

## ANALYSIS OF THE FACTORS AFFECTING THE COMMITMENT OF THE HEAD OF THE BUMDESA IN BOGOR REGENCY

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### ABSTRACT

This study aims to examine and analyze the indicators that influence the commitment to the organization of the Head of BUMDesa in Bogor Regency, using a questionnaire that has been tested for validity and reliability as many as 30 respondents from 131 people, with the verification method carried out through the method and analysis of the Structural Equation model. Based on the results, it can be concluded that affective commitment is the most dominant indicator in influencing commitment to the organization of the head of BUMDesa in Bogor Regency. Meanwhile, the lowest score is normative commitment. Based on the results of this study, the suggestion that can be given is that the head of BUMDesa must increase Normative Commitment through strengthening indicators of having an obligation to the organization and loyalty to the organization. The activities that can be carried out are when the head of BUMDesa is elected, an orientation and job introduction program and the position of the Head of BUMDesa must be carried out or in the form of pre-service activities for the head of BUMDesa.

### ABSTRAK

Tujuan penelitian ini adalah untuk mengkaji dan menganalisis indikator-indikator yang mempengaruhi komitmen organisasi Kepala BUMDesa di Kabupaten Bogor, dengan menggunakan kuesioner yang telah diuji validitas dan reliabilitasnya sebanyak 30 responden dari 131 orang, dengan metode verifikasi dilakukan melalui metode dan analisis model Structural Equation. Berdasarkan hasil uji analisis dapat disimpulkan bahwa komitmen afektif merupakan indikator yang paling dominan dalam mempengaruhi Komitmen Organisasi kepala BUMDesa di Kabupaten Bogor. Sedangkan skor terendah adalah komitmen normatif. Saran yang dapat diberikan adalah kepala BUMDesa harus meningkatkan komitmen normatif melalui penguatan indikator memiliki kewajiban terhadap organisasi dan loyalitas terhadap organisasi. Kegiatan yang dapat dilakukan adalah pada saat pemilihan kepala BUMDesa harus dilakukan program orientasi dan pengenalan pekerjaan dan jabatan Kepala BUMDesa atau berupa kegiatan prajabatan kepala BUMDesa.

## INTRODUCTION

The village is the leading government agency that can reach the real target group that will be prospered. Village development can be improved through developing the potential of the village economy and becoming a forum for rural communities to develop themselves and their environment independently and in a participatory manner. The Village Law states that village development aims to improve the quality of human life and reduce poverty, through the provision of the fulfillment of basic needs, development of facilities and infrastructure, development of local economic potential, as well as the sustainable use of natural resources and the environment, by prioritizing togetherness, kinship, and mutual cooperation to achieve peace and social justice. To improve the capacity of the village government in administering government and increasing community income through various economic business activities of rural communities, village-owned enterprises can be established in accordance with the needs and potential of the village.

Article 87 of the Law states that Village-Owned Enterprises (BUM Desa) can be formed by the Village Government and are managed in a spirit of kinship and mutual cooperation to utilize all economic potential, economic institutions, as well as the potential of natural resources and human resources in order to improve the welfare of the village community. The prosperity of the Indonesian people according to the mandate of the 1945 Constitution or true community welfare, is believed to be built starting from the village level. BUM Desa provides space for taking the role of the state through the Village Government to manage natural resources owned by the village and production fields that are important for the village and which control the livelihood of the villagers, namely by forming a business entity or called a Village Owned Enterprise (BUM Desa). BUM Desa is a village business formed/established by the village government where capital ownership and management are carried out by the village government and the community. BUM Desa is expected to stimulate and move the wheels of the economy in rural areas.

Of the 434 Villages/Kelurahan, 416 have the status as Villages. All villages in Bogor Regency are required to be able to develop Village Owned Enterprises or BUM Desa. This program is considered important to further realize village independence. This is in line with the expectations of the Bogor Regency Government which asks all villages to immediately develop BUM Desa. The Regional Government of Bogor Regency also does not want the BUM Desa that was created to only be formed. BUM Desa is asked to innovate and be creative to raise the potential that exists in the village. The Bogor Regency Government stated that in 2018 out of 416 villages, only 282 villages had Village Owned Enterprises (BUM Desa). Of the 282 Villages that already have BUM Desa, only 195 BUM Desa are active and 87 are BUM Desa are not active, from 195 BUM Desa are active 2 Villages have Advanced status, 11 Villages are Developing status and 182 villages are Basic status, meaning that there are still very many villages that have developed status. already has BUM Desa but still not developed.

The existence of BUM Desa is very important so that the economy in the village can develop and be independent. Until now there are still as many as 134 villages that do not yet have or form BUM Desa. Various efforts by the central and regional governments aimed at developing independent economies have not yet been maximized. Moreover, in Law No. 6/2014 concerning the Use of Village Funds, it has been running for three years, but its use by villages in Bogor Regency is more focused on physical but lacks community empowerment. In addition, the village apparatus still does not understand in carrying out the mechanism of the village financial management system, which already has regulations. In the rules, it is stated that one village must have one BUM Desa, which type of business is adjusted to the potential, resources and services for the basic needs of the community. Currently, the Bogor Regency Government has directed and required every village to have a BUM Desa. (Perbup No. 79 of 2018).

The existence of BUM Desa is like two sides of a coin. On the one hand, it saves potential and hopes for people's lives by optimizing the potential of natural resources and human resources, on the

other hand, BUM Desa has complicated problems. From several problems, it can be summarized into two main problems, namely Human Resources and aspects of Commitment to the Organization of the Head of BUM Desa in the management of BUM Desa. The Human Resources (HR) crisis is one of the top-ranking issues for village development, especially the establishment and development of BUM Desa. This has something to do with the role of the head of the BUM Desa. The Head of BUM Desa has an important role in activating and developing BUM Desa. But in reality, many BUM Desa leaders fail to activate and develop BUM Desa. One of the things that causes this is related to the Commitment to the Organization of the Head of BUM Desa. The low commitment to the Head of BUM Desa organization in managing BUM Desa is also prominent in Bogor Regency. Meanwhile, if you look at the basis, BUM Desa was established because of the social cohesiveness of the village community with all volunteering to advance the village. Both of these things will create a dilemma in the governance of BUM Desa where BUM Desa is required to work professionally, on the other hand it must accommodate the demands of local manpower absorption, where local HR has limited capacity and capability. Meanwhile, from a social perspective, the existence of BUM Desa brings significant changes. On the one hand, BUM Desa which is a business entity formed by village communities based on the principles of mutual cooperation and openness is required to serve the needs of the entire community, opening wide access for community involvement in management and supervision. While on the other hand there is pressure from the community so that BUM Desa is managed professionally in order to bring big profits and transparent management. This situation forces BUM Desa to be managed seriously and with high commitment from all BUM Desa administrators. BUM Desa in Bogor Regency has not been managed optimally, and many of the BUM Desa administrators in managing BUM Desa still have not shown their sincerity. This shows how low the level of commitment to the organization of BUM Desa administrators in Bogor Regency is. The author conducted interviews with the management of the BUM Desa Bogor Regency forum. The following is data from the author's interview with the management of the Village BUM forum in Bogor Regency.

The survey results provide an illustration that there are still 71.1% of BUM Desa heads with problems with Affective Commitment. The statement item in the indicator relates to the condition of whether the Village BUM chairman feels happy when working at BUM Desa, the BUM Desa Chair is willing to work until the end of his position at BUM Desa and the head of BUM Desa can adapt to the conditions that exist in BUM Desa. Based on the results of the pre-survey, there are still many BUM Desa leaders who are not happy or forced to serve as Head of BUM Desa, there are still many BUM Desa leaders who don't want to work until the end of their position at BUM Desa and there are still many BUM Desa leaders who find it difficult to adapt to the conditions in BUM Desa. There are 60% of head of BUM Desa with problems in Sustainability Commitment. The statement item in the indicator relates to the condition whether the head of BUM Desa wants to remain in BUM Desa even though there is an opportunity to work outside BUM Desa, the BUM Desa wants to remain in BUM Desa even though there are other opportunities for positions outside head of BUM Desa and the Chairperson of BUM Desa is willing to compensate if leave office. Based on the results of the pre-survey, there are still many BUM Desa heads who will leave BUM Desa when there are other jobs outside BUM Desa, there are still many BUM Desa leaders who will leave the position of Head of BUM Desa when there are other opportunities for positions outside BUM Desa and there are still many BUM heads Villages that do not want to compensate for losses if they leave BUM Desa. There are 61.1% of BUM Desa heads with problems in normative commitments. The statement item in the indicator relates to the condition of whether the head of BUM Desa wants to maintain his job/position, the head of BUM Desa has high loyalty to the BUM Desa and the head of BUM Desa is always responsible for his position. Based on the results of the pre-survey, there are still many BUM Desa heads who do not want to maintain their positions, there are still many BUM Desa leaders who are not loyal to BUM Desa and there are still many BUM Desa heads who are less responsible for their positions.

### **Theoretical Review**

Allen and Meyer (2000:118-120) define commitment to the organization as a concept that has three dimensions, namely affective, normative, and continuous commitment. Affective commitment is the degree to which an employee is emotionally attached to, recognized and involved in the organization. Continue commitment is an assessment of the costs associated with leaving the organization. Normative commitment shows the degree to which a person is psychologically bound to become an employee of an organization based on feelings such as loyalty, affection, warmth, belonging, pride, pleasure, happiness, etc.

Meanwhile, almost the same opinion regarding the definition of Commitment to the Organization was put forward by Caldwell, Chatman and O'Rielly (2002:148) which stated that Commitment to the Organization is a psychological bond between employees and the organization. This commitment to the Organization can be expressed in three separate bases of attachment, namely compliance, identification, and internalization. Compliance leads to instrumental attachment in the form of special rewards. Identification leads to attachment based on the desire to join the organization. Internalization leads to similarities between individual and organizational values. O'Rielly and Chatman further show that the consequences of commitment depend on the basis of individual attachment.

Meanwhile, according to Mowday (2002:155), work commitment is another term for commitment to the organization. According to him, commitment to the organization is an important behavioral dimension that can be used to assess the tendency of employees to remain as members of the organization. Commitment to the Organization is the identification and involvement of a person who is relatively strong in the organization. Commitment to the Organization is the desire of organizational members to maintain membership in the organization and are willing to strive for the achievement of organizational goals.

The same thing is stated by Davis and Newstorm (2006:87) who explain that commitment to the organization, or employee loyalty reflects how far employees feel bound and involved with the organization so that employees are willing to remain active in the organization. This is a measure of the willingness of employees to remain in the organization and reflects the employee's belief in the mission and goals of the organization, willingness to work hard to achieve the goals, and have the intention to continue working in the organization. Strong commitment is usually owned by employees who have worked for a long time, they have experienced personal success in the organization. Employees who are committed will have a good attendance record, demonstrate compliance with organizational policies, and have a low turnover rate.

Then the opinion of Mathis and Jackson (2006:66-68) regarding Commitment to the Organization is the extent to which employees believe and accept the goals of the organization and have a desire to remain with the organization. This relates to the extent to which employees are involved in contributing to the organization. Furthermore, Kreitner and Kinicki (2003:165) explain that commitment to the organization reflects the extent to which an individual identifies himself with the organization and is related to its goals. This is an important work attitude, because committed employees are expected to be able to display a willingness to work hard to achieve organizational goals and have a great desire to continue working in the organization.

### **Research Methods**

This study uses a quantitative research approach. Quantitative research is research that basically uses a deductive-inductive approach. This approach departs from a theoretical framework, the ideas of experts, as well as the understanding of researchers based on experience, then developed into problems proposed to obtain justification (verification) or rejection in the form of field empirical data documents. Meanwhile, to analyze the effect of each variable using the Structural Equation Modeling (SEM) analysis technique.

The reason for choosing this type of research is that the researcher wants to know what factors influence the commitment to the head of the BUM Desa organization in Bogor Regency. This type of research is verification research with an explanatory survey method. The population in this study was the head of BUM Desa in Bogor Regency, each of which BUM Desa amounted to 1 person. The number of BUM Desa in Bogor Regency is 195 BUM Desa from 39 Subdistricts in Bogor Regency. Based on the total population, the determination of the sample in this study, the authors use proportional random sampling by using the random sampling method together as effectively and efficiently as possible. The number of samples taken in this study was determined using the Slovin formula. Thus, the number of BUM Desa heads that will be used as samples taken from a population of 195 BUM Desa heads is as many as 131 BUM Desa heads in Bogor Regency. Data analysis using quantitative. The research data were analyzed using descriptive statistics, analysis prerequisite tests, and inferential statistics.

**Result and Discussion**

Table 1 shows that as many as 21 observed indicators of the Commitment to Organization variable passed the validity test.

**Table 1. Test the Validity of the 1st order indicator of each latent variable on Commitment to the Organization**

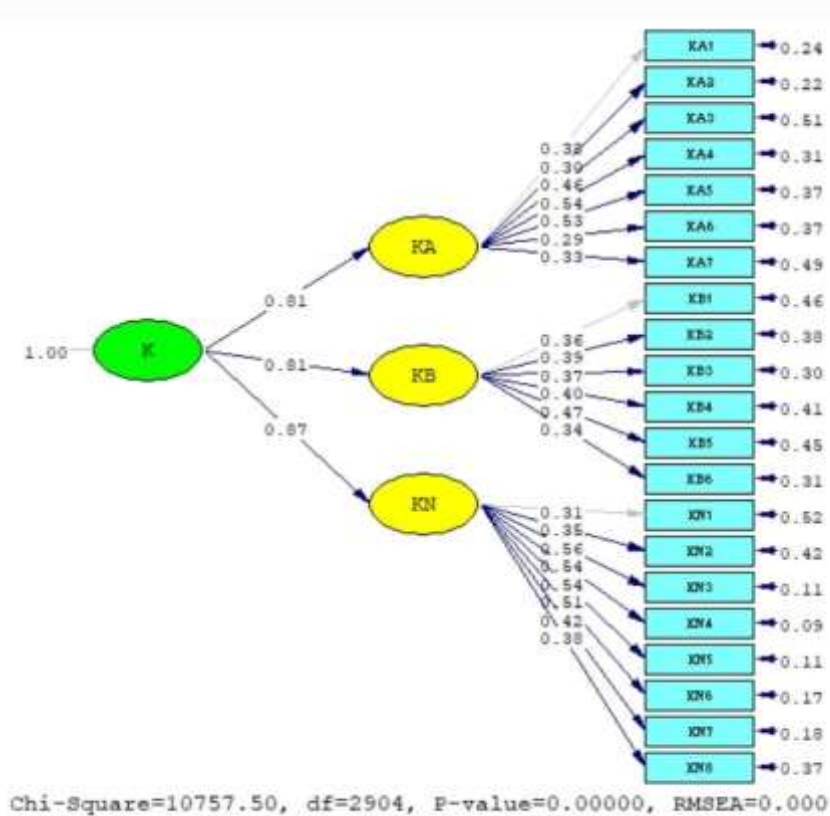
Laten Variable	Indikator	Standarized Loading Factor	t-count	Remarks
KA	KA1	0,38	10,12	<i>valid dan significant</i>
	KA2	0,30	11,39	<i>valid dan significant</i>
	KA3	0,46	11,49	<i>valid dan significant</i>
	KA4	0,54	13,73	<i>valid dan significant</i>
	KA5	0,53	13,19	<i>valid dan significant</i>
	KA6	0,29	9,42	<i>valid dan significant</i>
	KA7	0,33	9,35	<i>valid dan significant</i>
KB	KB1	0,36	8,44	<i>valid dan significant</i>
	KB2	0,39	9,14	<i>valid dan significant</i>
	KB3	0,37	9,40	<i>valid dan significant</i>
	KB4	0,40	9,16	<i>valid dan significant</i>
	KB5	0,47	9,52	<i>valid dan significant</i>
	KB6	0,34	9,07	<i>valid dan significant</i>
KN	KN1	0,31	9,16	<i>valid dan significant</i>
	KN2	0,35	8,45	<i>valid dan significant</i>
	KN3	0,56	10,39	<i>valid dan significant</i>
	KN4	0,54	10,42	<i>valid dan significant</i>
	KN5	0,54	10,36	<i>valid dan significant</i>
	KN6	0,51	10,13	<i>valid dan significant</i>
	KN7	0,42	9,84	<i>valid dan significant</i>
	KN8	0,38	8,85	<i>valid dan significant</i>

Table 2 shows that the latent variable of commitment to the organization as a whole has a good match so it can be concluded that the fit of the model for the variable is good.

**Table 2. Goodness of Fit Index (GOFI) Commitment to Organization Variable**

GOFI	Calculation Result Value	Standard Value for Good Match	Conclusion
RMSEA	0,067	≤ 0,08	Good Fit
NFI	0,950	≥ 0,95	Good Fit
NNFI	0,950	≥ 0,95	Good Fit
CFI	0,970	≥ 0,95	Good Fit
IFI	0,970	≥ 0,90	Good Fit
RFI	0,960	≥ 0,90	Good Fit
Std. RMR	0,097	≤ 0,10	Good Fit
GFI	0,920	≥ 0,90	Good Fit
AGFI	0,980	≥ 0,90	Good Fit

Confirmatory Factor Analysis (CFA) Test of Commitment to Organization Variable ( $\eta^2$ ) aims to show the relationship between the observed variables as indicators of the latent variable shown from the results of the 2nd CFA Variable Commitment to the Organization as follows:



**Figure 1. 2nd CFA Variable Commitment to Organization**

The figure show that KA is affective commitment; KB is continuing commitment; and KN is normative commitment. Based on table 3 it can be concluded that the loading factor value of the relationship between the indicator variables KA, KB, and KN with the Organizational Commitment construct ( $\eta^2$ ) each has a t-statistic value KA 13.57, KB 10.42 KN 9.73, thus Commitment Affective is the

most dominant indicator in influencing the Organizational Commitment to the head of BUMDes in Bogor Regency. While the lowest score is Normative Commitment with a t-statistic value of 9.73. This shows that Affective Commitment is the most dominant indicator in influencing the Organizational Commitment of the head of BUMDes , this is in the form of an individual's desire to continue working in the organization because he likes and wants to do so, this greatly influences commitment to the head of BUMDes in Bogor Regency.

**Table 3. Test of Commitment to Organization Indicators on the SEM Model**

	Variable	Loading	t-Statistik	Information
K	KA	0,81	13,57	<i>valid dan significant</i>
	KB	0,81	10,42	<i>valid dan significant</i>
	KN	0,87	9,73	<i>valid dan significant</i>

The lowest value is normative commitment, this shows that normative commitment has a low influence on organizational commitment, this is in the form of a desire to remain a member of the organization because they feel they have an obligation, the effect on organizational commitment is quite low.

Colquitt, Lepine, and Wesson (2009:67) explain Commitment to the Organization is the individual's desire to remain a member of the organization. Commitment to the organization is one of the determining factors whether he wants to remain a member of the organization or he tries to leave (looking for work in another organization). Greenberg and Baron (2008:174), Commitment to the Organization is the extent to which individuals identify with and want to involve themselves with the organization and do not want to leave it.

Based on the theoretical description above, it can be concluded that Commitment to the Organization is the desire of employees to be interested in the goals, values and goals of the organization which is indicated by the individual's acceptance of the values and goals of the organization and has a desire to be affiliated with the organization and willingness to work hard for the organization so as to make individuals feel at home and still want to stay in the organization in order to achieve the goals and continuity of the organization. Dimensions of Commitment to the Organization are: (1) affective commitment: the desire to remain a member of the organization because of the individual's emotional involvement in the organization. Indicators are enjoying work and emotional involvement with coworkers; (2) continuance commitment: the desire to remain a member of the organization because it is realized that it will cause a lot of 'costs' when leaving the organization. The indicators are the need for oneself to have a job and the calculation of profit and loss when leaving the organization; (3) normative commitment: the desire to remain a member of the organization because they feel they have an obligation. The indicator is having an obligation to the organization and loyalty to the Organization.

**CONCLUSION**

Based on the results of the analysis test show that affective commitment is the most dominant indicator in influencing Commitment to the Organization of the head of BUMDes in Bogor Regency. Meanwhile, the lowest value is Normative Commitment. This shows that Affective Commitment is the most dominant indicator in influencing the Organizational Commitment of the head of BUMDes , this is in the form of an individual's desire to continue working in the organization because he likes and wants to do so, this greatly influences commitment to the head of BUMDes in Bogor Regency. The lowest value is normative commitment, this shows that normative commitment has a low influence on organizational commitment, this is in the form of a desire to remain a member of the organization because they feel they have an

obligation, the effect on organizational commitment is quite low. The head of BUMDes must increase Normative Commitment through strengthening indicators of having an obligation to the organization and loyalty to the organization. The activities that can be carried out are when the BUMDes is elected, an orientation and job introduction program and the position of the head of BUMDes must be carried out or in the form of pre-service activities for the head of BUMDes.

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