



Performance of Village-Owned Enterprises: Community Empowerment and Training and Managerial Competence

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Abstract. Village Funds are expected to boost economic growth and support efforts to expand employment opportunities, alleviate poverty, and reduce inequality. This study aims to analyze the effect of community empowerment and training on managerial competence and business performance in Bumdes Jeneponto Regency. In order to explain the positions of the variables under investigation and the connections between them, this study takes a quantitative approach. (Sugiyono, 2016) The purpose of this study is to test theories that have already been developed. By using hypothesis testing, this study will clarify the causal relationship between these factors. Path analysis is the analysis method employed in this study. The population in this study is Bumdes administrators in Jeneponto regency with the number of samples in this study is 48 bumdes multiplied by 3 people. Where sampling was carried out using sampling techniques based on the categories of chairman, secretary and treasurer so that the sample in this study was 144 respondents. In this study, several conclusions can be drawn, namely community empowerment has a noteworthy and favorable impact on managerial competence in Jeneponto Regency Bumdes managers, which means showing that better community empowerment will increase the managerial competence of Bumdes managers. In addition, training also has a noteworthy and favorable effect on managerial competence in Bumdes managers in Jeneponto Regency, which means that if training is better, it will improve the managerial competence of Bumdes management employees. In addition, community empowerment also has a positive and significant effect on the performance of Bumdes Management in Jeneponto Regency, which means that better community empowerment will improve performance.

Keywords: Community Empowerment, Training, Managerial Competence, Business Performance, Bumdes

1. Introduction

The development of the establishment of BUMDEs in Indonesia in September 2018 has reached around 39,000 BUMDEs in Indonesia, from 74,958 villages in Indonesia. Thus, nationally the development of the establishment of BUMDEs in Indonesia has reached 50% who have BUMDEs, reported by processed data from the Ministry of Village Affairs (Kemendesa, 2020). Based on that assumption, the existence of the village should be able to establish BUMDEs with independence and utilization of the potential that exists in the village. Village independence can be formed through

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approach and sincerity in carrying out the tasks that have been given to village managers.

In Jeneponto Regency itself, the establishment of BUMDes according to alert data from the PMD Office (Dinas Empowerment Masyarakat dan Desa) Jeneponto Regency, from a total of 82 villages in Jeneponto Regency, all have formed BUMDes with 105 business units with a BUMDes capital participation value of Rp. 8,947,281,928,- (Source: PMD Office of Jeneponto Regency 2021). With a total Village Original Income (PADes) of Rp. 39,059,200. It is unfortunate that the amount of participation of BUMDes is so large, while PADes for approximately four years is only 0.004 percent less than 1 percent of the total capital. In fact, the spirit of establishing BUMDes is in addition to accelerating village development, it is also a mainstay to increase PADes.

Based on the findings of the Jeneponto Regency PMD Office, BUMDes are classified into 2 categories: (1) BUMDes that are recognized as already having an MA but no teachers and (2) there are BUMDes names, there are administrators, but there are no regulations (DPMD Jeneponto Regency, 2020).

Table 1. Bumdes with the Most Village Original Income (PADes) in Jeneponto Regency in 2019

No	Name Bumdes	PaDes (Rp)
1	BUMDes Tunas Harapan Desa Pallantikang Subdistrict Bangkala	5,203,600
2	BUMDes Idaman Desa Balang Baru, Tarowang District	5,000,000
3	BUMDes Bululoe Jaya, Bululoe Village, Turatea District	5,000,000
4	BUMDes Assamaturu, Kampala Village, Arungkeke District	4,663,000
5	BUMDes Sipitangarri, Bonto Ujung Village, Tarowang District	3,277,500
6	Bukit Manis BUMDes, Bonto Mate'ne Village, Turatea District	3,800,000
	Total	26,944,100

Source : PMD Office of Jeneponto Regency (2020)

Based on the table above, it shows that the management of BUMDes is not running optimally so that the income or profit obtained is very minimal which has an impact on small PADes. Of the 82 BUMDes in Jeneponto Regency, only the Tunas Harapan BUMDes of Pallantikang Village contributed PADes of up to Rp.5,203,600 million. It was recorded that only 18 BUMDes donated PADes and the rest did not give PADes to the village. This shows that there are problems in the development and performance of bumdes in Jeneponto Regency.

The performance of BUMDes employees (managers) will greatly affect the condition of BUMDes. Various ways can be done in improving employee

performance, namely through training activities, increasing employee competence, providing motivation, applying strict discipline and good leadership. Human resources within the company are a very decisive aspect in carrying out the activities of a company. Employee performance can also be affected by competence. Competence is the knowledge and ability possessed by employees (employees), which is least reflected in their level of education. The success of employees is determined by the suitability of the competencies possessed with the field of work, which is often referred to as the right man in the right job. The importance of competence in improving the performance (manager) of BUMDes to improve the status or condition of a BUMDes, causes the need for optimal efforts in order to improve competence, especially BUMDes managers. Based on previous research, there are several factors that can affect the performance of employees (BUMDes managers). Pramana and Sudharma (2013), stated that employee performance is significantly impacted by competency, meaning that with good competence possessed by employees, it will provide improved performance. Amalia Mailiza (2017), Febriyana (2014), mentioned that training and competence have a significant effect on employee performance. While different research results were found in Fredy's research (2015), Suwandi (2016), stated that training and competence had no effect on employee performance. In the research of Mansur (2012) and Wibowo (2013) related to competencies that affect performance with organizational commitment as an intervention, where from the results of their research it is known that competencies affect employee performance through organizational commitment. Meanwhile, it is different from research conducted by Henry (2012) and Lisdiana (2017), which said commitment is not able to mediate competence in employee performance. While research related to the extent of the influence of competence on commitment, there are research by Yuswani (2016), Siti Daiah (2013), Sisiawan (2013) proving the positive influence of competence on performance. A different study was found in Renah's (2014) study, which showed no influence between competencies on employee performance.

Training is closely related to business performance, meaning that if a business wants to generate optimal income and good business performance, then the quality or performance of its human resources must also be improved and developed. One of the main alternatives that can be done is to provide adequate education and training and in accordance with the demands of the job. (Aminy, 2019).

Training is one of the efforts to improve the quality of human resources in the world of work." According to Ivancevich in Sedarmayanti (2017) states that "training is a systematic process to change employee behavior, which is directed to achieve organizational goals. Training related to current job skills and abilities. Its orientation is currently helping society improve specific skills and competencies in order to succeed in employment. This is reinforced by research by Wulandari, S. (2019) where the results of the study show that the more training, the better business performance in MSMEs.

In the business world, in addition to training, competence is very important, especially its role in improving business performance. Competency is a pattern of knowledge, skills, abilities, behaviors and other characteristics that can be measured in accordance with what is needed by a person to perform a job role or job function

well (Sedarmayanti (2017). This is reinforced by research (Mokhtar, N. R., & Susilo, H. (2017), which shows that training has a significant effect on competence.

Based on the results of observations and interviews with several communities encountered, it shows that community empowerment in rural areas is not going well, this is shown by the absence of an approach by village officials to the community so that the goals to be achieved cannot be realized, in addition to the lack of community participation in activities held by the government and the absence of sustainable concepts. Another thing also shows that training activities are rarely carried out properly so that rural communities lack competence and business performance is very low.

2. Research Methods

2.1 Research Design and Approach

In order to explain the positions of the variables under investigation and the connections between them, this study takes a quantitative approach. (Sugiyono, 2016) The purpose of this study is to test theories that have already been developed. By using hypothesis testing, this study will clarify the causal relationship between these factors. Path analysis utilizing the SPSS software was the analysis technique employed in this investigation.

2.2 Time and Location of Research

The research time used during conducting research until the completion of the thesis preparation is estimated to be approximately three months starting from July 2021 to September 2021. The location of research is a place or object to hold a study. The research location is in Bumdes, Jenepono Regency

2.3 Population, Sample, and Sampling Techniques

A population is a set of units that are usually people, objects, transactions or events in which we are interested in studying them (Siregar, 2016). The population in this study is Bumdes administrators in Jenepono regency with the number of samples in this study is 48 bumdes multiplied by 3 people. Where sampling was carried out using sampling techniques based on the categories of chairman, secretary and treasurer so that the sample in this study was 144 respondents.

3. Research Results

Description of respondents' responses related to community empowerment variables (X1) Training (X2), managerial competence (Z) performance (Y), is shown in the subsequent table:

Table 2. Respondent Response on Community Empowerment

No	Question	Percentage of Respondents' Answers					Average
		STS	TS	RG	S	SS	
		(1)	(2)	(3)	(4)	(5)	
1	In developing every idea and activity plan in order to involve all parties so that the goals can be achieved.	2	0	7	76	59	4.32
2	The community is involved in providing input when formulating the direction and policy of the BUMDES program	2	0	2	77	63	4.38
3	Partnership development involves all levels of society so that sustainable development programs can be socially and economically acceptable.	2	4	6	75	57	4.26
4	Community empowerment programs that are created help improve the standard of living of rural communities.	2	18	2	72	50	4.04

Source: Olah Data (2023)

It is evident from the above table that all constituent indicators have demonstrated high and extremely high respondent replies. The statement "The community is involved in providing input when formulating the direction and policy of the Bumdes program" had the greatest response, with an average score of 4.38—the highest answer in the very good category—from respondents. With an average score of 4.04, the statement "Community empowerment programs made to help improve the standard of living of rural communities" had the lowest response score among respondents. This statement received the least number of responses from the respondents, yet it was still in the good range.

The following table provides a description of the responses that respondents had regarding training.

Table 3. Respondent Feedback on Training

No	Question	Percentage of Respondents' Answers					Average
		STS	TS	RG	S	SS	
		(1)	(2)	(3)	(4)	(5)	
1	The program content and training materials are relevant and in line with up to date training needs.	3	0	3	77	61	4.34
2	The training method is in	3	16	12	72	41	3.92

	accordance with the learning style of the trainee.						
3	Instructors have good attitudes and skills and ways of delivering that encourage people to learn.	3	13	27	78	23	3.73
4	The duration of training is appropriate to the needs of the participants.	3	0	21	73	47	4.12
5	Training places are supported by complete and adequate facilities	3	0	18	73	50	4.16

Source: Data Processing (2023)

It is evident from the above table that all constituent indicators have demonstrated high and extremely high respondent replies. The comment with the most votes was one regarding "program content and training materials are relevant and in line with training needs that are up to date." with an average score of 4.34 which is the highest respondent response and is categorized as very good. while the lowest respondents' response scores were statements about instructors having good attitudes and skills and ways of delivering that encourage people to learn." with an average score of 3.73. Although the respondents' response to this statement was the lowest, it was in the good category.

The description of respondents' responses about managerial competence is displayed in the table that follows.

Table 4. Respondent response about managerial competence.

No	Question	Percentage of Respondents' Answers					Average
		STS	TS	RG	S	SS	
		(1)	(2)	(3)	(4)	(5)	
1	Work experience I have, helps reduce the mistakes I make at work	3	0	12	71	58	4.26
2	I understand the work I do because it is in accordance with the education I have studied	3	10	15	66	50	4.04
3	I try to come up with new ideas for the betterment of the organization based on the skills and knowledge I have	3	13	18	78	32	3.85
4	I have good skills to carry out my job.	3	0	15	73	53	4.20

Source: Data Processing (2023)

It is evident from the above table that all constituent indicators have demonstrated high and extremely high respondent replies. "The work experience I have, helps reduce the mistakes I make while working" was the greatest response from the respondent, with an average score of 4.26, meaning it is considered very good. whereas the response with the lowest score came from a respondent who said, "I'm attempting to come up with new ideas for the advancement of the organization based on the skills and knowledge I have" with an average score of 3.85. Although the respondents' response to this statement was the lowest, it was in the good category.

The description of respondents' responses to performance is shown in the subsequent table:

Table 5. Responden Feedback About Performance

No	Question	Percentage of Respondents' Answers					Average
		STS	TS	RG	S	SS	
		(1)	(2)	(3)	(4)	(5)	
1	I can complete office work well and correctly	3	0	3	77	61	4.34
2	I was able to complete the additional work well within the allotted time	3	13	3	75	50	4.08
3	In my work I gave advice and instructions to the officers.	3	22	9	78	32	3.79
4	I always show up on time when I enter the office and be disciplined to all the rules that apply in the office	3	6	12	70	53	4.14
5	At work, I always maintain and maintain the facilities and work equipment in the office well	3	0	15	70	56	4.22

Source: Data Processing (2023)

It is evident from the above table that all constituent indicators have demonstrated high and extremely high respondent replies. With an average score of 4.34, the statement "I can complete office work well and correctly" received the greatest response from respondents and is classified as very good. The statement "At work I provide advice and direction to employees." had the lowest response score from the respondent, with an average of 3.79. This statement received the least number of responses from the respondents, yet it was still in the good range.

3.1 The Effect of Community Empowerment on Managerial Competence

The findings indicated that increased managerial competency would result from more community empowerment. The results also revealed how respondents felt about managerial competencies in relation to community empowerment, with a high / good average response from respondents. Nevertheless, some respondents expressed doubt and disagreed with how managerial competencies are currently perceived in relation to community empowerment. based on the findings of multiple interviews bumdes managers in Jeneponto Regency who were met said that for community empowerment related to managerial competence shows that community empowerment is good enough to need to be improved again so that managerial competence is increased.

This is shown by developing every idea and activity plan always involving all parties so that the goals can be achieved and the community is involved in providing input when formulating the direction and policy of the BUMDES program. In addition, the development of partnerships involves all levels of society so that sustainable development programs can be socially and economically acceptable. And also community empowerment programs that are made to help improve the standard of living of rural communities.

Another thing related to managerial competence is shown by the work experience that the manager has helps reduce mistakes made while working. The manager understands the work undertaken because it is in accordance with the education that has been studied. In addition, managers try to come up with new ideas for the progress of the organization based on the expertise and knowledge they have. And also the manager has good skills to carry out his work.

These results are supported with the opinion presented by Rapaport in Utami, H. N., Sandra, S., & Michigan, I. (2020), The concept of empowerment in community development discourse is always connected with the concepts of independence, participation, networking, and justice. Basically, empowerment is laid on individual and social strength. Empowering people to be independent by entrepreneurship can increase their knowledge and competence in entrepreneurship. This is in line with research conducted by Sudrajat, D., Syakdiah, S., & Suwarjo, S. (2020).

3.2 The effect of training on managerial competence

The findings indicated that management competency will rise in the event that the training improves. Additionally, the results revealed how respondents felt about training for managerial competence. While some respondents expressed uncertainty and disagreement, overall, the replies were high or good. the managerial competence currently perceived to training. Based on the results of interviews and observations with Bumdes managers who were met said that the training was good enough but needed to be improved again so that the managerial competence of Bumdes managers was better.

This is shown by the content of the program and training materials are relevant and in line with up to date training needs and training methods in accordance with the learning styles of trainees. In addition, instructors have good attitudes and skills as well as ways of delivery that encourage people to learn and the duration of

training that suits the needs of the participants. In addition, the training place is supported by complete and adequate facilities.

Another thing related to managerial competence is shown by the work experience that the manager has helps reduce mistakes made while working. The manager understands the work undertaken because it is in accordance with the education that has been studied. In addition, managers try to come up with new ideas for the progress of the organization based on the expertise and knowledge they have. And also the manager has good skills to carry out his work.

These results are in line with the opinion expressed by Sunarta (2008) in Wisastra, P. I. Y., & Sagala, E. J. (2016) Job training is the overall activity to give, obtain, improve, and develop work competencies, productivity, discipline, attitudes, and work ethic at certain levels of skills and expertise in accordance with the level and qualifications of the position or worker. Job training that is carried out continuously can develop and improve community competence. This is in line with previous research researched by Fathoni (2019)

3.3 The Effect of Community Empowerment on Performance

The results showed that the better community empowerment would improve execution. The findings also included the respondents' opinions regarding community empowerment in relation to performance, which revealed a high / good average response from the respondents, despite the fact that some respondents continued to express skepticism and disagreement with the present perceived performance in this regard.

According to the findings of interviews conducted with multiple bumdes managers in Jennepono Regency, community empowerment was found to be correlated with performance., it shows that community empowerment is good enough, it needs to be improved again so that its performance will increase.

This is shown by developing every idea and activity plan always involving all parties so that the goals can be achieved and the community is involved in providing input when formulating the direction and policy of the BUMDES program. In addition, the development of partnerships involves all levels of society so that sustainable development programs can be socially and economically acceptable. And also community empowerment programs that are made to help improve the standard of living of rural communities.

Another thing related to performance is shown by managers can complete office work properly and correctly and are able to complete additional work well according to the specified time. In addition, at work, managers always provide advice and direction to employees. And also always be present on time when entering the office and be disciplined towards all applicable regulations in the office and at work always maintain and maintain work facilities and equipment in the office properly

This result is supported by the opinion expressed by Jacob & Chattopadhyay (2015), Community empowerment is a strategy or development process where people take the initiative to change behavior patterns, improve their own situation and condition. Empowerment here also involves community participation, because the community here is not only used as an object of development but can develop the potential provided by the government facilities in

accordance with the needs and what is needed by the community until the community can be independent. Empowering local communities can improve performance so that businesses can develop. This is reinforced by research conducted by Nongkeng, H. (2012).

3.4 The Effect of Training on Performance

The results showed that performance will increase if the training is improving. The results also revealed how respondents felt about the current perceived performance of training, with a high / good average response from respondents, however some respondents continued to express doubts and disagreement. According to the findings of the observations and conversations with the personnel, the training was good enough but needed to be improved again so that the performance of the bumdes manager would increase.

This is shown by the content of the program and training materials are relevant and in line with up to date training needs and training methods in accordance with the learning styles of trainees. In addition, instructors have good attitudes and skills as well as ways of delivery that encourage people to learn and the duration of training that suits the needs of the participants. In addition, the training place is supported by complete and adequate facilities.

Another thing related to performance is shown by managers can complete office work properly and correctly and are able to complete additional work well according to the specified time. In addition, at work, managers always provide advice and direction to employees. And also always be present on time when entering the office and be disciplined towards all applicable regulations in the office and at work always maintain and maintain work facilities and equipment in the office properly

According to Sudharma (2013) in Putra, A. S., & Hendriani, S. (2020) The success of a company or any institution depends on employee performance (job performance). Employees can be a competitive advantage, but at the same time a liability or obstacle to the organization. Therefore, the organization must make efforts to prevent a decline in the performance of its employees. The performance of BUMDes employees (managers) will greatly affect the condition of BUMDes. Various ways can be done in improving employee performance, namely through training activities, increasing employee competence, providing motivation, applying strict discipline and good leadership. Human resources within the company are a very decisive aspect in carrying out the activities of a company. The results of this research are also supported by the results of previous research conducted by Putra, A. S., & Hendriani, S. (2020)

3.5 The Effect of Managerial Competence on Performance

The results showed that if managerial competence is improving, performance will increase. The results also revealed the respondents' opinions regarding management competence in relation to performance, which revealed a high / good average response from respondents, despite the fact that some respondents continued to express skepticism and disagreement with the performance as it is currently regarded. towards managerial competence. Based on the results of interviews and observations

with managers encountered said that managerial competence is good enough but needs to be improved again so that performance is further improved.

This is shown by managerial competence shown by the work experience that the manager has helps reduce mistakes made while working. The manager understands the work undertaken because it is in accordance with the education that has been studied. In addition, managers try to come up with new ideas for the progress of the organization based on the expertise and knowledge they have. And also the manager has good skills to carry out his work.

Another thing related to performance is shown by managers can complete office work properly and correctly and are able to complete additional work well according to the specified time. In addition, at work, managers always provide advice and direction to employees. And also always be present on time when entering the office and be disciplined towards all applicable regulations in the office and at work always maintain and maintain work facilities and equipment in the office properly

These results are in accordance with the statement stated by Messa Media Gusti in Umami Inayanti (2018), that sincerity is a commendable and noble trait. Sincerity means doing deeds and work only because of Allah and not because of others. Sincere people always do work by seeing that tasks as a form of trust should be done. As an employee, it is important that this trait is used as a foundation in carrying out its obligations so that employee performance becomes good. This is in line with previous research by

According to Mc Clelland translated by Sedarmayanti, 2010: 126) Competence is a fundamental characteristic possessed by a person who has a direct influence on, or can predict excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results, than what policy assessors do. This is in line with previous research researched by Ansori, A., & Ali, H. (2017).

3.6 The influence of community empowerment on performance through managerial competence

The results showed that if community empowerment is getting better, it will improve performance through managerial competence. The results also showed respondents' responses about community empowerment to performance through managerial competence which showed a high / good average respondent response although there were still those who showed doubtful and disagreed responses to performance through managerial competence that is currently perceived towards community empowerment.

Based on the results of interviews and observations with several employees who were met said that community empowerment in Jennepono Regency bumdes managers has been going well but still needs improvements so that performance is further improved through managerial competence.

This is shown by developing every idea and activity plan always involving all parties so that the goals can be achieved and the community is involved in providing input when formulating the direction and policy of the BUMDES program. In addition, the development of partnerships involves all levels of society so that sustainable development programs can be socially and economically acceptable. And also community empowerment programs that are made to help improve the standard

of living of rural communities. Another thing related to performance is shown by managers can complete office work properly and correctly and are able to complete additional work well according to the specified time. In addition, at work, managers always provide advice and direction to employees. And also always be present on time when entering the office and be disciplined towards all applicable regulations in the office and at work always maintain and maintain work facilities and equipment in the office properly

Another thing related to managerial competence is shown by the work experience that the manager has helps reduce mistakes made while working. The manager understands the work undertaken because it is in accordance with the education that has been studied. In addition, managers try to come up with new ideas for the progress of the organization based on the expertise and knowledge they have. And also the manager has good skills to carry out his work.

The results of this study are supported by the opinions expressed by These results are supported by the opinions expressed by Sujak (2009), namely leadership effectiveness is among the elements that influence contentment at work. and employee performance. These results are reinforced by research by Triayong, et al (2013) states that leadership effectiveness has an influence on employee performance.

These results are supported with the opinion presented by Rapaport in Utami, H. N., Sandra, S., & Michigan, I. (2020), The concept of empowerment in community development discourse is always connected with the concepts of independence, participation, networking, and justice. Basically, empowerment is laid on individual and social strength. Empowering people to be independent by entrepreneurship can increase their knowledge and competence in entrepreneurship. And the opinion expressed by Jacob & Chattopadhyay (2015), Community empowerment is a strategy or development process where people take the initiative to change behavior patterns, improve their own situation and condition. Empowerment here also involves community participation, because the community here is not only used as an object of development but can develop the potential provided by the government facilities in accordance with the needs and what is needed by the community until the community can be independent. Empowering local communities can improve performance so that businesses can develop. This is reinforced by research conducted by Nongkeng, H. (2012) and Sudrajat, D., Syakdiah, S., & Suwarjo, S. (2020)

3.7 The training's impact on performance through management proficiency

The outcomes demonstrated that if training is getting better, it will improve performance through managerial competence. The results also showed respondents' responses about training to performance through managerial competence which showed a high / good average respondent response although there were still those who showed doubtful and disagreeing responses to performance through managerial competence that is currently perceived towards training.

Based on the results of interviews and observations with several bumdes managers who were met said that the training for Jennepono Regency bumdes managers has gone well but still needs improvements so that performance is further improved through managerial competence.

This is shown by the content of the program and training materials are relevant and in line with up to date training needs and training methods in accordance with the learning styles of trainees. In addition, instructors have good attitudes and skills as well as ways of delivery that encourage people to learn and the duration of training that suits the needs of the participants. In addition, the training place is supported by complete and adequate facilities. Another thing related to performance is shown by managers can complete office work properly and correctly and are able to complete additional work well according to the specified time. In addition, at work, managers always provide advice and direction to employees. And also always be present on time when entering the office and be disciplined towards all applicable regulations in the office and at work always maintain and maintain work facilities and equipment in the office properly

Another thing related to managerial competence is shown by the work experience that the manager has helps reduce mistakes made while working. The manager understands the work undertaken because it is in accordance with the education that has been studied. In addition, managers try to come up with new ideas for the progress of the organization based on the expertise and knowledge they have. And also the manager has good skills to carry out his work.

Based on previous research, there are several factors that can affect the performance of employees (BUMDes managers). Pramana and Sudharma (2013), stated that employee performance is significantly impacted by competency, meaning that with good competence possessed by employees, it will provide improved performance. Amalia Mailiza (2017), Febriyana (2014), mentioned that training and competence have a significant effect on employee performance. While different research results were found in Fredy's (2015), Suwandi's (2016) research, stated that training and competence had no effect on employee performance

4. Conclusion

In this study, several conclusions can be drawn, namely community empowerment demonstrates that greater community empowerment will raise the managerial competence of Bumdes managers. It has a favorable and significant impact on the managerial competence of Jennepono Regency Bumdes managers. Furthermore, in Jennepono Regency, training also has a favorable and considerable impact on bumdes managers' managerial competence. If training is improving, managers' managerial competence will also improve.

In addition, community empowerment also has a positive and significant effect on the performance of Bumdes Management in Jennepono Regency, which means that better community empowerment will improve performance. In addition, training has a positive and significant effect on the performance of Jennepono Regency bumdes managers, which means that if the training is getting better, it will improve performance. And also managerial competence has a positive and significant effect on performance in the Jennepono Regency Bumdes Manager which means showing that better managerial competence will improve performance.

Other conclusions also show that community empowerment has a positive and significant effect on performance through managerial competence in the Jennepono Regency Bumdes Manager, which means that if community empowerment is better, it will improve performance through managerial competence. While Training has a positive and significant effect on performance through managerial competence in the Jennepono Regency Bumdes Manager, which means that if the training is getting better, it will improve performance through managerial competence.

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