

# **BONDING SOCIAL CAPITAL AS A MILESTONE FOR VILLAGE-OWNED ENTERPRISES EXISTENCE (A STUDY OF BUM DESA KERJAYA KRASA, KROCOK VILLAGE, JAPAH DISTRICT, BLORA REGENCY)**

**Yonna Esty Kusuma<sup>1</sup>**

**Suwarto<sup>2</sup>**

**Widiyanto<sup>3</sup>**

<sup>1,2,3</sup>Department of Agricultural Extension and Communication, Agriculture Faculty, Sebelas Maret University, Indonesia

e-mail: yonna679@student.uns.ac.id<sup>1</sup>, suwarto@staff.uns.ac.id<sup>2</sup>, widiyanto@staff.uns.ac.id<sup>3</sup>

\*Correspondence: yonna679@student.uns.ac.id

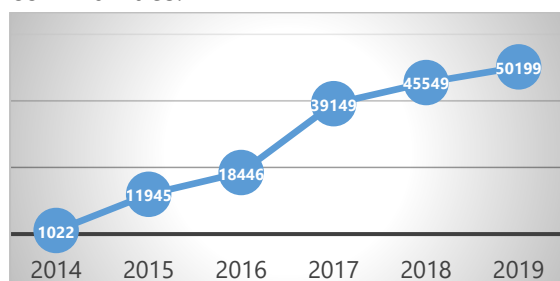
Submitted: 25 December 2021, Revised: 10 January 2022, Accepted: 15 January 2022

**Abstract:** The Indonesian Government is currently trying to intensify the establishment and development of BUM Desa to increase village income. The existence of BUM Desa is expected to be a pillar of the village community's economy, so that the existence of BUM Desa needs to be maintained and further considered. The management of BUM Desa is carried out by the village government together with the community, based on these reasons it is important to conduct further research on social processes related to the existence of bonding social capital in the development of BUM Desa. One of the BUM Desa that can maintain its existence is BUM Desa Kerjaya Krasa, established in 2017. This paper aims to analyze the development and role of bonding social capital in BUM Desa Kerjaya Krasa. The research was conducted qualitatively through in-depth interviews, observation, and documentation. The structural dimensions of social capital found are related to the good relationship between the BUM Desa management, with the Krocok Villagers, and the Krocok Village Government. The cognitive dimensions of social capital that can be analyzed include written rules, norms, and sanctions. The relational dimensions that can be found are related to trust, transparency, reciprocity, and social values.

**Keywords:** bonding social capital; Village-Owned Enterprises; development

## INTRODUCTION

The existence of BUM Desa or Village-Owned Enterprises in Indonesia has been officially regulated in legal regulations. The concept of BUM Desa has been regulated in the Law of the Republic of Indonesia Number 6 of 2014 concerning Village, which defines Village-Owned Enterprises (BUM Desa or Badan Usaha Milik Desa) as business entities whose entire 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 greatest welfare of the village community. BUM Desa acts as a business institution that aims to reap financial benefits and is also expected to provide social impacts for people in rural areas (Srirejeki, 2018). BUM Desa is expected to prevent the growth of capitalist businesses in rural areas that are feared to disrupt the economic life of rural communities.



**Figure 1.** The Number of BUM Desa in Indonesia since 2014 to 2019

Source: Kemendesa PDTT (2021)

Village development through the establishment of BUM Desa in Indonesia has been intensively carried out since 2014, starting with the enactment of the Law Number 6 of 2014. It is evident from the data collected from The Ministry of Village, Disadvantaged Regions Development, and Transmigration of Republic Indonesia

(Kemendesa PDTT) that there are 50.199 BUM Desa's units had been formed in Indonesia until 2019.

Blora is one of the regencies that contributes to the development of BUM Desa. Nearly (until 2021) 90% of villages in Blora Regency have established BUM Desa. Based on data compiled from the Community and Village Empowerment Institution of Blora Regency, 238 BUM Desa's units were established in Blora Regency as of November 2020. One of them is BUM Desa Kerjaya Krasa located in Krocok Village, Japah District, Blora Regency.

The establishment of BUM Desa Kerjaya Krasa was initially based on the urgency of managing the natural resources and human resources of Krocok Village, which could provide economic benefits for the village. So based on this idea, the BUM Desa Kerjaya Krasa was established at Krocok Village in 2017.

BUM Desa has the authority to establish its business unit as long as it does not interfere with the economic structure of the villagers and is not expected to grow into a capitalist company that kills the village's local economy. BUM Desa Kerjaya Krasa also applies this concept in establishing its business unit. Until 2021 BUM Desa Kerjaya Krasa has five business units established based on the villager's needs. It consists of community-based goat breeding, WiFi.id, Pamsimas (Community-Based Drinking Water Supply and Sanitation), spinach and kale intercropping, and cashew processing.

BUM Desa Kerjaya Krasa in 2020 managed to get a turnover of IDR 10,949,000.00. The economic benefits of the BUM Desa Kerjaya Krasa's existence can

absorb labor, diversify employment opportunities, and have been able to contribute to Village Original Income up to IDR 2,000,000.00 every year. Meanwhile, the social impacts arising from the existence of BUM Desa Kerjaya Krasa include providing clean water and sanitation access for villagers, providing affordable internet network access, and giving social contributions to Krocok Village, such as providing financial assistance for various village activities.

BUM Desa Kerjaya Krasa since its establishment until now cannot be separated from social capital. BUM Desa is an institution, according to (Atmadja et al. (2016), institutions in community life are formed because they are related to the encouragement of social capital's elements consisting of trust, social networks, and social institutions.

The research from (Mani et al., 2020) states that when there is an unfavorable relationship between the village government and the BUM Desa manager, the activities and existence of BUM Desa are threatened. In line with research conducted by (Kurniasih & Wijaya, 2017) that the failure of BUM Desa was triggered by an unfavorable relationship between BUM Desa managers and the village government, BUM Desa managers positioned themselves as a subordinate of the village government so that there was an inequality of power that causes Village-owned Enterprises to be unable to freely innovate. This implies that the alignment between the village government and BUM Desa is important in maintaining the existence of BUM Desa.

The description above has explained that good social relations with the closest parties are a manifestation of social capital, classified as bonding social capital. (Claridge, 2018) defines bonding social capital as connections within a group or community characterized by a high degree of similarity in demographic characteristics, attitudes, and available information and resources. Bonding social capital can be distinguished based on location, where bonding is a tie within a village that allows for a strong network of relationships from daily interactions in the long term.

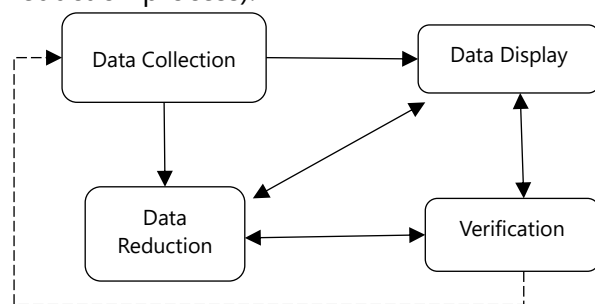
Based on the studies and research that have been described previously, it can be seen that maintaining a BUM Desa based on the bonding social capital perspective (such as voluntary support from administrators, village governments, the village community, etc) is one of the crucial things to be discussed in more depth. BUM Desa Kerjaya Krasa has been deemed successful in maintaining its existence and running its business unit after being established for four years and still counting. This condition gives the reason for the researcher to find out the bonding social capital in BUM Desa Kerjaya Krasa's development.

## METHODS

This research is a qualitative descriptive research and refers to social and dynamic problems, so it is appropriate to use qualitative methods. (Sugiyono, 2018) states that qualitative research methods are appropriate when used to research with the aim of understanding social processes or interactions. The location selection method

---

was carried out purposively by considering the reasons known from the research area. This research was conducted from October 2020 to August 2021 and is located in Krocok Village, Japah District, Blora Regency because in this village there is BUM Desa Kerjaya Krasa which is developing quite well. Purposive and snowball techniques were used in this study to select informants. Some of the informants interviewed in this research included the director and administrators of the BUM Desa, the Krocok Village Headmen, the Krocok village community, and the other several informants related to BUM Desa Kerjaya Krasa. This research was conducted with three data collection techniques: in-depth interviews, observation, and documentation. The data analysis in this research was based on the Miles and Huberman technique. The ATLAS.ti application is also used to facilitate data analysis (especially in the data reduction process).



**Figure 1.** Qualitative Research Data Analysis Techniques

Source: Miles and Huberman (1992)

This study uses triangulation of sources and methods by comparing data from various informants and research methods to test the validity of the research data.

## RESULTS AND DISCUSSION

### The Origin of BUM Desa Kerjaya Krasa

BUM Desa Kerjaya Krasa was founded on the initiative of one of the youths of Krocok Village, whose idea coincided with the thoughts of the Krocok Village Headmen. The initiation is about utilizing the natural potential and human resources in Krocok Village. Based on this initiation, at the end of 2017, a Village Conference was held to discuss the establishment of BUM Desa. The Village Conference was attended by various parties, including the Village Consultative Board, the Village Headmen, Village Government officials, community leaders, Krocok villagers, and guests from the Supra-Village Government (Government above the Village Government) and NGOs (Non-Governmental Organizations).

Then on December 17 2017, a business entity managed jointly by the village community and the Krocok Village Government was inaugurated, namely BUM Desa Kerjaya Krasa. Legally, this BUM Desa was officially established based on Village Regulation Number 05 of 2017 concerning Village-Owned Enterprises.

The Village Conference regarding the establishment of BUM Desa Kerjaya Krasa continued with the preparation of Statutes and Bylaws and forming the management of BUM Desa Kerjaya Krasa. Through the Village Conference, personnel was selected who would then be appointed as the staff (administrator) of BUM Desa Kerjaya Krasa.

The philosophy of choosing the name "Kerjaya Krasa" as the identity of this BUM Desa is based on the experience of BUM

Desa administrators in developing BUM Desa Kerjaya Krasa. "Kerjaya Krasa" means working voluntarily. The "Kerjaya" means work, and "Krasa" means feels, which when these two words are combined, the administrators can feel the hard work when establishing BUM Desa. This is a reminder that at the beginning of BUM Desa's establishment, BUM Desa administrators struggled with blood, sweat, and tears because they worked without being paid a penny at that time.

Unlike most other BUM Desa, this BUM Desa does not yet have an official office. The BUM Desa Kerjaya Krasa's official office has not yet been established, but the director of BUM Desa voluntarily makes his house as a temporary BUM Desa's official office. The vision of BUM Desa Kerjaya Krasa is to work together towards an independent village. Meanwhile, the mission of BUM Desa Kerjaya Krasa is to improve community welfare, create job opportunities and explore village potential.

### **Business Units Based on Village Potential and Community Needs**

BUM Desa Kerjaya Krasa until 2021 has five business units. The business units are divided into three types such as daily business units, monthly business units, and seasonal business units. The daily business unit is Wifi.id, the monthly business unit is Pamsimas, and the seasonal business unit consists of cashew processing and spinach & kale intercropping. Since 2020 there has been one additional business unit as a stimulant for underprivileged communities, namely community-based goat breeding.

### **Cashew Processing Business Unit**

Each business unit in BUM Desa Kerjaya Krasa, in its establishment, is based on the Krocok Village potential and the Krocok Community needs. Such as the cashew processing business unit, where this business unit was established with the intention that the prospect of cashew in Krocok Village is not in vain as before and can provide economic benefits to the village community.



**Figure 2.** Syrup, Chips and Cashews Product by BUM Desa Kerjaya Krasa  
Source: Documentation (2020)

This business unit was initiated in mid-2019 by making processed cashew, including processing cashew nuts, making cashew chips, and cashew syrup. This business unit received a Village Fund allocation of IDR 13,895,000.00 in 2020. Through this business unit, it is hoped that it can be an incentive for the Krocok Villagers to be more creative in managing their village potential. Unfortunately, this business unit is not well developed due to a lack of operational funds.

### **Pamsimas Business Unit.**

Pamsimas (Community Based Drinking Water Supply and Sanitation) is actually a government program that is separate from the existence of BUM Desa. However, the Pamsimas program in Krocok Village had

stalled due to a lack of operational personnel. Finally, in 2017 since the BUM Desa Kerjaya Krasa was established, the management of Pamsimas was transferred to BUM Desa Kerjaya Krasa based on the orders from the Krocok Village Government. After being acquired by BUM Desa Kerjaya Krasa, Pamsimas management has become better and until 2021 it has managed to have 67 customers.



**Figure 3.** Pamsimas Business Unit  
Source: Documentation (2021)

Pamsimas is an initiative program from the Indonesian Government so that community groups, especially in rural areas, can access water and sanitation properly. Access to water and sanitation in Krocok Village is still quite lacking because it is a dry rural area. With the existence of Pamsimas, it is easier for the community to access clean water for their daily life.

After Pamsimas is reactivated, the Krocok villagers can breathe easier because their access to water and sanitation becomes more accessible so that their time can be allocated to do other jobs. Based on a decision in the Village Conference, the BUM Desa Kerjaya Krasa also provides water access for mosques, schools, and several public facilities in Krocok Village.

### **Wifi.id Business Unit**

This business unit was initiated in 2018. Internet access in Krocok Village is

relatively poor and only a few internet providers can be accessed here. This condition gives BUM Desa administrators a reason to start a business in this internet service sector. BUM Desa Kerjaya Krasa collaborated with Alif.net and Mcrew to install Wi-Fi in Krocok Village. BUM Desa Kerjaya Krasa then provides internet vouchers in daily, weekly, or monthly vouchers that can be purchased through partner grocery stores. Until 2021 there are eleven partner stores selling internet vouchers from BUM Desa Kerjaya Krasa. This business unit does not only cover Krocok Village, but this business unit has also reached outside the village, there are three villages that have internet networks from BUM Desa Kerjaya Krasa.

### **Community-Based Goat Breeding Business Unit**

The goat breeding stimulant program belonging to the BUM Desa Kerjaya Krasa started in 2020 using IDR 10,000,000.00 from the Village Fund and IDR 2,500,000.00 from the BUM Desa's business profits. The initial funding is in the form of eight pregnant goats ready to give birth in one to two months. The number of initial partners is four heads of families who live in Krocok Village and have met the criteria to get two goats each. After several months of this program running, the people of Krocok village were finally interested in joining this business unit.



**Figure 4.** Community-Based Goat Breeding Business Unit  
Source: Documentation (2021)

The regulation in this business unit is that partner villagers raise goats from BUM Desa, and then when the goats have given birth, and the goatling are at least one year old, the goatling can be sold. The distribution of the proceeds from the sale of goats from this business unit is 80% for partner villagers while 20% for BUM Desa Kerjaya Krasa.

#### **Kale and Spinach Intercropping Business Unit.**

The intercropping kale and spinach were carried out on a seasonal basis in 2018 with a budget from the Village Fund of IDR 3,750,000.00. The BUM Desa Kerjaya Krasa in this program collaborated with 15 Krocok Villagers. The villagers provide land and then BUM Desa Kerjaya Krasa will provide assistance in the form of 20 kilograms of fertilizer (10 kilograms of urea fertilizer and 10 kilograms of Phonska fertilizer), pesticides, spinach seeds, and kale seedlings as well as training to villagers about how to plant and care for vegetables that are good and correct. The planting time began in August 2018.



**Figure 5.** Kale and Spinach Intercropping Business Unit  
Source: Documentation (2021)

The spinach and kale intercropping is a stimulant program for the Krocok Villagers to increase their vegetable cultivation interest and use agricultural land when staple crops are not being planted. These two vegetables were chosen because they are easy to cultivate and do not require special areas such as mountains etc, so these vegetables are suitable for cultivation in Krocok Village. The harvest will be distributed or marketed by BUM Desa Kerjaya Krasa to middlemen, both in the village and outside Krocok Village. Profit-sharing is carried out with 40% for partner residents and 60% for BUM Desa. Although the benefits received by partner villagers are pretty small, one of them admitted that it was quite helpful because he was given agricultural production facilities for free to plant kale and spinach.

#### **Local Labors Recruitment from Krocok Villagers**

The BUM Desa Kerjaya Krasa screens workers from Krocok Village to actualize the BUM Desa goals to improve the welfare of the local villagers. The laborers work at BUM Desa Kerjaya Krasa as cashew processors, Pamsimas technicians, Wifi.id technicians, Pamsimas and Wifi.id payment

collectors, and others. The amount of wages given to workers is also adjusted to workers' salaries in general in the village. They feel little helped by becoming workers in the BUM Desa Kerjaya Krasa even though they are not employed every day. The following is one of the confessions of a resident of Krocok village who was recruited to be a cashew processor at the BUM Desa Kerjaya Krasa:

*"Iya Alhamdulillah sedikit terbantu lah mbak, bisa dapat uang tambahan sedikit-sedikit mbak. Bisa buat tambahan belanja".*

Translate:

"Yes, Alhamdulillah. We can get the extra money that can be used as additional money to buy our (family) daily needs."

### Capital Flow of BUM Desa Kerjaya Krasa

BUM Desa Kerjaya Krasa got support from Krocok Village Government through providing capital funds for the BUM Desa business unit development, in 2018 of IDR 35,000,000.00 and was followed in 2019 by obtaining capital funds of IDR 60,000,000.00. The Krocok Village Government also gave BUM Desa Kerjaya Krasa the authority to acquire Pamsimas that had previously been stalled. The nominal value of the program was approximately IDR 450,000,000.00. BUM Desa Kerjaya Krasa in 2020 and 2021 has not been able to get funds from the Village Government because in that year the Village Fund was subject to a considerable reduction to be diverted in handling Covid-19. BUM Desa Kerjaya Krasa not only relies on capital from the village government but also gets capital from the profits of its business unit.

Bonding social capital is like the foundation of a building, if the foundation is strong then the building will last a long time. Bonding social capital plays a role in creating a strong shared identity. According to (Putnam, 2000), bonding social capital is a characteristic strength of a society that focuses on internal development in society or a community.

In this research, bonding social capital will be analyzed based on the dimensions of social capital according to (Nahapiet & Ghoshal, 1998), which consists of structural dimensions, cognitive dimensions, and relational dimensions. Before discussing the main topic, here is a picture of the parties involved in bonding social capital from BUM Desa Kerjaya Krasa.



Figure 6. Bonding Typologies of Social Capital in BUM Desa Kerjaya Krasa

Source: Documentation (2021)

### A. Structural Social Capitals of BUM Desa Kerjaya Krasa

The structural dimension of social capital examines the research object social structure. (Claridge, 2018) in his paper, mentions that the structural dimension of social capital relates to the properties of social systems, the



various forms of social organization that makeup society. This dimension is the network relationship, but not the relationship quality because the relationship quality is a relational dimension. (Nahapiet & Ghoshal, 1998) further explain that the structural dimension includes network ties regarding the network size, network configuration regarding the network direction, and the appropriable organization.

### **1. Interaction Between BUM Desa Kerjaya Krasa Managers.**

The social interaction of the BUM Desa Kerjaya Krasa management is quite intensive because there are regular meetings held every three months, and there are also incidental meetings. The meeting was not only attended by BUM Desa Kerjaya Krasa administrators but was also attended by BUM Desa Kerjaya Krasa business unit managers, supervisors, and the Krocok Headman. It should be noted that BUM Desa Kerjaya Krasa until 2021 consists of 6 administrators, 4 supervisors, and 10 business unit managers.

They also interact informally in their daily activities. The well-maintained communication between administrators further strengthens the social network within the BUM Desa Kerjaya Krasa. The communication carried out by the BUM Desa Kerjaya Krasa

administrators was when they met face-to-face and through WhatsApp groups.

The good relationship between the BUM Desa Kerjaya Krasa administrators is also reflected in the 'patchwork'. So if a BUM Desa administrator is unable to carry out their duties, they will be represented by another administrator who can perform the task at that time. This is understandable because they have a main job apart from being an administrator in the BUM Desa Kerjaya Krasa.

### **2. Cooperation with the Krocok Village Community.**

BUM Desa Kerjaya Krasa collaborated with several Krocok villagers in installing Wi-Fi, for example at a coffee shop. In addition, they also collaborate with grocery stores to provide vouchers to access BUM Desa Kerjaya Krasa's Wi-Fi, there are as many as six grocery stores that collaborate with BUM Desa Kerjaya Krasa. Other collaborations are also established in the goat breeding unit and kale-spinach intercropping, in which BUM Desa chooses to cooperate with people who live in Krocok Village. Meanwhile, in the Pamsimas business unit until 2021 BUM Desa Kerjaya Krasa has succeeded in collaborating with 67 Krocok Villagers to install water and

---

sanitation access. And the cashew processing business unit has accommodated as many as 20 workers, although this business unit is currently suspended.

### 3. Village Conference Forum to Taking Villagers Aspirations in Developing BUM Desa.

The Village Conference is a forum for villagers to express their aspirations. This also applies to the management of BUM Desa Kerjaya Krasa. Not only in terms of discussing BUM Desa's establishment but every time there are criticism and suggestions from villagers it will be discussed through this forum, whether it's in the form of adding new business units or improving BUM Desa services. Apart from going through the official Village Conference forum, villagers can informally convey their ideas to BUM Desa Kerjaya Krasa, for example in daily conversations with BUM Desa administrators. Everything regarding BUM Desa decisions is taken officially in the Village Conference, but BUM Desa administrators still have the independence to manage BUM Desa.

Below is a statement by an employee of the Community and Village Empowerment Institution of Blora Regency, in which this party handled empowerment issues for BUM Desa Kerjaya

Krasa:

*"Mereka kalau mau buat unit usaha baru pasti konsultasi ke kita. Lha dilihat dulu dari anggaran yang tersedia. Kalau sudah ada ya tinggal menjalankan aja, kalau belum ada silakan panjenengan Musdes lagi sampaikan kepada masyarakat. Karena BUM Desa itu kesepakatan tertinggi itu berada di Musyawarah Desa dek."*

Translate:

"If they want to create a new business unit, they must consult us. Let's see first from the available budget. If they already have the budget, then just run it. If they don't have the budget yet, please retake the Village Conference to convey it to the villagers. Because the BUM Desa's highest agreement is at the Village Conference."

### 4. Relations with the Krocok Village Government

The relationship between the Village Government and BUM Desa is like the relations between parents and children who cannot be separated. There is a symbiotic relationship between BUM Desa Kerjaya Krasa and the Krocok Village Government. BUM Desa gets capital funding from the Village Government, while the Village Government gets additional income for Village Original Income. Capital funds from Village Government to BUM

---

Desa Kerjaya Krasa have been discussed previously. Meanwhile, the contribution of BUM Desa Kerjaya Krasa to Krocok Village has succeeded in contributing to Village Original Income with a nominal value of IDR 2,500,000.00 in 2020.

Even though BUM Desa is related to the Village Government, BUM Desa is still an independent institution whose existence cannot be intervened by the Village Government. BUM Desa is expected not to get involved in Village Government politics. The balanced position between Village Government and BUM Desa is one of the important things to maintain the BUM Desa's existence. The equality of BUM Desa Kerjaya Krasa and the Krocok Village Government roles is relatively good, with neither party trying to dominate each other.

## **B. Cognitive Social Capitals of BUM Desa Kerjaya Krasa**

(Abbasi *et al.*, 2011) explained that the elements contained in the cognitive dimension include norms of togetherness, code of action, and similarity of views. The dimension of cognitive social capital is related to the similarity of principles and goals to be achieved together. The cognitive dimension of social capital that can be found in BUM Desa Kerjaya Krasa consists of written rules, norms, and

sanctions. Cognitive social capital within the BUM Desa Kerjaya Krasa is helpful as a guide in carrying out all its activities.

### **1. Written Rules**

BUM Desa Kerjaya Krasa has Statutes and Bylaws which are the foundation for all BUM Desa activities. The BUM Desa Kerjaya Krasa's Statutes and Bylaws were made in the Krocok Village Conference which was held on December 16, 2017. The Statutes and Bylaws contain the vision, mission, and goals of the BUM Desa Kerjaya Krasa and the Main Tasks of the supervisory and BUM Desa's administrators. In addition, BUM Desa Kerjaya Krasa also has Standard Operating Procedures (SOP) for each of its business units, so that all activities in it can run on track. One example is the regulation on profit-sharing in the goat breeding business unit, which is 70% profit for the stockbreeder and 30% for BUM Desa.

### **2. Norms**

Aspects of norms, social values, and traditions contain principles, views, or beliefs considered good by a group of people. Norms, social values, and traditions in the BUM Desa Kerjaya Krasa include folkways, enthusiasm and optimism, organizational synergy, proactive action, and mutual cooperation.

---

Folkways can be seen in the ethics maintained at the meeting where the administrators wear formal clothes even though there are no written rules that require the staff to wear certain clothes. There is also the value of politeness in the habit of calling other administrators Mas or Mbak. In Javanese and broadly speaking in Java, Mbak is used for older sisters, and Mas is used for older brothers. But it's also used as an honorific by older people to younger ones with the aim of ngajeni or appreciating. This is in line with the opinion of (Sunani 2019) that Mas (also Mbak) is a form of predicate for appreciation and respect in Java is intended for people who are older at a certain age, or the age range is not too far between the greeter and the person being greeted.

BUM Desa Kerjaya Krasa's administrators also have the value of enthusiasm and optimism to develop BUM Desa, and they have a desire to move forward. The manifestation of their enthusiasm and optimism of the BUM Desa Kerjaya Krasa's administrators is their activeness to consult with the Community and Village Institution of Blora Regency.

Proactive action is reflected in the BUM Desa Kerjaya Krasa's administrators initiative to explore problems in their village and then look for solutions. BUM Desa Kerjaya Krasa also provides

opportunities for Krocok villagers to express their opinions. The villagers' participation in submitting criticism and suggestions is also classified as a proactive action.

There is also a gotong royong tradition. Krocok villagers help BUM Desa Kerjaya Krasa for repairing and adding Pamsimas pipes. Gotong royong has been considered a way of life for Indonesians. According to (Pranowo, 2010) gotong royong is a Javanese verb that has means work (*gotong*) and together (*royong*).

### 3. Sanctions

Sanctions for lawbreaker of the BUM Desa Kerjaya Krasa regulations are written in Bylaws Chapter IV Section 11 concerning the Managers of BUM Desa Kerjaya Krasa Business Unit. The sanction is imposed on the BUM Desa Kerjaya Krasa's administrators if they violate the rules, with the sanctions given is repositioning job roles and up to legal action. But so far, there has never been a severe violation, just disciplinary warnings have been given to the BUM Desa Kerjaya Krasa's administrators if they do not arrive on time at the meeting.

Some examples of violations outside the management of BUM Desa Kerjaya Krasa is goats that died of illness. In this case, the villager who as the partner of BUM Desa should receive a sanction to pay compensation to the BUM Desa, but BUM Desa Kerjaya Krasa's

---

staff explains that the partner villager does not need to pay the compensation because the Village BUM does not want to burden them.

### C. Relational Social Capitals of BUM Desa Kerjaya Krasa

([Gooderham](#), 2007) described relational social capital as a dimension of social capital that relates to the characteristics and qualities of personal relationships such as trust, obligations, respect, and even friendship. Relational dimensions that can be identified in the BUM Desa Kerjaya Krasa include trust, transparency and accountability, deliberation for consensus, reciprocity, and other values (such as kinship, leadership, volunteerism, tepo seliro/mutual respect, and preserving local values).

#### 1. Trust

BUM Desa Kerjaya Krasa always strives to maintain the trust of the villagers. One of them is in the Wifi.id business unit by providing a good quality Wi-Fi network so that BUM Desa Kerjaya Krasa tries to improve the internet network, which is often too slow. With a good internet network, customers can give their trust to BUM Desa. This is evidenced by the increasing number of Wi-Fi customers owned by BUM Desa Kerjaya Krasa.

The Pamsimas business unit also always tries to provide water suitable for use, such as replacing

the salty water borehole by digging a new water source. Maintenance such as checking water sources and electricity for Pamsimas is carried out routinely by officers. The fairly good service from the BUM Desa Kerjaya Krasa causes the villagers to trust BUM Desa by using BUM Desa's services in the long term.

BUM Desa trusts the villager who as the partner of BUM Desa in goat breeding, to raise BUM Desa's goats without suspicion that they will cheat. This trust forms the closeness between BUM Desa and partner residents.

The relationship between BUM Desa Kerjaya Krasa and the government also contains mutual trust. The Krocok Village Government, for example, has entrusted the BUM Desa Kerjaya Krasa to manage physic capital sourced from the Village Fund and manage village assets in the form of Pamsimas.

#### 2. Transparency and Accountability.

The BUM Desa Kerjaya Krasa financial reports are submitted openly and regularly at BUM Desa routine meetings attended by the entire of BUM Desa's administrators, supervisors, and Village Assistant. The results of the final meeting will be announced at the Village Conference.

Reciprocity. Reciprocity is defined as a reciprocal relationship between individuals in a group or

---

between groups based on altruistic behavior or the spirit to help and prioritize the interests of others above personal interests. The form of reciprocity within the BUM Desa Kerjaya Krasa includes a profit-sharing system for the goat breeding business unit. BUM Desa Kerjaya Krasa lends goats that are ready to give birth to partner villagers (the stockbreeder), and the goats can be sold within a minimum of one year.

Reciprocity is also contained in the kale-spinach intercropping business unit, where the BUM Desa Kerjaya Krasa provides free seeds, fertilizers, and pesticides to villagers who are partners of BUM Desa. In the Wifi.id business unit, there is also a form of reciprocity by giving a bonus of Rp10.000,00 to Wi-Fi customers (the coffee shop owner) who pay on time. The Pamsimas business unit provides free water access to mosques and several other public places in Krocok Village, and this is also a form of reciprocity.

### **3. Deliberation for Problem Solving.**

Every time a problem occurs in the BUM Desa Kerjaya Krasa, it will be resolved through discussion. BUM Desa Kerjaya Krasa is open to receiving criticism, suggestions, and input from BUM Desa's internal management and the public (villagers). Any complaints, criticisms or suggestions will be

discussed in regular meetings.

### **4. Family Values**

BUM Desa Kerjaya Krasa holds family values, such as giving its administrators and supervisors gifts during Eid Al-Fitr. BUM Desa also does not make complicated rules for villagers who want to become partners in goat farming. The closeness between the BUM Desa Kerjaya Krasa and the villagers is quite good, considering that the community members are part of their own family so that it is easier to get a goat from BUM Desa. Because of this closeness, villagers also did not hesitate to interact directly with the BUM Desa's staff.

### **5. Value of Volunteerism**

Volunteering is an act of a person without coercion from others. Volunteerism within the BUM Desa Kerjaya Krasa has been embedded in the name 'Kerjaya Krasa' philosophy. At the beginning of the establishment of BUM Desa, the management worked voluntarily without any compensation, holopis kuntul baris, saiyeg saeka praya. Another form of volunteerism can be seen from the director of BUM Desa Kerjaya Krasa allowing his house to be used as a temporary BUM Desa secretariat office.

There is also the value of volunteerism when administrators replace each other's duties for other

---

administrators who cannot attend their duties. The BUM Desa Kerjaya Krasa administrators also volunteered to help other BUM Desa make proposals and provide an overview related to the establishment of BUM Desa.

#### **6. Tepo Seliro or Tolerance**

Tepo seliro is an attitude of tolerance and respect for differences. One of the small things that reflects the existence of tepo seliro is the administrators who call each other Mas/Mbak (as explained in the discussion of the cognitive dimension before). Mas or Mbak is usually intended for older siblings but is also commonly used by older people to younger ones to appreciate.

Tolerance is also reflected in giving light sanctions or even not giving sanctions to violators because the violations committed are still at a tolerable level (as previously discussed in the cognitive dimension).

BUM Desa Kerjaya Krasa grew up in a rural environment where it was impossible to enforce too rigid and restrictive regulations. So the existing rules are adapted to the typological conditions of rural communities such as tepo seliro and manners or unggah-ungguh.

#### **7. Participate in Preserving Local Wisdom.**

BUM Desa Kerjaya Krasa participated in carrying out gas deso in Krocok Village. BUM Desa Kerjaya Krasa provides sponsors or donations in the form of money to help expedite Krocok Village's event. Gas deso is an annual tradition carried out by farmers as a form of gratitude to God for because of the abundant harvest, this activity is carried out at the beginning of sasi selo or after the month of Shawwal.

#### **CONCLUSIONS**

Bonding social capital is like a foundation, if the foundation is strong then the building can last a long time. Likewise, BUM Desa Kerjaya Krasa which is considered to have been able to manage its bonding social capital well, it is hoped that BUM Desa Kerjaya Krasa can survive for a longer period of time and can maintain its existence. Bonding social capital in the development of BUM Desa Kerjaya Krasa can be reviewed of structural dimensions, cognitive dimensions and relational dimensions.

- a. Structural social capital consists of good interaction between BUM Desa Kerjaya Krasa administrators, cooperation with the Krocok Villagers, Village Conference forum to taking villagers aspirations in developing BUM Desa, and relations with the Krocok Village Government.
  - b. Social capital Cognitive rules consist of written rules, unwritten rules (norms), and sanctions.
-

- c. Relational social capital concerns trust, transparency-accountability, deliberation for consensus, reciprocity, and social values.

Based on the results of research, BUM Desa Kerjaya Krasa should be able to maintain a balanced relationship with relevant government agencies, especially the Village Government of Krocok, where the domination of one party over another should be avoided.

## REFERENCES

- Abbasi, Alireza, Hossain, Liaquat, & Wigand, Rolf. (2011). Social Capital and Individual Performance: a Study of Academic Collaboration. *Journal of the Association for Information Science and Technology*, 63(12), 1 – 18.
- Atmadja, Anantawikrama T, Darmawan, Nyoman Ari S, & Herawati, Nyoman T. (2016). Pengembangan Model Struktur Pengendalian Intern Berbasis Modal Sosial untuk Mencegah Kebrangskutan Lembaga Perkreditan Desa (LPD) di Bali. *J Ilmu Sosial Dan Humaniora*, 5(1), 783–793. DOI [10.23887/jish-undiksha.v5i1.8281](https://doi.org/10.23887/jish-undiksha.v5i1.8281)
- Claridge, Tristan. (2018). Functions of social capital—bonding, bridging, linking. *Social capital research*, 20, 1 – 7.
- Gooderham, Paul N. (2007). Enhancing knowledge transfer in multinational corporations: a dynamic capabilities driven model. *Knowledge Management Research & Practice*, 5(1), 34–43.
- Kurniasih, Denok, & Wijaya, Shadu Satwika. (2017). Kegagalan bisnis pemerintah desa: Studi tentang relasi bisnis-pemerintah pada pengelolaan badan usaha milik desa di Kabupaten Banyumas. *JPSI (Journal of Public Sector Innovations)*, 1(2), 66–72. [10.26740/jpsi.v1n2.p66-72](https://doi.org/10.26740/jpsi.v1n2.p66-72)
- Mani, La, Aras, Muhammad, & Hidayat, Z. (2020). Social Capital and Failure in Village Owned Enterprises: A Case Study of Cangkudu Village, Balaraja District, Banten-Indonesia. *International Journal of Innovation, Creativity and Change*, 13(7), 405 – 415.
- Nahapiet, Janine, & Ghoshal, Sumantra. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, 23(2), 242–266. [10.2307/259373](https://doi.org/10.2307/259373)
- Pranowo, M. Bambang. (2010). Multidimensi ketahanan nasional. Pustaka Alvabet.
- Putnam, Robert D. (2000). *Bowling alone: The collapse and revival of American community*. Simon and schuster.
- Sugiyono. (2018). *Metode Penelitian Kualitatif*. Alfabeta.
- Srirejeki, Kiky. (2018). Empowering the role of village owned enterprises (BUMDes) for rural development: case of Indonesia. *Jurnal Akuntansi, Manajemen Dan Ekonomi*, 20(1), 5–10.
- Sunani, Ulya. (2019). Interpretasi Makna Sapaan Mas Terhadap Etnik Jawa di Makassar (Studi Komunikasi Antar-



Budaya di Makassar). *J Al-Mishbah*,  
15(2), 241–261.



© 2021 by the authors. Submitted  
for possible open access publication  
under the terms and conditions of the Creative  
Commons Attribution (CC BY SA) license  
(<https://creativecommons.org/licenses/by-sa/4.0/>).

---