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## Internal Organizational Communication in the Implementation of the Bumdes Program in Gandatapa Village, Sumbang District, Banyumas District

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**ABSTRACT:** Village development can be achieved through community empowerment aimed at improving the welfare of its residents. This goal can be pursued through the Village-Owned Enterprises (BUMDes) as a driver of the village community's economy. Communication plays a crucial part in the process of implementing BUMDes programs. This is related to the planning, organizing, and managing of activities within BUMDes. Internal communication within BUMDes is important to create good coordination and orderliness within the organization. Therefore, this study seeks to explain the internal communication of BUMDes Gandatapa in running its programs.

The research approach used is qualitative with descriptive qualitative methods. Data collection techniques include in-depth interviews, focus group discussions (FGD), and documentation. The research location is in Gandatapa Village, Sumbang, Banyumas, Central Java, Indonesia, with the research subjects being the core management and business unit management of BUMDes Gandatapa. This study shows that the group dynamics of BUMDes Ganda Kusuma can be said to be not fully active yet due to several internal issues. The internal communication within the Water Unit has shown good interaction between the administrators, good unit management, and appropriate problem-solving. Through the explanation above, it can be understood that organizational communication and the knowledge of the administrators about BUMDes are important to building a better BUMDes Ganda Kusuma.

**KEYWORDS:** Organizational Communication; Internal Communication; BUMDes

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### INTRODUCTION

In the context of national development, rural development holds significant urgency. Village development can be realized through community empowerment aimed at improving the welfare of its residents. Community empowerment is essentially carried out to create a self-reliant community capable of participating in development (Purnamasari & Ma'ruf, 2020). This self-reliance is demonstrated by the community's ability to manage and develop the existing potential in the village for the benefit of both the village and its residents (Faradila & Mayangsari, 2021). Community participation is a crucial aspect of empowerment, as the implemented programs must align with the needs and conditions of the existing community (Prasetyo, 2016). Community participation in development can be facilitated through Village-Owned Enterprises (BUMDes).

Village-Owned Enterprises (BUMDes) is a village-owned institution established to manage businesses, utilize assets, develop investments and productivity, and provide service facilities, and/or other types of businesses for the welfare of the village community (Santi et al., 2022). BUMDes plays a role both economically and socially. Economically, BUMDes contributes to improving the welfare of the village community through the management of its businesses. Socially, BUMDes is capable of empowering the community, enhancing interaction, and building solidarity through collectively managed BUMDes programs (Prasetyo, 2016).

Gandatapa Village is one of the villages in Sumbang Sub-district, Banyumas Regency, which has a BUMDes as a driver of its community's economic development. BUMDes Gandatapa was established in 2017 under the name BUMDes Ganda Kusuma. BUMDes Ganda Kusuma has five business units expected to increase the village community's income, including the water Unit, Trading Unit, Packaged Drinking Water Unit, Waste Unit, and Tourism Unit. Over time, some business units have not been fully active due to internal organizational issues. In 2022, BUMDes Ganda Kusuma experienced a vacancy in its management when the chairman at that time resigned. However, through the Water Unit, BUMDes Gandatapa has been able to empower its community by involving the community in business management.

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Communication plays a crucial part in the process of implementing BUMDes programs. This relates to the planning, organizing, and managing of activities within BUMDes. The communication conducted by BUMDes, both internal and external, can influence the success of the implemented empowerment programs (Asyhari et al., 2022). Good communication will foster community participation in the empowerment process. This also affects the empowerment messages conveyed to the community as empowerment actors (Sulistiani, 2020).

Not only communication with the community needs attention in the implementation of BUMDes programs, but also communication among BUMDes administrators. This communication is an important part of an organization's management process (Ida et al., 2022). BUMDes organizational communication will affect the functions and performance of BUMDes in optimizing village potential (Asyhari et al., 2022). With good organizational communication performance, it is expected that public trust in BUMDes as the manager of village assets for the welfare of the community will arise (Satria et al., 2022).

Some issues found during initial observations indicate communication problems within BUMDes Ganda Kusuma. These issues can affect BUMDes's performance in optimizing village potential and empowering its community. Therefore, it is necessary to study how internal organizational communication is conducted in the implementation of BUMDes Ganda Kusuma empowerment programs?

### **LITERATURE REVIEW**

#### **1. Organizational Internal Communication**

Organizational communication is the process of exchanging messages in a relationship that has mutual dependencies (Goldhaber in Silviani, 2020). This communication occurs due to the presence of structure within an organization (Silviani, 2020). Based on this, it can be understood that organizational communication has characteristics such as clear boundaries. Organizational communication aims to facilitate, implement, and streamline the organization's operations. According to Liliweri (2014), organizational communication is a form of coordination established between parts of the organization related to the tasks and functions of the organization (Liliweri, 2014). This illustrates that an organization must display aspects of cooperation in every process.

In an organization, human resources are an important aspect of achieving organizational goals. These human resources will plan, implement programs, and control the organization (Agustini & Purnaningsih, 2018). Therefore, to achieve organizational goals, internal communication is important to create good coordination and orderliness within the organization (Trihastuti, 2019). Internal organizational communication can occur vertically or horizontally. Vertical communication in BUMDes can occur between the Head of BUMDes and BUMDes administrators, between the Head of BUMDes and the Head of Business Units, and vice versa. Meanwhile, horizontal communication in BUMDes can occur between fellow BUMDes administrators or between fellow Heads of Business Units (Gah et al., 2021).

#### **2. Village-Owned Enterprises (BUMDes)**

BUMDes is a village-owned business entity established based on community needs to manage village potentials to achieve community welfare (Khair et al., 2022). According to Government Regulation Number 11 of 2021, BUMDes in realizing common goals is implemented based on the spirit of kinship and mutual cooperation. The principles of kinship and mutual cooperation include professionalism, transparency and accountability, participation, priority on local resources, and sustainability (Government of the Republic of Indonesia, 2021). Professionalism in BUMDes management is based on mutual agreement (member base), as well as each member's ability to be self-reliant in meeting their needs (self-help) (Saleh et al., 2023).

BUMDes has an organizational structure to achieve its roles and functions in developing the village economy. In performing its roles and functions, BUMDes also has business/work units formed based on community needs and existing village potentials (Aji et al., 2022). The development and progress of BUMDes are influenced by the performance of its managers (Susilowati et al., 2021). To create alignment in the performance of BUMDes administrators, cooperation and management are required to form unity and complement each other (Aji et al., 2022). Cooperation as social capital in BUMDes influences the economic growth of the community. This can be seen from various mechanisms such as increasing the sense of responsibility towards common interests, increasing community participation in the democratic process, and reducing criminality in the community (Adang et al., 2018).

BUMDes as an agency assisting in village development is highly anticipated in the village community. One of the villages that has a BUMDes is Gandatapa Village, named BUMDes Ganda Kusuma, with an organizational structure consisting of a chairperson, secretary, treasurer, and business unit administrators. In early 2022, BUMDes Ganda Kusuma underwent a management reorganization, with the chairperson, secretary, treasurer, and five business units each having three administrative members. The business units managed by BUMDes include the Water Unit, Packaged Water Unit, Trading Unit, Waste Unit, and Tourism Unit. These business units are relatively new ventures and are not yet fully active, except for the village water unit that has been established and operational from the PNPM program several years prior.

Gandatapa Village is one of the many impoverished villages in Indonesia. This condition serves as a unique motivation for Gandatapa Village to carry out empowerment to create a more advanced village. Gandatapa Village is located in Sumbang Sub-

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district, Banyumas Regency, Central Java. According to data from Gandatapa Village, the area of Gandatapa Village is 5.4 km<sup>2</sup> with a population of 8,274 as of August 2021. The location of Gandatapa Village in Sumbang Sub-district is bordered by Limpakuwus Village to the north, Sikapat Village to the east, Banteran Village to the south, and Banjarsari Wetan/Kotayasa/Limpakuwus Village to the west.

### **DISCUSSION**

When BUMDes was restructured, BUMDes members and the village government held meetings to share information about BUMDe's activities. After receiving an explanation, BUMDes was asked by the village government to submit business plans from each section. The Water Unit administrators initiated several BUMDes meetings to discuss the submission of these business plans. These meetings are part of internal communication among BUMDes administrators to convey ideas, challenges, and opinions. Participation is considered crucial to maintaining administrator engagement and promoting unity among administrators (Agustini & Purnaningsih, 2018).

This initiative was taken by the Water Unit administrators because the core BUMDes administrators often asked Herman, who is the head of the Water Unit, about BUMDes operations. These questions arose because, from a village enterprise perspective, the core BUMDes members lacked experience, while the Water Unit members had already formed and had experience in managing village organizations. The initiative taken by the Water Unit administrators shows their motivation. Motivation can be interpreted as an internal condition or readiness (Muspawi et al, 2023). In this context, readiness means that the Water Unit administrators are more experienced and have a clearer understanding of village enterprises than the core administrators. Understanding village enterprises, vision-mission, objectives, and regulations is crucial for administrators to run the organization (Susilowati et al, 2021). In the meeting, Herman, the head of the Water Unit, mentioned that BUMDes members seemed enthusiastic about submitting their business plans. However, afterward, there was no further information about the continuation of these business plans, and BUMDes communication slowed down.

Later, in mid-2022, the chairperson of BUMDes Ganda Kusuma resigned from the BUMDes administration, resulting in a leadership vacancy and halting BUMDes activities. According to Burhan, who is the secretary of the Water Unit, the most important thing is that even though BUMDes Ganda Kusuma does not have a chairperson, the Water Unit, which is already operational, must continue to run to maintain income. Because there were no BUMDes chairperson, the Water Unit was run by its chairperson, secretary, and treasurer with their own ideas, such as making regulations, determining salary amounts, etc. They operated without any BUMDes bylaws due to the vacancy of the chairperson at that time. Their understanding of the objectives, vision-mission, and village enterprise regulations made them feel that their contribution to achieving the organizational goals was important (Muspawi et al, 2023).

The relationship among members within the Water Unit did not face significant obstacles. They trusted and were committed to performing their duties. Building trust is an essential skill required for someone to better manage their group (Gutierrez et al., 2005). They regularly communicated both related to the Water Unit and outside of it, improving their relationship. Additionally, if there were complaints from the community that did not go through the Water Unit's core administrators, the Water Unit technicians would ask the community to contact the core administrators directly, ensuring that the technicians only worked based on instructions from the head of the core administrators. This demonstrates the vertical internal communication conducted by BUMDes Ganda Kusuma, i.e., communication between the core administrators and the technicians.

### **CONCLUSION**

The group dynamics of BUMDes Ganda Kusuma can be said to be not fully active yet. Some internal issues are one of the reasons for the lack of progress in the business run by BUMDes. The business unit of BUMDes Ganda Kusuma that is already running stably is the Water Unit. Several other business units are not running well due to organizational management issues. Therefore, the Water Unit becomes one of the spearheads in empowerment that can be carried out through BUMDes. The internal communication established in the Water Unit has shown good interaction among administrators, good unit management, and appropriate problem-solving. Good internal communication can be realized through the participation of the Water Unit administrators, ensuring optimal performance of the Water Unit. From the above discussion, it is clear that organizational communication and the administrators' knowledge about village enterprises are crucial for building a better BUMDes Ganda Kusuma.

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