

THE ROLE OF COMMUNITY PARTICIPATION AND MULTI-ACTOR COLLABORATION IN IMPROVING THE PERFORMANCE OF BUMDES IN EAST MANGGARAI

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Abstract

The performance of Village-Owned Enterprises (BUMDes) in East Manggarai still faces various fundamental challenges related to low management efficiency, limited community involvement in the planning and monitoring processes, and weak synergy between village governments, social institutions, and the private sector. This situation has prevented many BUMDes from growing as drivers of the local economy. This study aims to examine the impact of community participation and collaboration between various parties on the performance of BUMDes in Sambu Rampas Subdistrict, East Manggarai, with an emphasis on how these two elements can strengthen the capacity of village economic institutions. The method used is a correlational quantitative approach involving 50 respondents and a Likert scale questionnaire consisting of 18 items that measure community participation, multi-actor collaboration, and BUMDes performance. The results of the multiple linear regression analysis show that both independent variables have a significant effect on BUMDes performance, as seen from the R² value of 0.407 and the F value of 16.13 with $p < 0.001$. The regression coefficients for community participation and multi-actor collaboration are each at a significance level of $p = 0.004$, confirming the positive contribution of both in improving the performance of BUMDes institutions. These findings support participatory theory and collaborative management models that emphasize the importance of social partnerships, networks, and community involvement as the main foundations for the success of BUMDes. This study concludes that to improve BUMDes performance, strong synergy between local actors and participatory mechanisms is required.

Kata kunci:

partisipasi masyarakat; kinerja BUMDes; tata kelola desa; kapasitas kelembagaan; pembangunan desa

Abstrak

Kinerja Badan Usaha Milik Desa (BUMDes) di Manggarai Timur masih mengalami berbagai tantangan mendasar yang berkaitan dengan rendahnya efisiensi pengelolaan, terbatasnya keterlibatan masyarakat dalam proses perencanaan dan monitoring, serta lemahnya sinergi antara pemerintah desa, lembaga sosial, dan sektor swasta. Situasi ini menyebabkan banyak BUMDes belum mampu tumbuh sebagai penggerak ekonomi lokal. Penelitian ini bertujuan

untuk mempelajari dampak partisipasi masyarakat dan kolaborasi antara berbagai pihak terhadap kinerja BUMDes di Kecamatan Sambu Rampas, Manggarai Timur, dengan penekanan pada bagaimana kedua elemen tersebut dapat memperkuat kemampuan lembaga ekonomi desa. Metode yang digunakan adalah pendekatan kuantitatif tipe korelasional dengan melibatkan 50 responden serta instrumen kuesioner Skala Likert yang terdiri dari 18 item yang mengukur partisipasi masyarakat, kolaborasi multi-aktor, dan kinerja BUMDes. Hasil dari analisis regresi linier berganda menunjukkan bahwa kedua variabel independen memiliki pengaruh signifikan terhadap kinerja BUMDes, yang dapat dilihat dari nilai R^2 yang mencapai 0,407 dan nilai F hitung sebesar 16,13 dengan $p < 0,001$. Koefisien regresi untuk partisipasi masyarakat dan kolaborasi multi-aktor masing-masing berada pada tingkat signifikansi $p = 0,004$, menegaskan kontribusi positif keduanya dalam meningkatkan kinerja lembaga BUMDes. Temuan ini mendukung teori partisipatif dan model pengelolaan kolaboratif yang menekankan pentingnya kemitraan sosial, jaringan kerja, dan keterlibatan masyarakat sebagai landasan utama keberhasilan BUMDes. Penelitian ini menyimpulkan bahwa untuk meningkatkan kinerja BUMDes diperlukan sinergi yang kuat antara aktor lokal dan mekanisme partisipatif.

Introduction

Community participation in BUMDes management is considered as the proactive involvement of the community in the planning, decision-making, implementation, and monitoring of village business activities, with the aim of increasing the legitimacy and sustainability of local businesses. The social capital perspective (Kurnianto, 2021) emphasizes that networks, trust, and collective norms support economic coordination at the village level, so that participation is not only normative but also functional for achieving BUMDes' economic goals. The view on social capital emphasizes that networks, trust, and collective norms contribute to economic coordination at the village level, so that participation is not only theoretical but also plays a practical role in achieving BUMDes' economic targets (Kurnianto, 2021). In practice, significant forms of participation, such as involvement in village planning deliberations and periodic monitoring mechanisms, are often associated with internal accountability and a higher level of decision acceptance by the community.

Multi-actor collaboration is defined as a partnership between public actors (village/district government), the private sector, civil society organizations, and

international or financial institutions to support BUMDes capacity development, market access, and financing. Multi-actor collaboration is defined as a partnership between public parties (village/district government), the private sector, civil society organizations, and international or financial institutions, with the aim of supporting BUMDes capacity development, market access, and financing (Purnomo et al., 2023). A network governance perspective suggests that collaboration allows for the utilization of each actor's unique strengths, such as capital from the private sector, technical capabilities from NGOs, and legitimacy and regulation from the government, thereby overcoming resource shortages that often hinder BUMDes development. The literature also emphasizes the importance of formal mechanisms, such as cooperation agreements (MoUs) and profit-sharing schemes, as well as managerial capabilities at the local level for partnerships to deliver sustainable benefits (Utomo et al., 2025).

Empirical research findings indicate that community participation is positively related to governance aspects and several measures of BUMDes performance. Quantitative and qualitative research across Indonesia reports that villages with active community involvement in planning and monitoring meetings typically have higher levels of operational transparency and more consistent BUMDes revenues (Sinarwati et al., 2024). Research in East Manggarai indicates that BUMDes developed using participatory methods can increase community acceptance of village products and services, which in turn facilitates business sustainability (Sambodo et al., 2025). However, some findings suggest that symbolic participation without access to information or authority does not significantly impact economic outcomes (Saptaningtyas et al., 2024).

Literature on multi-actor collaboration also demonstrates the positive impact of partnerships on BUMDes performance, particularly in marketing, access to financing, and product development. Case studies in several districts show that partnerships with NGOs and the private sector improve BUMDes' marketing capabilities and business models, thus impacting profitability and sustainability. Other research emphasizes that structured (formal) collaborations tend to be more durable and effective than ad-hoc partnerships due to the existence of shared accountability mechanisms and certainty in profit-sharing schemes. Literature on multi-stakeholder collaborations also reveals the positive benefits of partnerships on BUMDes performance, particularly related to marketing, access to financing, and product development. Several case studies in

various districts show that collaboration with NGOs and the private sector improves BUMDes' marketing capabilities and business models, which impacts profitability and sustainability. Other research indicates that structured and formal collaborations tend to be more sustainable and effective than ad-hoc partnerships due to the existence of shared accountability mechanisms and certainty in profit-sharing schemes (Anggraini & Pidola, 2025). These findings reinforce the notion that external parties can act as drivers of change for BUMDes if collaborations are well-designed.

On the other hand, several studies reveal complexities in the relationship between participation, collaboration, and performance. Some studies show varying results depending on the quality of internal governance, managerial capabilities, and local context: for example, village-owned enterprises (BUMDes) that receive external support but have low internal accountability are unable to effectively utilize the potential of partnerships (Ultari & Khoirunurrofik, 2024). Research conducted in East Nusa Tenggara, including a study of communities in East Manggarai, shows that local cultural factors, investment patterns (e.g., capital contributions from the community), and human resource capacity significantly influence the effectiveness of participation and the outcomes of partnerships. Therefore, the combined effect of participation and collaboration is not always linear and requires analysis that takes into account structural control variables (Silitonga et al., 2025).

Based on the aforementioned data collection, a consistent pattern emerges: community participation and multi-stakeholder collaboration are each associated with improved BUMDes performance indicators. However, quantitative data evaluating the concurrent effects, interactions, or mediating/moderating roles between these two variables, particularly in the East Manggarai region, remains very limited. Many studies are descriptive or focus on only one aspect, resulting in a lack of empirical understanding of whether multi-actor collaboration strengthens (as a moderator), mediates (as a mediator), or even replaces the influence of participation on BUMDes performance, particularly when internal governance and managerial capacity are taken into account (Tuanaya & Wance, 2024). The uniqueness of this study lies in its quantitative method, which simultaneously examines community participation and multi-actor collaboration in relation to BUMDes performance in East Manggarai Regency. This includes an analysis of interactions/mediation while controlling for internal governance factors and local cultural context. This contribution is crucial for

formulating evidence-based policies relevant to the local context of NTT (Safri et al., 2025).

This study aims to quantitatively analyze the impact of community participation and multi-actor collaboration on the performance of Village-Owned Enterprises (BUMDes) in East Manggarai, and to assess whether collaboration moderates or mediates the relationship between participation and performance. Operational objectives include measuring the level of participation and collaboration, estimating the direct relationship and interaction between the two variables, and analyzing the role of internal governance and managerial capabilities as control variables. Expected benefits include providing empirical evidence for the formulation of village and district policies (partnership models, meaningful participatory schemes), recommendations for intervention designs to strengthen BUMDes, and methodological contributions to the study of village governance in culturally border areas such as East Manggarai.

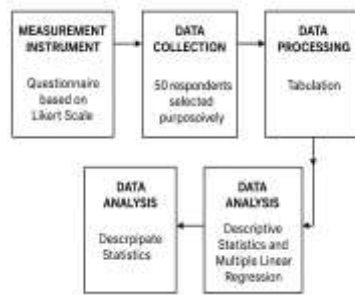
Method

This research employs a quantitative method with a correlational approach. This method was chosen because it aims to measure and analyze the relationship between two independent variables: community participation (X_1) and multi-actor collaboration (X_2), with the dependent variable being the performance of Village-Owned Enterprises (BUMDes) in East Manggarai Regency, specifically in Sambu Rampas District. Correlational research allows researchers to determine the extent of the relationship between changes in variables X_1 and X_2 and changes in Y , both simultaneously and separately. Through this method, the data obtained can provide empirical evidence regarding the strength and direction of the relationship between variables based on statistical analysis.

The sources of information in this study came from residents of Sambu Rampas District who participate in village economic activities and BUMDes management. The sample consisted of 50 respondents selected purposively, namely individuals with direct experience in BUMDes, either as managers or beneficiaries. The selection of respondents with these characteristics aims to ensure that the data obtained is in accordance with the research context and is able to represent the community's real

perceptions and experiences regarding participation and collaboration in improving the performance of BUMDes in the study area.

Image of research method:



The research tool used was a questionnaire based on a Likert Scale with five answer options (1 = strongly disagree to 5 = strongly agree). There were 18 statements divided into three sections, where six statements were used to measure the variable of community participation (X_1), six for multi-actor collaboration (X_2), and six for BUMDes performance (Y). This tool was developed based on relevant theoretical studies and previous research, and was tested for its validity and reliability before being used in field data collection. The results of the validity evaluation ensured that each question could evaluate the construct of the intended variable, while the reliability test (with the Cronbach's Alpha coefficient) ensured consistency between items in each. The research process consisted of several structured steps, namely the preparation of the measuring instrument, data collection, data processing, data analysis, interpretation of results, and drawing conclusions. The first step was to create a measuring instrument based on the theoretical indicators of each variable. The second step involved data collection by distributing questionnaires directly to respondents at the research location. After the data was collected, tabulation was carried out to facilitate analysis. Data were analyzed using descriptive statistics to describe the characteristics of respondents and their level of perception of each variable, as well as multiple linear regression to evaluate the simultaneous and partial effects of community participation and multi-actor collaboration on BUMDes performance. The final step was interpreting the analysis results to draw conclusions regarding the relationships between variables and provide practical suggestions for improving BUMDes performance in East Manggarai.

Results and Discussion

1. Research Results

Model Summary - Y

Model	R	R ²	Adjusted R ²	RMSE
M ₀	0.000	0.000	0.000	3.025
M ₁	0.638	0.407	0.382	2.378

Note. M₁ includes Column 1, Column 2

ANOVA

Model		Sum of Squares	df	Mean Square	F	p
M ₁	Regression	182.5	2	91.230	16.13	< .001
	Residual	265.9	47	5.657		
	Total	448.3	49			

Note. M₁ includes Column 1, Column 2

Note. The intercept model is omitted, as no meaningful information can be shown.

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p
M ₀	(Intercept)	21.560	0.428		50.401	< .001
M ₁	(Intercept)	3.797	3.149		1.206	.234
	Column 1	0.419	0.137	0.381	3.067	.004
	Column 2	0.418	0.139	0.374	3.012	.004

2. Discussion

The initial regression model (M₀) shows that without combining independent variables, the performance of Village-Owned Enterprises cannot be explained statistically. This can be seen from the correlation coefficient (R), coefficient of determination (R²), and Adjusted R² values, which are all 0.000, plus a fairly high Root Mean Square Error (RMSE) value. This situation shows that the basic model does not have the ability to make predictions and is unable to capture the variation in the

performance of BUMDes in East Manggarai Regency. In other words, in the initial phase of this study, no significant relationship was identified between the independent and dependent variables, so this model is not yet able to provide relevant information about the aspects that influence BUMDes performance. These results also confirm that BUMDes performance is a complex phenomenon that cannot be understood without considering more in-depth social and institutional variables.

After the variables of Community Involvement and Inter-Actor Collaboration were included in the regression model (M_1), there was a drastic improvement in the quality of the model. The R value of 0.638 indicates a fairly strong positive relationship between the two independent variables and the performance of BUMDes. The R^2 value of 0.407 shows that approximately 40.7 percent of the changes in BUMDes performance can be explained by the interaction between community involvement and collaboration between actors, while the rest is influenced by other elements not covered in the model, such as managerial capabilities, support from the village government, the organizational structure of BUMDes, and the socioeconomic conditions of the local community. The Adjusted R^2 value of 0.382 confirms this finding, indicating that the explanatory power of the model remains high even after adjusting for the number of variables and sample size. Furthermore, the decrease in the RMSE value indicates that model M_1 has a lower error rate in prediction and better accuracy compared to the previous model.

The results of the Analysis of Variance (ANOVA) test further confirm the strength of the regression model applied in this study. With a calculated F value of 16.13 and a significance level of $p < 0.001$, this shows that community participation and collaboration between actors simultaneously have a significant impact on BUMDes performance. This means that the regression model created meets statistical criteria and can reliably explain the interaction between the existing variables. The regression equation obtained indicates that every increase in community participation will be accompanied by an increase in BUMDes performance, and this also applies to collaboration between actors. The positive and almost comparable regression coefficient values for both independent variables indicate that both play an equally crucial role in improving BUMDes performance, so that neither can be ignored in village management practices.

Overall, the findings of this study provide significant evidence to support participatory theory and collaborative governance models in the management of village economic institutions. The active involvement of community members in the planning, implementation, and supervision of BUMDes activities has been shown to increase a sense of ownership, openness, and transparency in the institution's performance. On the other hand, cooperation with various parties such as the village government, local government, private sector, financial institutions, and civil society organizations allows for better access to resources, information, and greater market opportunities. In this way, improving the performance of BUMDes in East Manggarai does not only depend on internal elements of the institution, but also on the extent to which BUMDes can encourage community participation and build sustainable collaborations as the main foundation for village economic development.

Conclusion

Overall, these results confirm that improving the performance of Village-Owned Enterprises (BUMDes) in East Manggarai is highly dependent on two main factors: active community involvement in decision-making and program implementation, and the synergy between the village government, the private sector, financial institutions, and local communities (Ibrahim, Rafiuddin, et al., 2025). The positive coefficients on both independent variables reflect a constructive and mutually reinforcing relationship, where the higher the level of participation and the stronger the cross-actor collaboration, the higher the BUMDes performance. These results also support the participatory theory and collaborative model of village governance, which emphasize the importance of social partnerships and networks in strengthening the institutional capacity of the village economy (Ibrahim, Herianto, et al., 2025).

Overall, these findings emphasize that the improvement in BUMDes performance in East Manggarai is strongly influenced by two core elements: active community participation in decision-making and program implementation, and collaboration between the village government, the private sector, financial institutions, and local communities (Fajar et al., 2025). Positive coefficients on both independent variables indicate a constructive and mutually supportive relationship, whereby the higher the participation and closer the collaboration between various parties, the better the BUMDes performance will be. These findings also reinforce participatory theory

and collaborative models in village management, which emphasize the importance of social cooperation and networks to enhance the capacity of economic institutions at the village level (Ibrahim et al., 2023).

Overall, this study concludes that the success of BUMDes is largely determined by increased community involvement in decision-making and program implementation, as well as strong collaboration between the village government, the private sector, financial institutions, and the local community. Collaboration between various parties and active community participation has been shown to strengthen institutional capacity, increase program effectiveness, and support the sustainability of village businesses. These results confirm that management that prioritizes participation and collaboration is a crucial foundation for the sustainable development of BUMDes in East Manggarai (Sinarwati et al., 2024).

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