUM Desa Enggal Makmur was engaged in animal husbandry and the current period has shifted to nurseries and cultivation of plants and fruits so that it can help develop community business partnership networks. This organizational structure improvement was carried out after the Enggal Makmur Village BUM experienced a 2-year vacuum in the 2017-2019 management because the developed business unit suffered losses due to the incompatibility of the potential Human Resources (HR) that manages the BUM Desa with the business unit being run. So that in 2020 the Mojowarno Village community took the initiative to form a new Village BUM management with the support of the new Village government through the issuance of Village Regulation Number 10 of 2020 concerning the Formation of Mojowarno Village BUM management which was named Enggal Makmur Village BUM so that until now Enggal Makmur Village BUM can be developed and has been awarded 1st Place at the East Java Province level at the BUMDES Awards in the Best Social Media And Digital Marketing category organized by the Village Community Empowerment Service (DPMD) of East Java Province with the ITS Surabaya College in 2020.

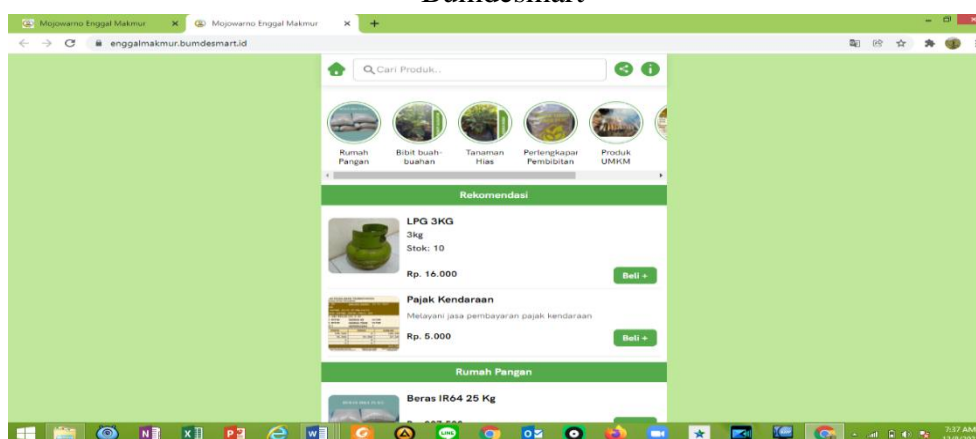
#### **Better Business**

This indicator explains whether there are efforts to improve the business carried out by BUM Desa, especially in the field of education, both by increasing the spirit of learning, improving accessibility, activities and improving the BUM Desa institutions. According to Arbi Sanit quoted by Saifuddin et al., (2017:4) empowerment is an effort to transform all community potential into strength, protect and fight for their values and interests in all aspects of life. In the process of implementing community empowerment, BUM Desa Enggal Makmur has a high spirit to always strive to empower the community or transform all community potential by carrying out program activities that can attract people to be more empowered and strive to continue learning so they can add business units. The business carried out by the Enggal Makmur Village BUM currently has 3 business units, namely the nursery and fruit cultivation unit, the ornamental plant unit and the food house unit. Business improvement can be seen from the improvement of training, education and improvement of community economic business management and business in BUM Desa. Efforts made by Enggal Makmur Village BUM to advance its business and community are carried out by providing training programs for BUM Desa employees and the community while BUM Desa will seek to add business units. Currently, BUM Desa Enggal Makmur has just opened a new business unit, namely the Postal agent. In this unit BUM Desa provides payment services for community needs such as electricity, taxes, BPJS and others, so that it is in accordance with the objectives of establishing BUM Desa in the *Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Republik Indonesia Nomor 4 Tahun 2015* concerning Establishment, Management and Management, and Dissolution of Village-Owned Enterprises in article 3 on the point of Creating opportunities and market networks that support the needs of public services for citizens and improve community welfare through improvement of public services, growth and equitable distribution of the Village economy. The Food House business unit also has a market place



innovation in the form of a website, namely "Bumdesmart" which can be accessed at <https://enggalmakmur.bumdesmart.id/> which can be used to sell all BUM Desa business products and community business products.

Figure: Market Place Website of BUM Desa Enggal Makmur namely Bumdesmart



Source: Author Document 2021

Training on ornamental plants in the community is also carried out with the aim of empowering the community. This training is based on the youth community. BUM Desa provides knowledge and training for young people in Mojowarno Village to be willing to move to develop potential in ornamental plant management and fruit nursery cultivation. However, in its current implementation there is still very little participation from the Mojowarno Village community, especially young people. Based on the opinion of Mr. Haris as the Director of BUM Desa Enggal Makmur said that the majority of the people of Mojowarno Village are consumptive people. The people of Mojowarno Village are still difficult to be invited to explore their potential through community empowerment activities carried out by BUM Desa Enggal Makmur.

### **Better Income**

Based on the opinion of Mardikanto (2014: 202) regarding the goal of achieving community empowerment, it is said that by improving education (spirit of learning), improving accessibility, activities and institutional improvements, it is expected to improve the business being carried out. With business improvements carried out by BUM Desa, it can improve the income it earns, including family and community income. In the process of community empowerment through BUM Desa, BUM Desa Enggal Makmur has not been able to help increase community income improvements through business improvements carried out by the community as a whole. However, BUM Desa Enggal Makmur has few program efforts that are indeed targeted at community empowerment to improve community business. However, in the process of income improvement efforts carried out by BUM Desa Enggal Makmur, limited funds are still hampered so that community income improvements cannot be carried out optimally. In the process of improving income, Enggal Makmur

Village BUM is only limited to assisting in business consignment. For people who have business products, both in the form of plant products and home industry food, they can be entrusted to BUM Desa because BUM Desa also has online supermarkets that can be accessed by the people of Mojowarno Village. So the system is that the community can immediately come with their products and submit them to the BUM Desa. Later, the proceeds from the sale will be given to the community in full without taking profits for the BUM Desa. The consignment system carried out by BUM Desa Enggal Makmur on community products through the online website budesmart received appreciation from the DPMD of Jombang Regency because this system is the only sales system carried out by BUM Desa in Jombang Regency. This can be used as a role model for other BUM Desa in Jombang Regency.

Figure: Example of Consignment product from Mojowarno village community



Source: Author Document,2021

Efforts to improve income for the people of Mojowarno Village are also carried out by absorbing workers who prioritize Mojowarno Village residents even though they are still in small numbers so that they can reduce unemployment and improve community welfare. 10 employees and 6 people as administrators of BUM Desa.

Tabel: Number of employees in BUM Desa Enggal Makmur

No.	Bussines Unit	employe
1.	Fruit Breeding and Cultivation Unit	5 employe
2.	Ornamental Plant Unit	2 employe
3.	Food House Unit	2 employe
4.	Administration staff	1 employe
<b>Total</b>		10 employe

Source: *BUM Desa Enggal Makmur Document 2021*

### **Better Environment**

According to Mardikanto (2014: 202) with the improvement of income is expected to improve the environment (physical and social), because environmental damage is often caused by poverty or limited income. Currently, based on data obtained by the author from the Mojowarno Village Government, the poverty rate of the Mojowarno Village community is still quite high with a total of 140 heads of families (KK) from 1,775 households, this makes Mojowarno Village must be able to look for other opportunities that can support the improvement of the economic standard for the community. . One of the efforts made is to form a BUM Desa Enggal Makmur.

BUM Desa Enggal Makmur has been able to successfully manage the physical environment through the potential land of Mojowarno Village, which was originally unproductive village land to become productive, which is used as a stand for selling BUM Desa products and the Mojowarno Village Community. Currently, BUM Desa Enggal Makmur owns 3 village lands that have been processed into productive land, the first for sales stands, the second for home food shops and the third for longan fruit cultivation. However, if it is seen in the management of the social environment, Enggal Makmur Village BUM has not been able to do optimally because the shape of the Mojowarno Village community is indeed consumptive and has minimal participation or is difficult to move to explore its own potential so that it is more empowered, but Enggal Makmur Village BUM has made efforts and made program of activities that focus on community empowerment, such as empowering collaboration with PKK (Family Welfare Empowerment) through planting toga and processing food or medicine from the toga plant. Improvement of the community environment can occur if the community empowerment process is also supported by the spirit of participation from the Mojowarno Village community so that the complementary empowerment process cannot run only from one side.

### **Better Living**

According to Mardikanto & Soebianto (2013) Community empowerment is a process of social, economic, and political change to empower and strengthen community capabilities through a participatory learning process, so that behavior changes occur in all stakeholders (individuals, groups and institutions) involved in the process development for the realization of an increasingly empowered, independent and participatory life that is increasingly prosperous in a sustainable manner. The existence of an improved level of income and environmental conditions can improve the living conditions of every family and community so that it can strengthen the ability of the community through the learning process.

Efforts to improve the lives of BUM Desa to increase income and create a comfortable and productive environment for rural communities can improve the life or welfare of every family and community. In the community empowerment process related to improving people's lives, BUM Desa Enggal Makmur has not been able to make community improvements through making business activity programs, Enggal Makmur Village BUM only makes community empowerment programs through PKK and has not been able to carry out community business development because BUM Desa Enggal Makmur only provides forms

contribution in the form of business consignment. The business consignment system is only a partnership entrusting business from the community to be sold in the BUM Desa sales stand.

Figure: Eempowerment program activities through PKK



Source: Author Document, 2021

The people of Mojowarno Village have not felt the process of community empowerment in improving lives carried out by BUM Desa Enggal Makmur. This happens because according to the people of Mojowarno Village, BUM Desa Enggal Makmur is a newly formed BUM Desa and is still in the process of developing BUM Desa. Enggal Makmur Village BUM was formed on July 7, 2020, so this BUM Desa can indeed be called the new BUM Desa. However, the BUM Desa management revealed that there have been community empowerment efforts that will be carried out through BUM Desa programs. However, currently the obstacles and obstacles are the limited capital and the lack of participation from the village community. BUM Desa Enggal Makmur is a BUM Desa which is relatively new, so an effort to increase BUM Desa income as additional business capital is also still in process. The current capital system only relies on cooperation with investors who are willing to provide venture capital assistance and assistance funds from the Government.

### **Better Community**

With a better life, supported by a better (physical and social) environment, it is hoped that a better community life will be realized (Mardikanto 2014). In the process of community empowerment through BUM Desa, BUM Desa Enggal Makmur has not been able to provide overall community improvement, but efforts have been made to make an unproductive community environment productive by creating community empowerment activity programs in the form of training, discussions, and food processing programs. The ornamental plant training activity program carried out by BUM Desa Enggal Makmur aims to improve the skills of the village community, especially young people but the participation is very small, then there is a discussion program with organic fertilizer experts which aims to provide additional knowledge for the people of Mojowarno Village, but it also only has an impact very little to the spirit of the people of Mojowarno Village and the last is the program for processing the toga plant, this is indeed targeted at empowering PKK women in Mojowarno Village so that they can produce processed products from their own potential. In addition, the entire BUM Desa

workforce also absorbs from the Mojowarno Village Community, but only in very small numbers with a total of 16 employees.

The people of Mojowarno Village have not felt the maximum community improvement from the BUM of Enggal Makmur Village. The community said that there had been efforts to improve the community through program activities, but this was only felt by a small part of the community and not comprehensive. The BUM Desa administrator provided information that this happened because of the lack of participation from the community and it was difficult to move them to explore their potential more deeply.

The results of this study indicate that the people of Mojowarno Village have not been fully empowered through the BUM Desa "Enggal Makmur", Mojowarno Village, Mojowarno District, Jombang Regency. Because of the 6 indicators of achieving community goals through various improvement efforts, according to Mardikanto (2014: 202), only 2 indicators have been successfully implemented by BUM Desa Enggal Makmur to empower the Mojowarno Village community. The two indicators are institutional improvement and business improvement. BUM Desa Enggal Makmur made institutional improvements through community activities by evaluating problems that arose in the previous BUM Desa period as well as restructuring the management and opening a business unit in accordance with the Human Resources (HR) of the Mojowarno Village community. In indicators of business improvement, BUM Desa Enggal Makmur also makes efforts to improve business by making online supermarkets and community business consignment programs, so that the Mojowarno Village community can entrust the results of their business products to BUM Desa and can increase income independently through BUM Desa in addition to BUM Desa Enggal Makmur also absorb labor from the people of Mojowarno Village although the total number is very small, namely 16 workers.

## **E. CONCLUSION**

Based on the description of the research results that have been put forward, it can be concluded that in the process of community empowerment through BUM Desa, Mojowarno Village Community cannot be said to be empowered through BUM Desa optimally in accordance with the 6 indicators of achieving community empowerment goals according to Mardikanto (2014: 202) This can be seen from:

1. Efforts to improve the organization's internal institutions have indeed been carried out by Enggal Makmur Village BUM by evaluating previous problems and restructuring the BUM Desa management by adjusting the business program to the Human Resources (HR) of the Mojowarno Village community but in the process of developing partnership networks it is still in the process stage .
2. BUM Desa Enggal Makmur already has a spirit of learning to improve its business accessibility by developing business units. However, the challenge that must be faced is the lack of participation from the Mojowarno Village community which is indeed difficult to move to explore their potential.
3. BUM Desa Enggal Makmur has not been able to help improve community income through business improvements carried out by the community as a

whole. Community empowerment carried out by BUM Desa Enggal Makmur is only limited to assisting in business consignment. The Mojowarno Village community who are absorbed into the workforce through BUM Desa are also still relatively small in number.

4. When viewed in the management of the social environment of the community, the people of Mojowarno Village have minimal participation and are difficult to move to explore their potential so that BUM Desa Enggal Makmur also finds it difficult to mobilize activities that support community empowerment. However, if it is seen from the improvement of the physical environment, BUM Desa Enggal Makmur has been able to successfully cultivate the potential land of Mojowarno Village which was originally unproductive village land to become productive.
5. The people of Mojowarno Village have not felt the community empowerment process in improving life carried out by BUM Desa Enggal Makmur. This is because the Enggal Makmur Village BUM is a newly formed BUM Desa and is still in the process of developing BUM Desa.
6. The people of Mojowarno Village have not felt any improvement in the community, indeed there have been efforts to improve the community through the activity program of the BUM Desa but this is only felt by a small number of people who are in accordance with the BUM Desa business field and it can be said that it is not comprehensive in the Mojowarno Village community.

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