

The Role of Social Capital in Improving Quality Village-Owned Enterprises (BUMDES)

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ABSTRACT

This study aims to determine the role of social capital in improve the quality of BUMDes through the management of the Aek Parulian bathing tourism object in Sipan Village, Sarudik District, Central Tapanuli Regency. The research method used is descriptive qualitative, the use of this research method is to describe the data results from research in the field. The subjects in the study were the Sipan Village Head, BUMDes Management and Managers, and the Sipan Village community. Types of data in this study primary data and secondary data. Data collection techniques used are observation, interviews, and documentation. Data analysis techniques used in this study are data reduction, data presentation, and drawing conclusions. Based on the results of the study, it shows that social capital has a role in the establishment of Gabe BUMDes and the management of Unit Business of Aek Parulian bath in Sipan Village. The elements of social networks and trust have a bigger role, namely the existence of social relations, communication and interactions that have a good effect on the level of participation and community involvement in deliberation activities held as a forum for all parties to exchange ideas. As well as the values that are applied from the aspect of competence and honesty by the board and manager of the Gabe BUMDes which increase the trust of the village community. Meanwhile, the norm element has a smaller role which is manifested in the form of written regulations (village regulations) and to enforce discipline, behavior control and guidelines for the management of BUMDes Gabe and Unit Business of Aek Parulian Bath.

KEYWORDS

Social capital; BUMDes; Aek Parulian's Management of bathing tourism.

INTRODUCTION

BUMDes is a business entity that is wholly or Most of the capital is owned by the village through direct participation from village assets which are separated in order to manage assets, services, and other businesses for the greatest welfare of the village community (Regulation of the Minister of Villages PD TT Number 4 of 2015, 2015).

It is one solution to the problems that occur in the village. The existence of it is expected to help the government and village communities in managing village potential more effectively and productively. Therefore, it must be managed properly and optimally so that the purpose of the establishment of it to improve the welfare of rural communities can be realized. The form that can be seen is improving the lives of rural communities in the economic, social, and political fields.

Regarding various existing problems, it is designed as the spearhead to solve village economic problems. Its existence has not contributed much to the implementation of

development and empowerment of rural communities in several parties. There are various reasons why it often do not run effectively, one of the big challenges for it is the belief of rural communities who still doubt that it and its programs can improve the welfare of rural communities. As a result, the presence of it in the village does not get too much welcome and attention from the village community

Therefore, for the sustainable management of BUMDes, it must have the management capability to manage the business professionally. The existence of information disclosure between BUMDes and the community is often the end of the problem. Disclosure of information is still a problem that is often found in villages. Ignorance of some people on information about the programs being run in the village makes the existing programs only followed by the same people. So that we often encounter people who have great suspicion of village officials.

In this regard, Sipan Village is a village located in Sarudik District, Central Tapanuli Regency, North of Sumatra Province. This village has a BUMDes called BUMDes Gabe. Discussing problems related to BUMDes, on the other hand, one of the results of this Gabe BUMDes management effort is the management of bathing tourism objects in Aek Parulian. This is an attraction for outsiders to visit Sipan Village. Social capital encourages BUMDes and village communities to develop village potential into tourism locations. Social capital encourages local communities to take part and participate in developing local tourism, so as to increase village income and welfare. In addition, BUMDes Desa Sipan is also able to create other business units.

There are elements of social capital created between BUMDes and people of Sipan Village can assist in maintaining the existence of the sustainable management of Aek Parulian bath tourism object. This is what then becomes interesting to study, how the elements of social capital are able to contribute to the formation, management of BUMDes and village communities as an effort in managing and maintaining Aek Parulian bath tourism object. However, along the way, there are obstacles in its management, namely the lack of people in understanding the goals and purposes of BUMDes in village development efforts.

RESEARCH METHODS

The type of research used in this study is descriptive to describe namely observation, interviews, and documentation (notes or files). The results of the data regarding the role of social capital in improving the quality of BUMDes through the management of Aek Parulian baths in Sipan Village. The use of this research method is also to collect data related to problems regarding the role of capital in improving the quality of BUMDes through the management of Aek Parulian baths in Sipan Village.

Subjects studied in qualitative research are called informants. Determination of informants in research is adjusted to the expectations of the desired information. The determination of the sample is based on a purposive sampling technique or also known as a purposive sample. Subjects taken as samples are really the subjects that contain the most characteristics found in the population (key subjectis). The informants of this study are as follows:

1. Mr. Agus Hutagalung as the Head of Sipan Village (Advisor to BUMDes Gabe)
2. Mr. Juni Hutagalung as Chairman of BUMDes Gabe
3. Mrs. Rona Rosiani Waruwu as Treasurer of BUMDes Gabe
4. Mrs. Astuti Purba as Head of the Tourism Business Unit of BUMDes Gabe
5. Mr. Tama as a Sipan Village community
6. Mr. Tison as a resident of Sipan Village
7. Mrs. Risma as a resident of Sipan Village

Data were also analyzed using qualitative data analysis techniques according to the interactive model of Miles and Huberman in (Salim & Syahrudin, 2012:147), namely data reduction (data reduction), data presentation (data display), and conclusion drawing (verification).

RESULTS AND DISCUSSION

Village Overview

Sipan Village is the only village located in Sibuluan Nalambok Village, Central Tapanuli Regency. The land area of Sipan Village is 2,107.42 Ha, with a population of 785 people with a total of 184 Family Cards (KK) consisting of 403 men and 382 women.

Overview of BUMDes "GABE"

The establishment of BUMDes is based on the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia (Permendesda PDRT) Number 4 of 2015 concerning the Establishment, Management and Management, and Dissolution of Village-Owned Enterprises. The establishment of BUMDes to support the empowerment and strengthening of the village economy as well as to improve community income, established in accordance with the needs and potential of the village. The establishment of this BUMDes based on Sipan Village Regulation Number 02 of 2018 was formed based on the results of a village planning meeting on January 23, 2017 located in Sipan Village which resulted in the "GABE" BUMDes.

The Role of Social Capital in Improving the Quality of BUMDes through Management of Aek Parulian Baths in Sipan Village

The existence of social capital at the rural level is alleged to have a role and contribution to rural communities based on the three elements possessed by social capital. Social capital has elements in coordinating mutually beneficial cooperation, according to Putnam (1993) in (Kimbal, 2015:30) consisting of 3 (three) namely networks, trust and norms.

Social Networking

Social networks facilitate communication and interaction, enable the growth of trust and strengthen cooperation, Ridel (1997) in (Muta'ali, 2013). Therefore, in the development of Sipan village, community involvement is also needed in every activity, one of which is in developing the potential of the village through Aek Parulian baths tourism object management.

The existence of social networks can improve communication and interaction. This can be seen from the deliberation activities carried out, in addition to improving communication, interaction, and establishing good relationships, as well as increasing the involvement and participation of the village community in every activity carried out. Delivered by Mr. Agus Hutagalung as the Head of Sipan Village who is also an advisor to BUMDes regarding the participation of his village community in every activity held.

"Of course there is. Sipan Village Government and BUMDes always involve the relevant village communities in making decisions on problems that occur in business units managed by BUMDes. Activities carried out to improve community interaction and communication are deliberation and mutual cooperation. The Sipan Village Government also involves the village community as the administrator and manager of the BUMDes and Pemandian Aek Parulian unit"
(Agus Hutagalung, Kepala Desa, 06/08/2021)

The Sipan Village Head's statement is in line with the statement submitted by the Sipan Village BUMDes chairman regarding the involvement and participation of village communities in joint deliberation activities with BUMDes and the village government.

The statement conveyed that there were deliberation activities carried out for village development efforts, one of which was to introduce knowledge about BUMDes and business units that would be managed in the future. This was also confirmed by the BUMDes Treasurer and the Head of the BUMDes Tourism Business Unit. According to the BUMDes Treasurer, the deliberations were held to discuss the establishment of BUMDes and the business units to be managed. The same thing was also conveyed by the Head of the Tourism Business Unit for bathing management Aek Parulian who also added a statement that other activities were mutual cooperation activities.

“There are, such as deliberation activities that discuss BUMDes. We carry out this activity together with the village government and village communities. In addition, there are gotong royong activities that are only rarely carried out once a year.”
(Astuti Purba, Kepala Unit Usaha Pariwisata BUMDes, 06/08/2021)

Community involvement or participation is important in social networks. The ability to get involved in a relationship is the key to success in building social capital. Village community involvement Sipan in village development apart from deliberation activities can also be seen from the gotong royong activities carried out by the village community together with the village government and BUMDes.

The statement of the village head and BUMDes related to the involvement of the village community in every deliberation activity made an interaction and communication regarding the development of village potential. Through this deliberation activity, it becomes a forum for exchanging thoughts, ideas, and inputs, which come not only from the village head, BUMDes administrators and managers, but also from the community. Through regular deliberation activities in Sipan Village, it is able to produce and maintain the management of the Aek Parulian baths tourism business unit and other business units to date.

One form of village development efforts according to the direction of the central government is the establishment of BUMDes. It and the business unit of Aek Parulian baths in Sipan Village is an effort to support village development efforts which can also improve the village economy and improve the welfare of rural communities. The success of Sipan Village development effort cannot be separated from the role of existing social capital. The social network built in the BUMDes management effort at Aek Parulian bath is expected to be able to get support and convenience from all parties in Sipan Village.

Based on the research results, the existence of social networks also plays a role in this. The form of social networks that exist in Sipan Village development effort is the existence of good social relations. Good social relations, namely the creation of interaction and communication. In an effort to establish Gabe's BUMDes, not only involving its administrators and managers, but involving the community. Good social relations in Sipan Village can increase the involvement and participation of the village community in participating in every activity. The form of activity in forming social networks in the effort to establish Gabe BUMDes and the management of Aek Parulian baths is deliberation. This deliberation activity is carried out jointly between the village government, BUMDes and village communities. Through these deliberation activities, it facilitates communication and interaction, allows the growth of closeness/familiarity, strengthens cooperation, understands each other, and discusses the purpose of establishing it. Thus, it is not only the BUMDes administrators and managers who can contribute their suggestions and criticisms, but the

community as well, so that together they can evaluate related issues. Problems and needs to developments in Sipan Village.

A closely knit social network will strengthen members' feelings of cooperation and the benefits of participation, Ridel (1997) in (Muta'ali, 2013). The existing social network is realized for a common goal in village development efforts through the establishment and management of BUMDes and the Aek Parulian bathing business unit in Sipan Village. The existence of interaction and communication can produce positive relationships within a community/ organization environment (Granovetter, 2001) in (Suranto 2020:47). The views of Bourdieu and Coleman explain that the closeness of the relationship has a significant influence on social capital because the relationship is able to create and maintain positive values in its development (Usman, 2018:36). Likewise, there are social relationships, interactions and communication that are going well within the Sipan Village environment, so that with the existence of a social network cooperation is created and is able to establish BUMDes and manage Aek Parulian bathing business units and produce the business units of Aek Parulian baths and other business units, such as Isi mineral water (gallons) and the provision of party equipment.

Trust

Trust can be built on the basis of the relationships that exist between the groups that exist in the community, giving a good impression, exemplifying actions that may be re-enacted by the village community. This can form a sense of mutual trust between the village government, BUMDes and village communities. Providing examples of good actions and impressions is also applied by Sipan Village Head. This is done by the Village Head with the aim of fostering the trust of Sipan village community towards the village government to participate in village development efforts through the establishment of BUMDes in managing the business unit of Aek Parulian bath.

"I am as headman, should set an example by always going directly to the field together with the community in all activities, especially in deliberation to provide information. direction, also in the implementation of the construction of Pemandian Aek Parulian"

(Agus Hutagalung, Kepala Desa, 06/08/2021)

Efforts to establish good social relations within Sipan Village were also confirmed by the Head of BUMDes Gabe. According to the Head of BUMDes, one of the efforts made to increase public trust is in participating in the activities of establishing BUMDes and Pemandian Aek Parulian management is by creating good relations with the village community, namely by listening to criticism, suggestions, ideas, and any input that comes from the community as a form of appreciating the existence and participation of the community. This was conveyed by the Head of BUMDes.

"BUMDes together with the village government create a good relationship with the people of Sipan Village by establishing a sense of kinship with each other. Listening to every criticism and suggestion, complaints and complaints, ideas that come from this village community, together to find a way out of something in the deliberation for the development of Pemandian Aek Parulian."

(June Hutagalung, Head of BUMDes, 05/08/2021)

The BUMDes Chairman's statement was also confirmed by BUMDes Treasurer. The BUMDes treasurer also said that another effort made by BUMDes management and

management in order to increase the trust of Sipan village community was to try to win the hearts of Sipan village community, approach the community.

Trust is very important for the continuity of the running of an institution. The existence of mutual trust in an institution is necessary for the progress of the institution itself. Likewise in Sipan Village, there is also a need for mutual trust between Gabe Village-Owned Enterprises and the community in the management of Aek Parulian baths, so that the management of bathing in running effectively

One element that also plays an important role in development efforts in Sipan Village is trust. Trust or trust that grows and develops in the life of a group/community or society also does not happen by chance, or suddenly, or suddenly (Usman, 2018:51). The mutual trust that exists in Sipan Village in village development efforts cannot be separated from the mutual trust that exists in the life of Sipan Village, both between the village government, BUMDes and the Sipan Village community. The existence of an element of trust also plays a role in efforts to establish, establish BUMDes and manage Aek Parulian baths in Sipan Village.

Trust is a glue for the running of cooperative relationships in an institution/ organization, either between fellow administrators or the relationship that exists with the community (Hasbullah, 2006). The success of the Gabe BUMDes in managing the business unit of Aek Parulian baths certainly cannot be separated from the element of mutual support that exists between the village government, BUMDes and village communities for every development and development activity of Gabe BUMDes. The existence of an element of trust arises from the existence of commitment and mutual support that creates a relationship of mutual trust with each other, as well as good social relations for all parties so that they can strengthen cooperation (Suranto, 2020: 50). The good social relations in Sipan Village have succeeded in creating public trust in the performance and efforts made by the village government and BUMDes. The trust that is built is based on the values applied by BUMDes administrators and managers. The values applied can be seen from the aspects competence and honesty. One form of trust in Sipan Village is because they know the personal characteristics and performance of BUMDes administrators and managers who are chosen to manage BUMDes and their business units, so they don't hesitate to rely on managing BUMDes and existing business units. According to the view (Herrerros, 2004:52-71) in (Usman, 2020:51) explains that the value of trust (belief in positive values that are able to create change), in this case is the ability of individual actors to understand and apply values value in achieving a common goal. The values that are emulated by the people of Sipan Village so that they have a sense of trust in the management and management of BUMDes or the village government are persistence and responsibility in village development efforts. In addition, mutual trust exists because of openness and transparency. Clear disclosure of information to all village communities, related to the management of funds and remaining business results which is always discussed and explained properly and transparently to the village community creates a great sense of trust from the community towards village government and BUMDes in managing business units.

Norms

The existence of social capital cannot be separated from the existence of norms. Between community and BUMDes that interact with each other and have trust in each other, norms are also needed in them. Norms in terms of being able to control every behavior that exists within the institution. Norms in controlling behavior in this case can be in the form of rules, policies, values that are run together.

Together with the formation of BUMDes, there are regulations that follow. Regulations governing the performance of BUMDes management are also made by the village government in accordance with mutual agreement. The BUMDes government produces Village Regulation number 1 of 2019 concerning the Establishment of Village Owned Enterprises (BUMDes) in Sipan Village and Village Head Regulations Number 2 of 2018 concerning the Articles of Association and Bylaws of the Village Owned Enterprise "GABE" Sipan Village.

"Yes, the regulations have been made since BUMDes was established when the deliberations were held. The existing rules are stated in the Sipan Village Head Regulation Number 02 of 2018 concerning the Articles of Association and Households of the Village-Owned Business Entity "Gabe" Sipan Village, Sarudik District, Central Tapanuli Regency and Sipan Village Regulation Number 01 of 2019 concerning the Establishment of Village Owned Enterprises (BUMDes) Sipan Village, Sarudik District, Central Tapanuli Regency."

(Agus Hutagalung, Village Head, 06/08/2021)

Regarding the regulations governing the management and management of BUMDes for existing business units, the Head of BUMDes, Treasurer of BUMDes and Head of BUMDes Tourism Business Units also conveyed.

"Yes, if we have made the regulations in the Village Regulation, which regulates the tasks, business units to be managed, and the budget related to their management, this is also known to the people of Sipan village."

(June Hutagalung, Head of BUMDes, 05/08/2021)

"Regarding the existing regulations, the regulations are in the village regulations, it's already contained in it all about the responsibilities of each of us from the BUMDes administrators and managers, the salary is also regulated in the village regulations".

(Rona Waruwu, Treasurer of BUMDes, 06/08/2021)

The rules and policies that are made in addition to regulating the duties and obligations in managing BUMDes and Aek Parulian baths are also to achieve the visions and missions and goals that we have set, so that they can meet targets and the business units we manage can develop.

"Yes, of course there must be, it is in the village regulations. The regulations contain what our duties are as administrators and managers of BUMDes, in addition to the existence of these village regulations in order to achieve the vision and mission that we have set, so that we can manage according to what we have designed so that it can grow even more. "

(Astuti Purba, Head of BUMDes Tourism Business Unit, 06/08/2021)

Village regulations related to the establishment and budget of BUMDes are used as a benchmark, especially for BUMDes administrators and managers in managing the business unit of Aek Parulian bath. With the existence of regulations to avoid violations and irregularities, so that there is control that makes the community, especially BUMDes administrators and managers orderly in running the institution. In addition to written regulations in the form of village regulations, BUMDes administrators and managers also

have their own regulations regarding the management of Aek Parulian baths, namely the daily picket schedule in guarding the baths and that is not written.

Norms or rules that apply to village communities and BUMDes administrators and managers in improving the success of the management of each business unit being managed. With the norms and rules, each activity implementation can run as expected basic strength for an institution.

In the effort to establish and manage Gabe's BUMDes for Aek Parulian bath business unit, apart from requiring elements of social networks and trust, norms are also needed. According to Putnam (1993) in (Kimbali, 2015:32), norms are understandings, values, hopes and goals that are believed and carried out together by a group of people. Norms are not just about rules but also habits applied by an organization/institution. According to the view (Theresia, Andini, Nugraha, & Mardikanto, 2015:46), explaining social norms are a set of written or unwritten rules that are agreed upon by members of a group or community/institution.

Based on the research results, the existence of norms is related to a set of written and unwritten rules that apply. In the formation and development of BUMDes Gabe and in the effort to manage Aek Parulian baths, the form of a norm is a rule that is made as a form of foothold in the effort to enforce discipline and control on the performance and running of the Gabe BUMDes management system for the business unit of Aek Parulian bath. Written rules are in the form of Village Regulations (Perdes) which regulate performance and management such as the rights and obligations of BUMDes administrators and managers, as well as sanctions for violations made by the village government together with the village community as stated in Sipan Village Head Regulation Number 02 of 2018 concerning The Articles of Association and Bylaws of the Village-Owned Enterprise "Gabe" Sipan Village, Sarudik District, Central Tapanuli Regency and Sipan Village Regulation Number 01 of 2019 concerning the Establishment of a Village-Owned Enterprise (BUM Desa) Sipan Village, Sarudik District, Central Tapanuli Regency.

The written rules that are made serve as a benchmark in acting and behaving in accordance with these regulations, so that they become a control to reduce violations and fraud by BUMDes administrators and managers in running the business unit of Aek Parulian bath. However, there are no written rules for the norms that apply in the interaction relationship that occurs between the management and the manager of Gabe BUMDes. As for the unwritten rules in the form of arrangements regarding the daily picket schedule that is only known by fellow BUMDes administrators and managers, while for other unwritten rules such as social norms or customs that exist in Sipan Village that apply in social interaction in the process of formation and the management of BUMDes and the business unit of Aek Parulian bath such as the organizational culture between the village government, BUMDes and Sipan village community does not exist in the form of written rules and is not applied in village development efforts.

Supporting and Inhibiting Factors of the Role of Social Capital in Improving the Quality of BUMDes Through Management of Pemandian Aek Parulian in Sipan Village

Based on the results of research on the role of social capital in improving the quality of BUMDes in the management of Aek Parulian baths, there are supporting factors and inhibiting factors, as follows:

Supporting Factors

In the effort to succeed in the formation and management of BUMDes Gabe and the business unit of Aek Parulian bath in Sipan Village, of course there are supporting factors. This can be seen from the field findings and the results of the previous analysis that there is a role for community participation and involvement in every activity from the early planning stage to the evaluation stage. Supporting factors in village development efforts through the management of BUMDes to the business unit of Aek Parulian bath are:

1. Participation and involvement of the village community.

The establishment of Aek Parulian bathhouse was the result of an idea from the people of Sipan Village themselves. In addition, the ideas/inputs given by the village community during the deliberation activities were suggestions for making decorative decorations in the swimming pool arena and its surroundings, another suggestion was the availability of a canteen that sells various types of food and drinks, so that people no longer need to bring them from home and opening up business opportunities for the community, and another suggestion is the existence of musical entertainment (songs) so that visitors are entertained and don't feel bored. This is a form of interaction and communication that occurs when the deliberation is carried out. In the development stage, the community also participates in the business unit development efforts that have been discussed previously. The village community also worked together to help, and contributed their energy in making bathing pools by helping the craftsmen. The participation and involvement of the community in Sipan Village development effort is one form of the role of social capital in the form of social networks.

2. Village government as facilitator and coordinator

The role of the village government as a facilitator and coordinator can be seen from the efforts of the village government in conducting deliberation and involving the community. The village government accommodates all ideas and inputs that come from the village community. Not only that, the village government and BUMDes also become mediators in mediating differences of opinion, the pros and cons that occurred during the deliberation, regarding what business will be managed in the Sipan village. Such as savings and loans or tourism management. The village government together with BUMDes also approached, and provided understanding regarding the formation of BUMDes for the community. In its implementation, the village government also facilitate the management of Aek Parulian baths by BUMDes, where village regulations are made that regulate the formation of BUMDes, duties, obligations of the management and management of BUMDes so that there is no deviation. The performance of BUMDes administrators and managers who are active in managing and maintaining Aek Parulian baths to date. In the evaluation stage, there is openness between the village government and BUMDes with the community regarding information or results that are always discussed in deliberation. The government as a mediator and facilitator in this case is one of the elements of social capital. The village government and BUMDes take an approach, providing understanding to the community regarding the existence of BUMDes as a form of social network. In addition, the existence of public trust in the management and management of BUMDes is also a form of social capital, namely the element of trust.

Obstacle factor

The inhibiting factors in village development efforts through the management of BUMDes to the Aek Parulian bathing business unit are as follows:

1. Differences of opinion in deliberation

Based on the results of field findings, in the early stages of planning. The formation of BUMDes Gabe and the business unit to be managed, there was a difference of opinion in the deliberation. The difference of opinion came from the community who came to the meeting regarding what business units would be managed in the future. Therefore, there were a few obstacles, so the meeting was held again, to resolve existing differences and find a way out together. The existence of differences of opinion in deliberation is also an element of social capital, namely social networks. The difference of opinion explained that in the deliberation held in Sipan Village, there was interaction and communication between the village government, BUMDes and the community discussing the formation and development of BUMDes.

2. Barriers in management

Obstacles in the management of BUMDes in Aek Parulian baths can be seen at the beginning of the implementation stage, that it takes time to introduce the Aek Parulian bath business to people outside the village. As time went on, during the management of Aek Parulian baths, there was a pandemic, obstacles were again felt when the bathing pool had to be closed for 4 (four) months and then closed again for the next 2 (two) months. The emergence of the same bathing pools as Aek Parulian is a challenge for BUMDes. There are inhibiting factors in BUMDes efforts in managing Aek Parulian baths do not necessarily thwart efforts to improve the village economy. Every problem that exists must have a solution. To overcome these problems, efforts were also made to maintain the existence of Aek Parulian baths. Overcome the problem difference of opinion when deliberation is responding with a cool head, providing in-depth understanding for the community, especially for those with different opinions, jointly seeking solutions to existing problems, and holding ongoing deliberation discussions, until the differences of opinion are resolved. In addition, overcoming problems related to the implementation of the management of Aek Parulian baths carried out by BUMDes, namely by increasing social networks outside Sipan Village by creating a Facebook social media account to introduce Aek Parulian baths more widely outside Sipan village. In addition, another effort to increase visitors due to the effects of the pandemic and the opening of the same bathhouse as Aek Parulian is to periodically update the existing decorations, while maintaining the cleanliness of the pool and the beauty of the environment.

CONCLUSION

Based on the findings and research results obtained previously, the following conclusions can be drawn:

1. Social capital has a role in the development of Sipan Village in improving the quality of BUMDes through the management of Aek Parulian baths. Through a series of elements of social capital consisting of social networks, beliefs and norms have a role and contribution to each. The role of the social network element has a positive impact on the formation and management of BUMDes and the Aek Parulian bath business unit. Social relations, communication and interactions that are well established in the community environment of Sipan Village have a good effect on the level of community participation and involvement in deliberation activities which are held as a forum for all parties to exchange ideas to provide input, ideas, criticism, suggestions in village development efforts. . Meanwhile, based on the results of research for social networks outside the village of Sipan, there is no collaboration with third parties to improve the management of Aek Parulian baths. The role of the element of trust in the formation and management of BUMDes and the Aek Parulian bathing business unit contributes to

village development efforts. The attitude of support and participation of the Sipan Village community in every activity is evidence of the community's trust in the performance of BUMDes in managing the Aek Parulian bath business unit. The trust that is built is based on the values that are applied by the BUMDes administrators and managers. The values applied can be seen from the aspects of competence and honesty. One form of trust that exists is because they know the personal characteristics and performance of the BUMDes administrators and managers who are chosen to manage BUMDes and their business units, so they don't hesitate to rely on them to manage existing BUMDes and business units. The role of the norm element in the formation and management of BUMDes and the Aek Parulian bathing business unit is manifested in the form of written regulations (village regulations) and to enforce discipline, behavior control and guidelines for the management of BUMDes and Aek Parulian bathing business units. The existence of these rules is a benchmark in acting and behaving in accordance with these regulations, so that it becomes a control to reduce violation and fraud behavior so that until now BUMDes is able to survive in managing and maintaining the existence of the Aek Parulian bathing business unit, while based on the results of research for social norms that as a way of life in social interactions held by residents in Sipan Village, it does not exist in written form and is not applied in village development efforts. It can be concluded that in this case all elements of social capital have their respective roles. Elements of social networks and elements of trust in social capital have a greater role in the management of BUMDes Gabe and the management of Aek Parulian baths, while elements of norms have a lesser role. However, the element of norms still has a sufficient role and contribution in the effort to manage the Gabe BUMDes in managing the Aek Parulian bath in Sipan Village.

2. Supporting factors in the development of Sipan Village in improving the quality of BUMDes through the management of Aek Parulian baths include the existence of public awareness to participate and be involved in efforts to improve village development. The participation and involvement of rural communities in the establishment and development of BUMDes is a form of the existence of an element of social capital, namely networks. In addition, encouragement from the village government as a facilitator and coordinator is to facilitate meetings and the performance of BUMDes administrators and managers who are active in every activity held. This factor is an example of an element of social capital, namely trust. While the inhibiting factor in the development effort of Sipan Village in improving the quality of BUMDes through the management of the Aek Parulian bath is the difference of opinion in deliberation activities which slightly hinders the deliberation. In addition, there are challenges in the management of Aek Parulian baths, namely the existence of a pandemic which caused the baths to be closed 2 times in a span of 4 (four) months and then closed again for the next 2 (two) months, as well as the emergence of bathing units that resemble Aek Parulian. The inhibiting factors, both differences of opinion and challenges in managing, are related to the element of social capital, namely social networks.

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