

The Role of Women's Leadership on the Effectiveness of Villages owned Enterprises in Indonesia

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ABSTRAK

Jumlah penduduk Indonesia menurut Badan Pusat Statistik (BPS) pertengahan tahun 2023 adalah sebesar 278 juta jiwa. Meski demikian, masih banyaknya perempuan yang tertinggal dalam berbagai bidang pembangunan sehingga berdampak pada produktivitas nasional. Secara global, perempuan menghadapi tantangan serupa dalam pembangunan, sehingga mendorong PBB untuk memprioritaskan tujuan pembangunan berkelanjutan (SDGs) dan mengupayakan kesetaraan gender pada tahun 2030. Penelitian ini dilandasi oleh teori kepemimpinan transformasional, dimana Pemimpin perempuan transformasional memberdayakan desa, menciptakan inklusivitas, dan memajukan ekonomi berkelanjutan. Di Indonesia, dimana partisipasi perempuan dalam bidang kebudayaan masih terbatas, program Badan Usaha Milik Desa (BUMDes) muncul sebagai inisiatif penting dari Kementerian Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi. Diluncurkan pada tahun 2014, BUMDes bertujuan untuk meningkatkan kesejahteraan masyarakat dengan mendirikan badan hukum yang dikelola oleh desa. Program ini telah mendapatkan perhatian, dengan penekanan besar pada kepemimpinan perempuan, yang memberikan kontribusi signifikan terhadap efektivitas BUMDes dan mempercepat kemajuan desa menuju otonomi nasional.

ABSTRACT

The population of Indonesia according to the Central Statistics Agency (BPS) in mid 2023 is 278 million people. In spite of this, women still need to make up ground in a number of developmental fields, impacting national productivity. Globally, women face similar challenges in development, prompting the United Nations to prioritize sustainable development goals (SDGs) and strive for gender equality by 2030. This research is based on the theory of transformational leadership, where transformational female leaders empower villages, create inclusivity, and advance sustainable economics Leadership issues, particularly concerning women, remain a pertinent topic. In Indonesia, where women's participation in culture is limited, the Village-Owned Enterprises (BUMDes) program emerged as a pivotal initiative by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration. BUMDes, which was established in 2014, aims to enhance community welfare by establishing legal entities managed by villages. With an important focus on women's leadership, the program has acquired prominence and has contributed significantly to the success of BUMDes, as well as to the acceleration of village towards autonomy the nation.

INTRODUCTION

Law Number 6 of 2014 defines a traditional village as a village based on community initiative, human rights, traditional rights, and local communities who have the authority to regulate and manage community interests. Traditional villages can also be called by another name, namely villages. Traditional villages are recognized and accepted in the government structure of the unitary state of the Republic of Indonesia. In the course of the formation of the Constitution of the Republic of Indonesia, villages have experienced various developments. Therefore, villages

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need to be protected and strengthened so that they become strong, advanced, independent, and democratic villages and become a solid foundation for the implementation of government and development towards a just and prosperous society. Village communities with heterogeneous backgrounds have the same goal, namely a just and prosperous society. However, when viewed from the background and education of each family in a cultural tradition, the skills they have are different. Because village communities are communities that need to be empowered through empowerment programs from the government (Hilal et al., 2023). The empowered community also includes women; In this case, it is important when a woman acts as the Head or breadwinner of the family for whatever reason. The state in general is obliged to provide welfare to society in a fair and equitable manner, including to women.

The government offers women a wide range of chances to rise to leadership roles in various decision-making capacities within the government and in society in this democratic era. Nonetheless, women do not fully take advantage of this accessibility since they face political, cultural, and psychological obstacles that impede their advancement. In addition, women who aspire to be village leaders at the rural level need adequate capital, including intellectual abilities, social capital, economic capital, and political support from rural communities as voters.

In social reality, society traditionally views that every society consists of individuals who represent the roles of men and women through their appearance. These differences also exist in social life. Gender issues are related to the differentiation of better qualities between women and men (D., 2006). In a male-dominated society, the figure of a man is seen as an aggressive, fearless, logical, strong, innocent, dominant, and assertive figure. However, this condition does not fully explain everyday events. A woman can be quiet at work but very assertive at home. When men are with their parents, they can be respected at home and have advantages at work (Kruse & Prettyman, 2008). This actually represents that leadership traits are also possessed by women.

The importance of this leadership spirit is actually very contributive to the development of Indonesian society. The Indonesian government has launched a village development program implemented by the Ministry of Villages (Kemendes) using the "village development" paradigm. This paradigm aims to make the character of village government a combination of autonomous society and regional autonomy. Through this paradigm, changes in the position of village heads/traditional village heads also play a role, especially female leaders. Female village leaders have the potential and play an important role in helping groups, institutions, organizations, or village communities achieve their predetermined goals, visions, and missions (Kemendes, 2021).

Improving the village economy is one of the keys to the success of village leadership. One of the reasons for the failure of the village economic program is the village leadership factor which has tended not to consider the potential of female leaders, and this is owned by women. In fact, village leaders generally need assistance in managing support from the central, provincial, and district governments. The assistance provided often does not have an impact on local economic activities (Kemendes, 2021). In the midst of the negative phenomena that have befallen many BUMDes, there is an inspiring story about the role of village women's leadership in advancing the economic potential of their village. A female village leader from Yogyakarta was able to develop the economy of her community by utilizing existing natural resources, especially Mount Merapi. The village head has transformed the Mount Merapi area into a natural and cultural tourism area managed jointly by the surrounding community. Starting from renting jeeps used as a means of transportation for tourists, now the villagers have more than nine jeep communities that always serve local and foreign tourists (Kemendes, 2021). Together with the village government, the village head plays an important role in managing MSMEs (Small and

Medium Enterprises) managed by BUMDes. Furthermore, female leader Nurhalija collaborated with BUMDes to develop Jeruju Tourism Village to increase economic potential into a Tourism Village in Kubu Raya Regency, West Kalimantan Province, by involving women's groups in its management (Boris, 2023).

Empowerment of women's communities aims to increase the bargaining power of lower-class communities in all aspects of community life while realizing growth and independence. Economic empowerment needs to consider elements of feminism, to strengthen economic growth. The government needs to pay more attention to increasing the country's growth. Moreover, women receive less attention regarding various problems in the public sector. This is because women are the group that spends the most time at home. Regarding women's empowerment, there is one form of empowerment that can involve women, namely BUMDes. In Indonesia, the strengthening of the economic sector mainly targets rural communities. It is since rural communities are considered unable to carry out the role of increasing their economic power and are based on the premise and thought that rural communities are a group with low levels of education and minimal knowledge. Women are often a neglected group when it comes to empowerment. If we look closely, empowerment is aimed at all communities without exception. Moreover, women have received less attention related to various problems in the public sector. Since women are the group that spends the most time at home. When it comes to women's empowerment, there is a form of empowerment that can involve women, namely BUMDes.

Literature Review

Transformational Leadership

Transformational Leadership Theory and Women's Leadership have a crucial role in the management of Village-Owned Enterprises (BUMDes) to encourage socio-economic change in village communities (Utami et al., 2022). The combination of these two theories explains how women leaders can empower communities despite challenges. Transformational Theory emphasizes the ability of leaders to inspire followers to achieve higher goals, with leaders who have a clear vision and concern for the welfare of others (Galsanjigmed & Sekiguchi, 2023; Li et al., 2019; Vinh et al., 2022). Meanwhile, Women's Leadership highlights empathetic and relational characteristics, creating a collaborative and participatory environment. In the conservative context of the village, women leaders focus on empowerment and emotional support. This combination encourages active participation in BUMDes and positive changes in economic and social aspects and ensures gender equality. Women leaders facilitate training and education, emphasizing economic goals as well as community development. With integrity and transparency, these leaders strengthen relationships with the community, creating significant and sustainable social and economic impacts (Iqbal et al., 2020; Naguib, n.d.).

Role Concept

In Indonesia, strengthening the economic sector is especially important for rural communities. It is since rural communities tend to be unable to carry out the role of increasing their economic power and are based on the premise that rural communities are a group with low levels of education and minimal knowledge. Women are often a neglected group when it comes to empowerment. If we look closely, empowerment is aimed at all communities without exception. Moreover, women have received less attention related to various problems in the public sector. Since women are the group that spends the most time at home. When it comes to women's empowerment, there is

a form of empowerment that can involve women, namely BUMDes.

The definition of role means referring to aspects of dynamic status or position. When a person is given a role, he is given rights and responsibilities commensurate with his position and is expected to carry out that role fully. Although rights and obligations are inseparable, they are also mutually exclusive. Everyone has different roles arising from social patterns in their lives. It suggests that the individual's "role" determines what he can do in his environment and how society will treat him.

Roles emphasize more on the function of self-adjustment as a process; according to Soerjono Soekanto (Mewengkang et al., 2016), the elements of roles include:

- a. Dynamic aspects of positioning;
- b. A set of rights and obligations;
- c. Social behavior of the holder of position;
- d. Part of the activity that a person plays.

Social relations that occur in society are relationships between individual roles in society. Nonetheless, roles are constrained by laws or customs that govern society. However, if someone has a "role" or occupies a position in society, also bound by the norms that apply to the role.

Social relations that take place in society are relationships of individual roles in society. On the other hand, roles are constrained by social norms and conventions. Therefore, when a person has a "role" or occupies a position in society, he is also bound by the norms that apply in carrying out that role. In Soerjono Soekanto (2017), Three items are part of the position, specifically:

1. Norms about a person's place or societal status are considered roles. In this context, the role is a set of guidelines;
2. Offering social life advice to someone. A role is an idea of what people can accomplish inside an organization, which is society;
3. Activities that are significant to the social framework of society can likewise be considered roles.

The ability to oversee the instruments included in the village framework is just one requirement for village leaders, But at the same time, he is also the leader of the entire Village. Given the government's efforts in supporting the independence of rural communities in Indonesia, The leaders of villages have a crucial role.

The role of the village head in community development is the implementation of community livelihood development activities carried out by the village head, especially through the revitalization of indigenous Indonesian culture through cooperation. Community empowerment always aims to maintain community peace and change people's attitudes and behaviors for the better. Therefore, village leaders must be able to utilize the encouragement and aspirations of the community so that empowerment can be successfully achieved.

Leadership Concept

A leader can influence the people around him, especially group members. A leader is like a captain driving a ship. His leadership style allows him to guide the ship to achieve its goals through leadership, drive, and hard work, as the people around him can move members toward the set vision and mission. According to experts, some leadership

concepts, such as Stoner, State that leadership is the process of controlling and influencing work-related activities of group members (Parjadinata et al., 2020).

According to Heidjarachman and Husnan, the leadership type is a pattern of behavior to realize organizational goals with the goal of everyone to achieve certain goals, while other ideas conclude that the leadership type is a pattern of behavior (words and actions) of a leader that is perceived by others, Position Power, in authority (Mayasiana & Hofia, 2021). Then, according to Cleary, leadership is a matter of intelligence, worthiness to be trusted, gentleness, courage, and decisiveness (Jenita, 2015).

Leadership, managerial abilities, and good governance (KMT) are the elements that are essential to the health and sustainability of BUM Desa. According to Kamaroesid (2016), the effectiveness of BUM Desa's empowerment is impacted by the village government's leadership, and the success or failure of BUM Desa largely depends on the Head of the Village's leadership style. The Village Government's leadership serves as a political tool for guiding policies aimed at revitalization through training and education programs, public space openings, and access to political processes for the good of the populace. In this context, politics is not defined as a struggle for dominance but rather as the strengthening of public knowledge and understanding of the rights, interests, and power of the people, as well as the role of the people's organization as the political representation of power to compete for access to the Village's resources and arena. The village system will become more democratic and the competent government official's aid will strengthen people's authority. The Village's authority, the village administration's structure, and the Village's planning and budgeting—all related to the Village's development for its citizens' benefit—are all considered components of the village system. Several elements shape and constrain The village system, including the development theme, local resources, and interests. That is to say, a village forms the foundation for democracy, politics, governance, and community (Lestari et al., 2020).

The Center for Policy Research at the University of Indonesia encourages women's leadership in citizen political participation, especially at the village level. It is supported by statements such as: First of all, this is the hallmark of the Village since it is the smallest unit of government, full of formal and personal political processes, since of the relatively small number of villagers, the pattern of interaction between residents is closer, and the relationship between residents and village leaders has a major impact on first-level political opportunities and participation at the local level above. Rural women are encouraged to develop their sociological and political fertility as a foundation for their biological reproductive capacity to bear and raise children, leadership roles, and access to roles. They are exploited locally based on justice and equality (Kemendes, 2021).

Second, villages' welfare depends on the welfare of women and children. Village welfare is not just about income levels at the local level but more fundamentally about the welfare of life, including health and education. The maternal-to-child mortality ratio (MMR), access to affordable and quality education, access to health services, and access to clean water are particularly relevant examples of well-being for women in practice. Therefore, women's leadership development is an inseparable part of efforts to improve national welfare since daily problems indicators of welfare are very close to women's interests (Kemendes, 2021).

Women's Concept

"Perempuan" is a commonly used Indonesian word for a female human being. The origin of the word female is the words "empu" and "puan". "Empu" means master or lord, meaning proficient or having power and value. "Empu" or master, a greeting for men. Then, the word "puan" means *sauapan* to honor women (Mewengkang et al., 2016).

It is special that God created His creature, a woman, who is unique in her formation, rationality, nature, and role in life. The privilege of women as beings endowed with gentleness, affection (motherhood), and sensitivity (soft emotions) is a beauty in the image of women in general.

Women have a gentle personality (kind) and subtle feelings towards things. Women cry more easily and even faint when faced with something that touches their sensitivity. These are physiological images of women's image, which are further reinforced by the cultural structure of the environment, such as the customs of the region where the woman lives, but also strongly influenced by the economic system and educational factors.

According to Rudi Hartono (Da Meisa & Anzari, 2021), women are more hardworking and frugal and can be trusted to fill certain important positions. But in various areas of life, especially politics, in the decision-making process and public policy decision-making, women experience marginalization, subordination, demoralization, helplessness, and even exploitation. This condition often occurs due to internal and external factors. Internal factors come from women themselves, and their qualities measure the quality of modern women's leadership. Many women do not take advantage of the opportunity to develop insight, knowledge, self-control, communication, and awareness following a pure and noble conscience and improve their self-quality so that women can achieve optimal achievements. As a mother and wife, it is possible to be a public figure and an expert in any field. External factors come from outside the woman. One of them is the dominance of men to remain leaders, thus influencing various socio-cultural products and having a detrimental and unequal impact on women. Certain interpretations of Islamic doctrine go against the ideas of justice and equality for all people, as all people are created equally by the Khalik. This situation leads to a situation where women's sense of indifference and powerlessness is reduced, and fewer opportunities are given to them more fairly.

Conceptualization of leadership may make it more difficult to critically analyze how the traits of both male and female leaders may overlap and how the superintendent's position may affect the conduct of all employees, regardless of gender. These many empirical research avenues might aid in reframing the role of the superintendency, comprehending the role in developing contexts, and developing theories applicable to a larger group of people holding chief executive officer positions. These articles demonstrate how qualitative research on women's experiences may help define promising avenues for future investigation, support theoretical advancements, and aid in re-conceptualizing the superintendency. The articles are written by female scholars and cover several stages of research on women and gender in educational administration (Björk et al., n.d.).

Like all social interactions, gender relations have several strands: they distribute labor across various jobs, activities, and domains; they assign power, agency, decision-making, and reflection on concepts, beliefs, and identities; they also determine the allocation of resources. Producing energy. It suggests that gender discrepancies are complicated and cannot be broken down into a single, commonly acknowledged set (Kabeer, 2005).

Effectiveness of Village-Owned Enterprises (BUMDes)

Supriyono expresses that effectiveness is a relation between the output of a responsibility center and the target that should be achieved. The bigger the output contribution toward target achievement, the more such a unit is. Thus, effectiveness is an act that has meaning on the occurrence of the desired effect or result and focuses on its result or effect in achieving the purpose (Lestari et al., 2020)

Effectiveness describes the level of success or excellence in achieving a target that has been determined and is bound among various values. In this case, Atmosoeprapto (2002, hal. 139) states that effectiveness is doing the right thing. Meanwhile, efficiency is doing things rightly, effectiveness is how far we achieve a target, and efficiency means how we mix all resources accurately. Based on the conception of effectiveness already explained, being efficient but not effective means using resources (input), but it would not achieve the target. On the contrary, being an effective but not efficient means of achieving the target, it uses over resources or is commonly said to have a high economic cost. The review of effectiveness refers to two interests, either theoretically or practically. It means there are comprehensive and detailed accuracies from the efficiency and goodness to obtain input on productivity. Effectiveness is a condition that impacts impressive things, efficacy, business success, acts, or the prevailing thing (Lestari et al., 2020).

In the Management of Human Resources, Meier (2000) defines effectiveness as a level/limit of which the functions of human resources support the success of implementing ideas and plans and the organization's long-term strategy. This definition relates to the result achieved for each strategy and human resources problem (Lestari et al., 2020).

Village-owned enterprises (BUMDes) are village business institutions managed by the community and village government, which are formed based on the needs and potential of the Village. According to Law Number 4 of 2015, Village-Owned Enterprises are business entities whose entire or majority of capital is owned by the Village through direct participation derived from Village wealth, which is separated to manage assets, services, and other businesses for the welfare of the Village community. Establishing BUMDes as a village economic institution is one form of the government's role as a force to help create improved welfare through economic productivity for villages (Suhu et al., 2020).

The primary goal of BUMDes is to boost the Village's starting revenue to support the local economy. The actual purpose of BUMDes' development as a village economic organization is to optimize rural communities' potential in terms of their natural resources, human resources, and economic potential. BUMDes uses village resources, potential, and investment cash to accomplish its objectives. Establishing this business unit is anticipated to boost the village economy and provide a source of revenue (Kemendes, 2021).

In Indonesia, BUMDes are a form of economic empowerment. Various programs are implemented in BUMDes to coordinate the community to strengthen the economy. The programs developed at BUMDes are aimed directly at the community and make them aware that their environment has much potential to be utilized. In addition, BUMDes also prepares the community for economic development. In addition, BUMDes seeks to give the public control over their finances, which is very beneficial for the viability of capital.

RESEARCH METHODS

This study employed a type-based or library-based research methodology. Doing a literature study involves gathering data and information from various materials found in libraries, including written works in the form of books, journals, encyclopedias, records, and periodicals (Novia & Mahyuddin, 2020). Other experts, on the other hand, define literature studies as theoretical investigations, literary analyses, and citations to other scientific publications about the values, customs, and cultures that emerge in the particular social contexts under study (Sari & Asmendri, 2020). Thus, secondary data serves as the primary data source for this study. Sugiyono defines secondary data as a source of information that researchers or data collectors can access directly or indirectly. This study uses several literature or references, including journal theories, scientific works, and papers based on research title factors, as secondary data sources (Suryani et al., 2020). This research or study uses tools and data-gathering approaches that use documentation techniques. Sugiyono claims that data-gathering strategies that use documentation methods gather data through documents, most of which are secondary data. Documentation techniques aim to gather varying data from journals, newspapers, notes, and press releases.

Additionally, the data analysis method used in this study or research draws inferences from actual field data in line with secondary data collected, which may be generalized. This method is known as inductive data analysis. This study's procedures involve the use of data (Ahyyar et al., 2020).

RESULTS AND DISCUSSIONS

The important matter of gender disparities in rights, responsibilities, access to and control over natural resources, as well as family decision-making, is frequently ignored in the execution of regional and national development programs. The status of women continues to confront traditional issues, like the chance to participate in the creation and execution of development policies, which are still viewed as insufficient. This has marginalized the role of women as possible contributors to development. This clichéd situation happens not just at the central level but can also take place in village units.

Initiatives to improve opportunities for women in national development have certainly become a priority for stakeholders. Nevertheless, in general, this rise is still below expectations, specifically regarding the attainment of justice and equality between women and men in terms of rights and opportunities to engage and benefit from the outcomes of development. The participation of women in different areas still requires enhancement. Public policies are frequently created by viewing women solely as individuals needing protection rather than as decision-makers and leaders. This diminishes women's rights and chances, which ultimately reinforces various forms of gender inequality and injustice across different areas of development. To achieve gender equality and justice while promoting women's involvement in decision-making throughout all stages of development, it is essential to work towards empowering women and enhancing governmental institutions that advocate for gender mainstreaming in every process (Kemendes, 2021). The participation of women in the public domain, particularly in development from planning through execution, is a worldwide concern that is emphasized in Indonesia's national policy. Following the completion of the Millennium Development Goals (MDGs), the Sustainable Development Goals (SDGs) represent the United Nations' worldwide initiative to promote sustainable development aimed at tackling poverty, inequality, and climate change.

SDGs (Sustainable Development Goals) and RPJMN (National Medium-Term Development Plan) are very relevant to the role of BUMDes (Village-Owned Enterprises) in improving the welfare of village communities and social sustainability. BUMDes contributes to various SDGs, including reducing poverty (SDG 1), food security (SDG 2), health (SDG 3), gender equality (SDG 5), decent work (SDG 8), and responsible production (SDG 12). RPJMN also emphasizes strengthening the village economy to reduce poverty and support infrastructure development. By empowering communities through skills training, BUMDes is able to increase local income and improve access to basic services, thus creating independent and prosperous villages that contribute to national development goals.

By including 169 SDG indicators in the 2020–2024 National Medium-Term Development Plan (RPJMN), the Indonesian government is demonstrating its commitment to achieving the Sustainable Development Goals (SDGs) agenda. A phase in the national development strategy is the execution of the SDGs agenda. The government believes that aligning with the National Long-Term Development Plan and the National Medium-Term Development Plan is essential to meeting its commitment to implementing the accomplishment of the Sustainable Development Goals. The goal of the Presidential Regulation is to carry out the commitment made in Transforming Our World: The 2030 Agenda For Sustainable Development to fight climate change, reduce poverty, enhance public health, and advance education. This Presidential Regulation aligns with the 2020–2024 National Medium-Term Development Plan (RPJMN) objectives with its 17 goals and 169 targets.

According to the provisions in the Village Law, development is not only in physical infrastructure but also directed at human development. It can be done by increasing community access to village development planning and implementation. On that basis, the Village Law gives priority to the use of village funds, including for community empowerment activities as opportunities for women's empowerment in village allocations as follows:

Enhanced involvement of the community in the planning, carrying out, and overseeing of village development;

- a) increasing the local communities' capabilities;
- b) strengthening local communities' resilience;
- c) creation of information networks in villages;
- d) assistance in managing social service programs in the areas of health, education, women's and children's empowerment, and the empowerment of underprivileged groups and village residents with disabilities;
- e) support for preparedness to face natural disasters, handling natural disasters, and handling other extraordinary events;
- f) financial assistance and oversight of profitable enterprises under the supervision of BUMDesa and BUMDesa Bersama;
- g) assistance for community organizations, cooperatives, and other local economic institutions to run economic enterprises;
- h) growth of village cooperation with outside parties as well as inter-village cooperation, and
- i) further village community empowerment initiatives that are decided upon during village discussion and in line with the Village needs analysis.

Involving women in BUMDes leadership is not only beneficial from a social and economic

perspective, but also in line with efforts to achieve gender equality and sustainable development at the village level. Female leaders bring a more empathetic, collaborative, and community-oriented approach, which is essential in managing village resources effectively and sustainably. In addition, the involvement of women in BUMDes leadership can accelerate the achievement of SDGs and RPJMN, by encouraging economic empowerment, gender equality, and poverty reduction in the village.

Village-owned enterprises (BUMDes) are village administration, and the community oversees the Village's commercial institutions, which are established according to the Village's requirements and possibilities. A Village-Owned Enterprise is a separate business entity that manages assets, services, and other businesses to benefit the village community. It is defined by Law Number 4 of 2015 as business entities whose entire or majority of capital is owned by the Village through direct participation derived from village wealth.

Rural economic institutions, or BUMDes, serve two primary purposes: village business organizations and social institutions. While BUMDes' role as a commercial organization is to seek profits by delivering local resources to the market through goods and services, its role as a social institution is to provide social services. Furthermore, BUMDes catalyzes the economic development of villages to provide initial village revenue and to support the enhancement of rural communities' welfare.

BUMDes are considered capable of providing various opportunities for women to develop themselves. But in its implementation, of course, they have several strategies applied to be able to balance the interests of families and the interests of BUMDes. A company's strategy serves as a tool for achieving objectives related to long-term goals, follow-up initiatives, and the allocation of resources. Essentially, strategy is the decision to execute an activity differently or to carry out the action differently from its rivals.

BUMDes is still one of the government's flagship program choices implemented in various regions in Indonesia; in its implementation, BUMDes cannot be separated from the involvement of women in the sustainability of BUMDes. About women, it is necessary to examine more deeply that women are always in subordinated groups in society; in other words, the role of women is always considered unimportant.

The role of women in BUMDes can be seen in several roles in the daily management of BUMDes. And it can be seen from the achievements that exist when BUMDes are led by women. Women who act as managers in BUMDes are in BUMDes Kembang Desa Kemiri District Panti Jember Regency, which has been active in developing BUMDes Kembang. Making women leaders should be considered. For the reason that women are more suited for leadership roles. The instinct of a woman who wants always to give, care, love, and create a comfortable atmosphere without realizing it often infiltrates the world of work. The presence of women among male workers can be a balancer to create work harmonization.

The importance of women as the main force in community empowerment is implied in Law Number 6 of 2014 concerning Villages, which guarantees women's active involvement in village development. Article 33 of the Village Law mentions the principle of participation and equality.

The village development process, starting from planning, implementation, and supervision, becomes a strategic space for women to be involved. Implicit in the written reporting documented by BPS as a result of the involvement of women leaders in the development and alleviation of poverty experienced excellent performance, with the results announced.

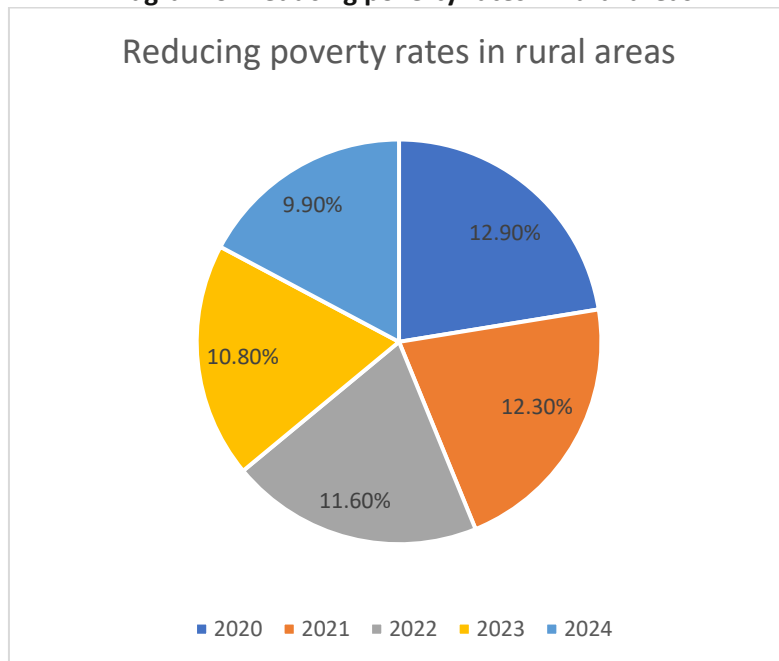
Central Bureau of Statistics (BPS) that decreases the poverty rate. The poverty rate continued its downward trend to 9.36 percent as of March 2023 from 9.57 per cent in September 2022. The downward trend in poverty after briefly touching double-digit numbers due to the pandemic crisis shows that national economic resilience continues to be maintained. It has exceeded the RPJMN target for 2022 and 2023.

Table 1.
Performance Target of the Ministry of Villages, PDT, and Transmigration for 2020-2024

No	Strategic Goals/Objectives	Target Performance Indicators	Annual target					Unit	information
			2020	2021	2022	2023	2024		
	3) Reducing poverty rates in rural areas	Percentage of poverty in rural areas	12,90	12,30	11,60	10,80	9,90	Percent (%)	
2	Encourage the growth and development of investment in villages and rural areas, underdeveloped areas, and transmigration areas								
	1) Revitalization of Village-Owned Enterprises (BUM Desa)	Number of Developing Village BUMs	5.000	6.000	7.500	9.000	10.000	BUM Desa	
		Number of BUM Developed Villages	600	850	1.150	1.450	1.800	BUM Desa	
	2) Revitalization of Joint Village-Owned Enterprises (Bumdesma)	The number of Joint Bumdes (Bumdesma) is Developing	200	220	245	270	300	Bumdesma	
		The number of Joint Bumdes (Bumdesma) is Developed	120	135	155	175	200	Bumdesma	

Source: Strategic Plan of the Ministry of PDT and Transmigration for 2020-2024

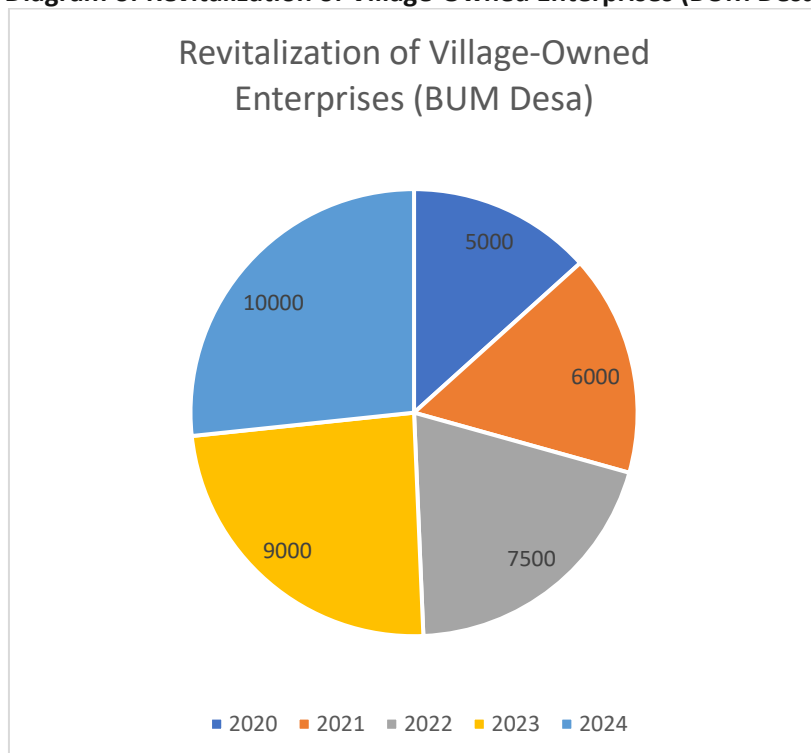
Graph 1.
Diagram of Reducing poverty rates in rural areas



Source: Author research

Starting in 2020, the poverty percentage reached 12.90% after five years of poverty from 12.90% to 9.90% in 2024, and if you look at the decline in the poverty rate it reached 0.6%.

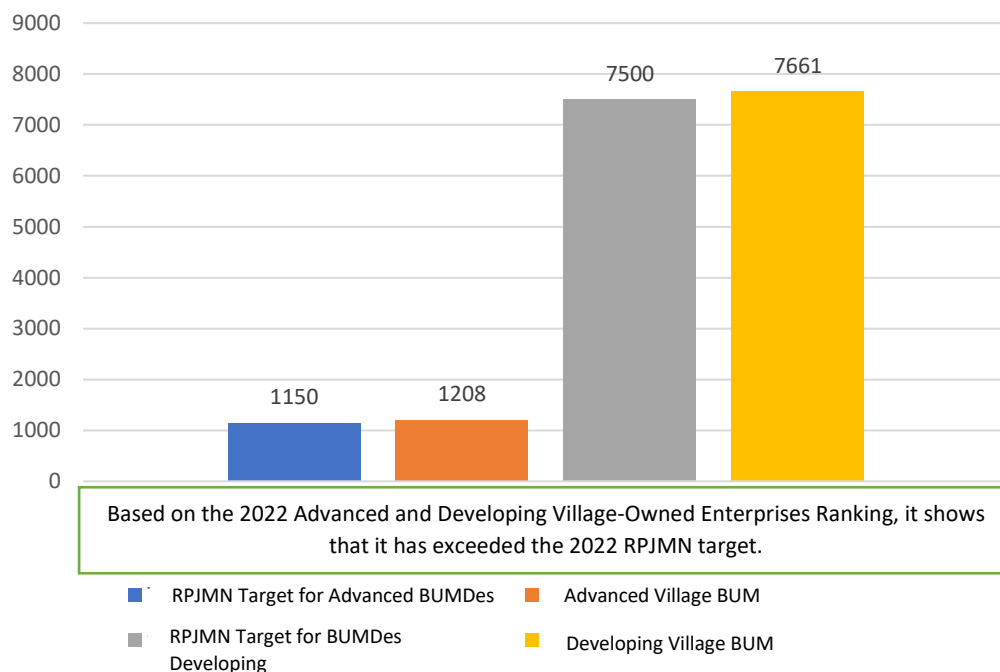
Graph 2.
Diagram of Revitalization of Village-Owned Enterprises (BUM Desa)



Source: Author research

The revitalization of BUMDes has increased from 2020 to 5000 BUMDes.

Graph 3.
Diagram of the result table



Source: Author research

BUMDes in Indonesia have reached 60,417, of which 16,558 are legal entities. Based on the achievements of the Village BUM / BUM Desma ranking in 2022, it shows that it has exceeded the 2022 RPJMN target. Village BUM, including the Advanced rank, has reached 1,208 Village BUM, and the 2022 RPJMN target is 1,150 Village BUM, and Developing Village BUM is 7,661 Village BUM, and the RPJMN target is 7500 Village BUM. Meanwhile, for BUM Desma, including the Advanced rank, it has reached 373 BUM Desma, and the RPJMN target is 155 BUM Desma, while for the Developing stage with the achievement of 332 BUM Desma and the RPJMN Target for 2022 is 245.

The importance of women's role in empowerment cannot be separated from factual conditions where women are vulnerable groups affected by development that is not gender equitable. The rapid development does not necessarily free women from the entanglement of poverty. According to Noerdin, 9 aspects make women experience poverty, as stated in the following chart.

CONCLUSIONS

When women in management positions are in management positions or top leadership structures, the challenges they face can be more severe since:

1. Women must be able to convince the public or their subordinates that they will not exercise different leadership just since they are women;
2. Women leaders should have the ability to minimize their natural distinctiveness as women in seeing and solving the problems faced;

3. Women have high endurance and can face challenges in rallies and long fights, so they should equip themselves with more comprehensive abilities;
4. And in the implementation of BUMDes management which in important positions are led by women, it is necessary to have a strategy to survive and maintain their role.
5. According to the results of these investigations, BUM Desa's empowerment in Indonesia will impact the Village's economic growth since its local source of income is now subpar.
6. The effectiveness of BUM Desa's empowerment:
 - BUM Desa's organizational position makes it one of the change agents outside of the agriculture industry.
 - BUM Desa efficiently increases the availability of work opportunities and boosts people's spending power for goods and services.
 - BUM Desa fosters community collaboration and contributes to its commercial profits.
 - BUM Desa operates several business units and adds to its local revenue stream.

Strengthening BUMDes by promoting women's leadership necessitates boosting the local economy, generating employment, and ensuring fair economic distribution. Gender diversity in leadership has a broad and profound impact on the development of sustainable and inclusive societies. Involving women in leadership positions not only benefits women themselves, but also enriches decision-making, improves the quality of resource management, and ensures that policies reflect the needs of the entire community. Gender diversity in leadership is key to building more equitable, sustainable and resilient societies to future challenges

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