

Performance Measurement in the Village-Owned Enterprises Tourism Business Units

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Abstract. *The idea in this study is to develop performance measurement indicators for tourism business units at Village-Owned Enterprises (VOE's). The existing VOE's performance measurement has not yet measured the VOE's performance as a social enterprises. This research used the Performance Measurement System approach. The unit of analysis in this study is the VOE's Performance Indicator which is extracted from VOE's stakeholders. This study recommend the dimensions of VOE's performance measurement, namely: Financial Sustainability, Efficiency, Effectiveness, Impact, Resource Value, Product Value, Capability. This dimension is then described in indicators, which consist of; Investment Performance; Income Generated; Profit Generated; Use of Village Assets; Use of Operational Costs; Visitor Complaints; Management Cooperation; Village Citizen Support; Village Government Support; Transparency of Business Activities; Local Labor Absorption; Village Citizen Income; Contribution to Original Village Income; Fulfillment of Village Citizen Public Services; Urbanization Level; Manager competence; Utilization of Village Potentials; Innovation; Facilities and infrastructure; Rides; Visitor Satisfaction.*

Keywords: *performance measurement system, VOE's, social enterprises*

1. INTRODUCTION

Poverty is still a major problem in Indonesia (Tohari, Parsons, & Rammohan, 2019). East Java, as one of the largest provinces, still has areas with a fairly high poverty rate of 10.85% (Central Statistics Agency of East Java Province, 2019a). This figure is still higher than the national poverty rate of 9.66% (Central Statistics Agency of East Java Province, 2019b). According to the Director of PKKS Bappenas, poverty pockets in East Java are found in 15 districts, namely Sampang, Sumenep, Bangkalan, Probolinggo, Tuban, Pamekasan, Bondowoso, Lamongan, Bojonegoro, Situbondo, Kediri, Malang, Lumajang, Jember and Pasuruan (Provincial Communication and Information Office East Java, 2019) as in table 1.

Since 2014, the Indonesian government has begun to pay full attention to village development, the implementation of which is that villages can establish Village-Owned Enterprises (VOE) (Kusuma & Krisnadewara, 2019). The role of VOE is as a Village Build consolidator, namely driving the village economy and running business services for local residents (Srirejeki, 2018). The purpose of establishing and managing VOE is to improve the village economy; improve community welfare; and increase community income and Village Original Income (VOI) (Suriadi, Mahalli, Achmad, & Muda, 2015). The existence of VOE is based on a strategy to reduce poverty directly (Ramly, Mecca, Wahid, & Mecca, 2019).

In 2018 there were 5,432 VOE in East Java, where in 2017 there were 3,159. Although it has increased significantly, it has not been matched by the quality of its management. This can be seen from the number of VOE in each classification (Basic, Growing, Developing and Advanced) where those with the Developing and Advanced classification are only 413, 2,430 at the Growing level, while the Basic Level consists of 2,589 VOE (Village Community Empowerment Service of East Java Province. , 2019).

Conditions in the field, many VOE were found operating for a short time, until they went bankrupt (Sofyani, Atmaja, & Rezki, 2019). VOE that is considered successful has not been able to contribute to VOI (Prasetyo, 2017). The main reason VOE cannot develop properly, among others, is because it is not managed professionally, namely the business being carried out is not based on village potential, does not have a targeted business strategy and uncontrolled business performance (Bambang & Suparno, 2017).

Village-owned enterprises (VOE), especially in the tourism business unit in the target area, are still not well developed so it is necessary to conduct research related to the causes of underdevelopment and how strategies are so that VOEs are able to develop and provide benefits to the village community. The main problem of this research is that VOE does not yet have measurable and precise performance measurement standards for VOE.

2. LITERATURE REVIEW

2.1 VOE and Functions

BUMDes is a legal entity established and owned by the village and is profit-seeking. Article 1 number 6 of Law Number 6 of 2014 concerning Villages (which was later amended by Law of the Republic of Indonesia Number 2 of 2015), as: "Village-owned enterprises, hereinafter referred to as VOE, are business entities which all or most of their capital owned by the village through direct participation derived from separated village assets in order to manage assets, services and other businesses for the maximum welfare of the village community." The establishment of VOE is positioned as one of the policies to realize the first, third, fifth, and seventh Nawa Cita, with the following meanings (Putra, 2015); VOE is one of the policy strategies to present state institutions in community and state life in villages or rural traditions; VOE is one of the policy strategies to develop Indonesia from the periphery through the development of collective village economic enterprises; VOE is a policy strategy to improve the quality of life of Indonesian people in villages; VOE is a form of village economic independence by mobilizing strategic business units for village collective economic enterprises.

Regulation of the Minister of Villages, Development of Disadvantaged Areas, and Transmigration of the Republic of Indonesia Number 4 of 2015 concerning the Establishment, Management and Management, and Dismissal of Village-Owned Enterprises also explains the functions of the existence of VOE, including: a) improving the village economy; b) optimizing village assets to be useful for village welfare; c) increasing community efforts in managing the economic potential of the village; e) developing plans for inter-village business cooperation and/or with third parties; f) create market opportunities and networks that support citizens' public service needs; g) creating employment opportunities; h) increasing the welfare of the community through improving public services, growth and even distribution of the village economy; and i) increase the income of the village community and the village's original income.

The establishment of VOE must pay attention to several important things as material for decision making, namely: the initiative of the village government and/or the village community (through a democratic village deliberation process); village economic business potential; village natural resources; human resources capable of managing VOE; village government capital participation in the form of financing; and the village assets that were turned over to be managed as part of the VOE effort.

Gresik Regency Regional Regulation Number 3 of 2017 concerning Village-Owned Enterprises states that in establishing VOE, it must go through a Village Deliberation Agreement. The subjects discussed in the Village Conference were: the establishment of VOE in accordance with the economic and socio-cultural conditions of the community; VOE management organization; VOE venture capital; and the VOE Statutes and Bylaws.

The management structure of the VOE management organization in accordance with the Gresik Regency Regulation Number 3 of 2017 consists of: (a) Advisors; (b) Operational Executor; and (c) Supervisor.

2.2 *Performance Management System (PMS)*

PMS was first designed and generated from a profit-based business perspective (Speckbacher et al., 2003). Based on Neely et al (2002), PMS can be explained as a group of metrics used to measure the efficiency and effectiveness of movements. In general, four phases of the evolution of PMS can be identified (Bititci et al 2011; Arena and Arnaboldi 2012). In the initial phase, between the 1920s and 1950s, PMS emphasized on the production area, with particular awareness being paid to cost efficiency issues (Bititci et al, 2011). In the following phase, between the 1950s and 1960s, PMS coverage began to expand into divisional and departmental budgets, taking into account economic and financial performance (Otley 2003; Bititci et al 2011). In the last phase, between the 1960s and 1980s, PMS combined new performance dimensions: quality, time, flexibility, and customer satisfaction (Hayes and Abernathy 1980; Slack 1983; Kaplan 1984), which led to the emergence of KPIs, namely those that refer to measures aimed at monitoring the company's long-term success factors. In some literature, PMS actually clarifies the relationship between performance indicators and corporate strategy (Simons, 1995), as evidenced by the emergence of balanced scorecards and indicator dashboards (Kaplan and Norton, 1996; Norreklit, 2000), which provide an idea for an integral view of company performance, supported by financial and non-financial indicators (Pun and White 2005; Otley 2008). Conclusively, the development of PMS demonstrates the requirement for indicators that transcend company boundaries, combining the influence of company activities on most stakeholders (Marchand and Raymond 2008; Bititci et al, 2011). This tendency has guided to the integration of indicators related to environmental and social performance into corporate reporting (Figge et al. 2002; Bagwat and Sharma, 2007; Adams and Frost, 2008; Arena and Azzone, 2010).

2.3 *PMS for Social Enterprises as a Multi-dimensional System*

2.3.1 *The First Model of PMS for Social Companies*

The first model proposed to measure the performance of social enterprises refers to the adaptation of the balanced scorecard (Kaplan and Norton 1996). Kaplan (Kaplan and Norton 2001a, b), Somers (2005), and Bull (2007), tried to use Kaplan and Norton's Balanced Scorecard to combine the considerations of different stakeholder groups, to fit the specifics of social enterprises. Kaplan and Norton (2001a, b) initiated the consideration that the mission of social enterprises is a key element that must be held accountable by these social enterprises. Because the achievement of the mission of a social enterprise can only be monitored in the long term and the mission is applied to the four perspectives of the balanced scorecard, to determine short and medium term targets and feedback (financial, customer, internal processes, growth and learning). Compared with the original model, in the case of a social enterprise, the definition of customer is expanded. In private sector transactions, customers pay for goods/services, whereas in the case of social enterprises, those who pay for services can also be donors and/or members. Somers (2005) uses the original balanced scorecard model which was developed into the Social Enterprise Balanced Scorecard (SEBC). SEBC adds a layer of performance perspective, namely social goals over financial perspectives; where the financial perspective is broadened to focus on sustainability; and expanded customer perspectives to capture a wider group of stakeholders (differentiated between those who pay for a service and who receive benefits (employees, beneficiaries and the wider community). Finally, Bull (2007) adapted the Balanced Scorecard model to social enterprises by modifying some of the four initial perspectives into: multi-bottom line (dealing with the results of synthetic financial, environmental and social assessments), stakeholder environment, internal activities (related to structure, communication, quality, etc.), and organizational learning (dealing with training and knowledge management).

Although the Kaplan, Somers and Bull models provide a comprehensive view of the performance of social enterprises, they do not fully capture the complexities that come from their hybrid nature. First, it partially overlaps with the relevance of the social impacts of social enterprise activities, that is, the long-term effects associated with the private sector stemming from the balanced scorecard (McLoughlin et al., 2009). Second, the expansion of the customer perspective partly answers the informative needs of different stakeholders. The range of subjects that can be of interest to social enterprise outcomes is much wider than that of other organizations. Also the types of information required are generally very different (Bourne and Walker, 2005). Third, it has not considered how the relevant performance of an organization changes during its life cycle (Brignall 2003). Finally, some of the indicators proposed are difficult to measure, such as indicators related to social capital and knowledge required (McLoughlin et al. 2009).

2.3.2 The Second Model of Social Enterprise PMS

The second model includes three literatures that propose a contingency model that should be adopted based on the specific characteristics of a social enterprise. Bagnoli and Megali (2011) compile an indicator map to measure the performance of social enterprises, by considering three main dimensions, namely economic and financial performance, social effectiveness, and institutional legitimacy. Indicators should be linked to this dimension based on the specific characteristics of the social enterprise. Compared to the previous model, Bagnoli and Megali (2011) emphasize the issue of social effectiveness and institutional legitimacy with a "new" dimension, not discussed in the previous approach. However, in line with the adaptation of the Balanced Scorecard, this model ignores the different information needs that come from different stakeholders (Defourny and Nyssens 2008; Nyssens 2006). The second contribution included in this model is the contingency framework developed by Ebrahim and Rangan (2010) which is specifically aimed at measuring social performance in social sector organizations. The model proposes a framework for assessing performance based on a process approach in which organizational inputs and activities lead to outputs, outcomes, and, ultimately, social impacts.

Given the diversity of occupations, goals and capacities of social sector organizations, some organizations must measure long-term impact, while others must measure short-term outcomes. Hence, a logic is proposed for determining the appropriate type of action, as driven by the mission and goals of the organization, but not formalizing a set of indicators in a predetermined system. Therefore, this framework offers a way for leaders and managers of social enterprises to clarify the types of results they are trying to achieve, and what should be achieved. However, the model ignores the participatory nature of non-profit organizations, which is common to social enterprises, and does not address how these entities can handle different information from different stakeholders.

2.3.3 The Third Model of Social Enterprise PMS

In the third model, is a model that begins to combine the views of different stakeholders in the development of PMS (Neely et al, 2002; Simmons, 2003). Neely et al (2002) proposed the Performance Prism which begins with the question "Who are the organization's stakeholders and what do they want and need?" This question covers different dimensions of performance, addressing the interests of different stakeholders, including community and environmental aspects. Likewise, Simmons (2003) integrated stakeholder management into performance management. It uses stakeholder analysis to determine relevance from the perspectives of different stakeholders and to rank those aspects that are considered important to measure (Mitchell et al, 1997). Simmons based his model on the assumption that effective performance measurement must include the views of stakeholders in the decision-making process. While Performance Prism still ignores the notion of fairness, Simmons integrates this dimension but is limited to defining the performance dimension that is considered relevant by key stakeholders.

2.3.4 Fourth Model of Social Enterprise PMS

Finally, the model refers to a specific instrument, namely the return on social investment (SROI) developed by the Roberts Enterprise Development Fund and tested by the New Economics Foundation (NEF, 2007). This instrument is based on the notion of a monetary value for social and environmental outcomes, measuring finance in terms of the term "broader social benefits (NEF 2007). The NEF-adapted approach focuses on four areas, the first is stakeholder engagement, where the identified stakeholder objectives are at the core of the SROI process. The second area is materiality, where the analysis for the area is stated as important by stakeholders. The third is an impact map that defines the chain of cause and effect from input to output, output and impact. Finally, the appreciation weight calculates the proportion of results that will occur regardless of organizational input. SROI often relies on public expenditure figures to express in monetary terms the positive externalities of social enterprise activity. However, not all impacts determined by the activities of social enterprises can be translated into money, and this can be counterproductive, because these indicators can lead to underestimation of the contribution of social enterprises. For example, SROI does not capture social value in relation to increased personal utility, namely the quality of life of the beneficiaries (Beckerman and Pasek, 2001). In addition, this methodology is difficult to apply, especially for all organizations that have not yet developed specific expertise in relation to monetary quantification (McLoughlin et al., 2009). Finally, as a synthetic measure, SROI provides little evidence to understand how and why impacts occur (McLoughlin et al., 2009), which makes them an inadequate tool for supporting managers in decision making.

3. RESEARCH METHODS/METHODOLOGY

The approach used is a qualitative approach by describing and constructing a performance appraisal model based on the performance indicators explored through VOE stakeholders. The research data was in the form of interview results which were analyzed descriptively. The results of the analysis were used to reconstruct the PMS design in the VOE environment.

The object of research in this research is VOE which has a good performance in Gresik Regency. Gresik Regency was chosen because it is one of the districts that has a large number of VOE and on average has a good performing VOE according to DPMD East Java Province (2019). Among the VOE that performed well, VOE which was engaged in the tourism sector was selected. Considering that the Gresik area is known as an industrial area, so having VOE that performs well in the tourism sector is a breakthrough for Gresik Regency. The unit of analysis in this study is the VOE Performance Indicator which is extracted from VOE stakeholders. The stakeholder approach provides comprehensive information on the expected and required performance demands of VOE. So that in this study, the stakeholders are the research subjects, which consist of external and internal stakeholders, namely: village officials; VOE managers include: directors, head of tourism operations and VOE employees; elements of village institutions; and tourist visitors.

The data needed in this study are the characteristics of the target VOE, starting from the institution to the business management. Data obtained by in-depth interviews with key informants who were the research subjects. The approach taken in data collection uses a framework Input → Proses → Output → Proses → Outcome (Bagnoli dan Megali, 2011). Input, describes the resources needed by VOE to run its business. The resources used must be consistent with the mission carried out by VOE. The process describes how VOE uses its the resources to produce value to its stakeholders. The output describes the products produced by VOE according to the needs of its stakeholders. Outcome describes the impact of the resulting product on VOE's business activities.

The analysis technique uses three approaches in the case study method (Yin, 2003), namely pattern-matching, chain of evidence and coding. Pattern-matching is done by comparing logical and empirical ways of thinking based on certain patterns and/or predictions with the data obtained. Chain of evidence is done by analyzing the relevance

of all the data that has been obtained. Coding is done by pulling the interrelated data patterns into a codified finding. Pattern-matching is used to capture the meaning of statements conveyed by key informants in the results of interviews by linking them to the theoretical framework. The chain of evidence is used to identify the similarity of the key informant statements. Coding is done to categorize the key informant statement information into groups of VOE performance indicators, which are then modeled into the dimensions of VOE performance. The stages of this research process are as illustrated in Figure 1.

4. RESULTS AND DISCUSSION

4.1 Characteristics of Key Informants and Characteristics of Interview Questions

The research subjects that have been mentioned in the research method are VOE stakeholders who are the key informants in this study. The characteristics of the key informants involved in this study to provide the required information as in table 2.

Interviews were conducted with open-ended questions whose characteristics follow the guidelines Input → Proses → Output → Proses → Outcome. Guidelines for open questions posed to key informants are as shown in table 3.

4.2 Perspectives on VOE Performance from Stakeholders

Stakeholders consisting of Village Officials, VOE Managers, Village Institutions and Tourist Visitors provided answers as key informants to questions guided by researchers. Questions are asked in a flow, namely by looking at the response of the informant's answer to get a clear description of the meaning of the informant's answer. The answers given by the key informant are then mapped based on their characteristics and then interpreted into VOE Performance Indicators as shown in table 4.

4.3 Model Performance Measurement System (PMS) VOE

The results of the interpretation of the key informant's answers from the interviews conducted were then codified into terms in performance measurement. This codification provides information on the kinds of performance indicators that are demanded from stakeholders, the measurement of each of these performance indicators, and the performance dimensions of these performance indicators. Map of the indicators and dimensions of VOE performance as in table 5.

From the codification results, it was found 22 (twenty two) types of performance indicators which were categorized into 7 (seven) dimensions of BUMDes performance. These seven dimensions of VOE performance are mapped into a general business process model which further describes the VOE performance measurement model as shown in Figure 2.

Every organization, whether profit-oriented or non-profit, can be ascertained to have a business process that includes input, process, output and outcome, VOE is no exception. Input is related to all forms of resources needed in carrying out the process to produce output. Good resources will support process optimization and produce quality output. Therefore, to ensure that the resources used are good resources, it is necessary to measure the value of these resources. Resource Value measured in VOE business activities, namely Management Competence, Utilization of Village Potentials and Innovation. Output is the result of the process of utilizing INPUT. This result is something that is "delivered" to customers. Therefore, it is necessary to ensure that the resulting output performance will provide the expected outcome. Output performance is measured through Product Value, where for VOE who has a business in the tourism sector, this performance dimension has indicators, namely Facilities and Infrastructure and Vehicles.

Outcome is "feedback" from the recipient of the output, namely the customer, which in this case is the tourist visitor. "Feedback" given by customers shows the capabilities of the product or the resulting output in providing value to customers, so it is measured through the performance dimensions of Result Value. Performance indicators on the Result Value in VOE tourism are Customer Satisfaction and Customer Acquisition. The outcome given by the output will immediately provide feedback to the organization in the form of an impact. Comprehensively, VOE was established in order to improve the welfare of rural communities, so that the impact of the outcome is closely related to the

condition of the village. Performance dimensions Impact on VOE has performance indicators in the form of Village Local Workforce Absorption, Village Citizen Income, Contribution to VOI, Fulfillment of Public Service for Villagers and the Level of Urbanization.

It takes a process of excellence in utilizing inputs into outputs and "delivering" product values into outcomes. In producing an output that has a superior product value, a large amount of power is required in the process. Control in utilizing input to output is performance efficiency, which produces output with superior Product Value using the most efficient possible input. Efficiency performance dimensions at BUMDes can be measured through indicators in the form of Use of Village Assets and Use of Operational Costs. The resulting output requires a process to be able to realize the outcome. Product Value Appropriateness in providing Result Value describes the effectiveness of a product in meeting customer needs. Performance dimensions of VOE effectiveness are measured through performance indicators of Visitor Complaints, Management Cooperation, Village Citizen Support, Village Government Support and Business Activity Transparency.

The business activities that are carried out by every organization require good financial management. This management is related to the sustainability of the organization's business activities. In realizing the social welfare of rural communities, VOE must generate income, so as to maintain the sustainable role of VOE for the village. Therefore, VOE management is inseparable from its financial performance, which in this case lies in the dimension of financial sustainability performance. The indicators in the performance dimension are investment performance, income generated and profit generated.

CONCLUSION

Based on the research results, the following conclusions can be drawn. VOE engaged in the tourism business has 7 (seven) Performance Dimensions, namely Sustainable Finance, Process Efficiency, Process Effectiveness, Resource Value, Product Value, Result Value and Impact. The dimensions of Sustainable Financial Performance are measured through indicators of Investment Performance, Generated Income and Generated Profits. The Process Efficiency Performance Dimension is measured through indicators of the Use of Village Assets and Use of Operational Costs. Performance Dimensions Process Effectiveness is measured through indicators of Visitor Complaints, Manager Cooperation, Village Citizen Support, Village Government Support and Transparency of Business Activities. The Performance Dimensions of Resource Value are measured through Manager Competence, Village Potential Utilization and Innovation. Product Value Performance Dimensions are measured through the indicators of Facilities and Infrastructure and Vehicles. The Performance Dimensions Results are measured through indicators of Customer Satisfaction and Customer Acquisition. While the Impact Performance Dimension is measured through indicators of Local Labor Absorption, Village Citizen Income, Contribution to VOI, fulfillment of Village Citizen Public Services and the Level of Urbanization.

The results of this study can be developed in VOEs that have business activities other than tourism, so they will get more comprehensive input dimensions and performance indicators. In addition, stakeholders involved in the research as key informants can be expanded, such as suppliers of raw materials, social communities, neighboring villages at the sub-district level, local government, and so on. This can add information about the expected performance demands on the existence of VOE.

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Table

Table 1 Number of Poor Population in 15 Districts in East Java

Kabupaten	Poor Population (000)		
	2016	2017	2018
Kab. Malang	293.74	283.96	268.49
Kab. Jember	265.10	266.90	243.42
Kab. Sumenep	216.14	211.92	218.60
Kab. Probolinggo	240.47	236.72	217.06
Kab. Sampang	227.80	225.13	204.82
Kab. Bangkalan	205.71	206.53	191.33
Kab. Tuban	198.35	196.10	178.64
Kab. Kediri	197.43	191.08	177.20
Kab. Lamongan	176.92	171.38	164.00
Kab. Bojonegoro	180.99	178.25	163.94
Kab. Pasuruan	168.06	165.64	152.48
Kab. Pamekasan	142.32	137.77	125.76
Kab. Bondowoso	114.63	111.66	110.98
Kab. Lumajang	115.91	112.65	103.69
Kab. Situbondo	89.68	88.23	80.27

Source: Susenas March, 2019 (Badan Pusat Statistik Provinsi Jawa Timur, 2019a).

Table 2 Characteristics of Key Informants

Key Informants	VOE 1	VOE 2	VOE 3
Village Management	Village Head (1 person)	Village Head (1 person)	Village Secretary (1 person)
VOE manager	a. Director (1 person) b. Head of Tourism Unit/Operations (1 person) c. Employees (3 people)	a. Director (1 person) b. Head of Tourism Unit/Operations (1 person) c. Employees (3 people)	a. Director (1 person) b. Head of Tourism Unit/Operations (1 person) c. Employees (3 people)
Village Institution Elements	a. Head of BPD (1 person) b. Head of LPMD (1 person) c. Head of PKK (1 person) d. Head of the Youth Organization (1 person) e. Head of RW (1 person) f. Head of RT (1 person)	a. Head of BPD (1 person) b. Head of LPMD (1 person) c. Head of PKK (1 person) d. Head of the Youth Organization (1 person) e. Head of RW (1 person) f. Head of RT (1 person)	a. Head of BPD (1 person) b. Head of LPMD (1 person) c. Head of PKK (1 person) d. Head of the Youth Organization (1 person) e. Head of RW (1 person) f. Head of RT (1 person)
Visitors	a. Weekend Visitors (10 people) b. Non-weekend visitors (10 people)	a. Weekend Visitors (10 people) b. Non-weekend visitors (10 people)	a. Weekend Visitors (10 people) b. Non-weekend visitors (10 people)

Table 3 Characteristics of Open Questions

Guidelines	A list of questions
Input	1. Why establishing VOE and how important it is? 2. How to maintain the sustainability of VOE?
Proces	1. How should a VOE be managed? 2. What are the obstacles that can hinder VOE?
Output	1. What are the results of products/services currently produced by VOE? 2. How is the fit between the results currently obtained with the expected goals?
Outcome	1. What is the impact of VOE on the village?

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Table 4 Interpretation of VOE Performance Indicators Based on the Answer Characteristics of the Key Informant Interview Results

Key Informan	VOE 1	VOE 2	VOE 3
Village Government	<ul style="list-style-type: none"> a. Investment Performance b. Villagers Support c. Village Government Support d. Transparency of Business Activities e. Local Labor Absorption f. Village Residents' Income g. Utilization of Village Potential 	<ul style="list-style-type: none"> a. Investment Performance b. Earned Income c. Earned Profit d. Use of Village Assets e. Use of Operational Costs f. Management Cooperation g. Villagers Support h. Village Government Support i. Transparency of Business Activities j. Local Labor Absorption k. Village Residents' Income l. Contribution to VOI m. Urbanization Rate n. Management competence o. Utilization of Village Potential p. Innovation 	<ul style="list-style-type: none"> a. Investment Performance b. Earned Income c. Use of Village Assets d. Management Cooperation e. Villagers Support f. Village Government Support g. Transparency of Business Activities h. Local Labor Absorption i. Village Residents' Income j. Contribution to VOI k. Urbanization Rate l. Management competence m. Utilization of Village Potential n. Innovation
VOE Management	<ul style="list-style-type: none"> a. Investment Performance b. Earned Income c. Earned Profit d. Use of Village Assets e. Use of Operational Costs f. Visitor Complaints g. Management Cooperation h. Villagers Support i. Village Government Support j. Transparency of Business Activities k. Local Labor Absorption l. Village Residents' Income m. Urbanization Rate n. Management competence o. Utilization of Village Potential p. Innovation 	<ul style="list-style-type: none"> a. Investment Performance b. Earned Income c. Earned Profit d. Use of Village Assets e. Use of Operational Costs f. Visitor Complaints g. Management Cooperation h. Villages Support i. Village Government Support j. Transparency of Business Activities k. Local Labor Absorption l. Village Residents' Income m. Contribution to VOI n. Urbanization Rate o. Management competence p. Utilization of Village Potential q. Innovation 	<ul style="list-style-type: none"> a. Investment Performance b. Earned Income c. Earned Profit d. Use of Village Assets e. Use of Operational Costs f. Visitor Complaints g. Management Cooperation h. Villages Support i. Village Government Support j. Transparency of Business Activities k. Local Labor Absorption l. Village Residents' Income m. Contribution to VOI n. Urbanization Rate o. Management competence p. Utilization of Village Potential q. Innovation
Village Institution	<ul style="list-style-type: none"> a. Villagers Support 	<ul style="list-style-type: none"> a. Villagers Support 	<ul style="list-style-type: none"> a. Villagers Support

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Key Informan	VOE 1	VOE 2	VOE 3
Elements	<ul style="list-style-type: none"> b. Village Government Support c. Transparency of Business Activities d. Local Labor Absorption e. Contribution to VOI f. Fulfillment of Public Services for Village Residents 	<ul style="list-style-type: none"> b. Village Government Support c. Transparency of Business Activities d. Local Labor Absorption e. Villagers' Income f. Contribution to VOI g. Fulfillment of Public Services for Village Residents 	<ul style="list-style-type: none"> b. Village Government Support c. Transparency of Business Activities d. Local Labor Absorption e. Villagers' Income f. Contribution to VOI g. Fulfillment of Public Services for Village Residents
Visitor	<ul style="list-style-type: none"> a. Visitor Complaints b. Facilities and infrastructure c. Rides d. Visitor Satisfaction 	<ul style="list-style-type: none"> a. Visitor Complaints b. Facilities and infrastructure c. Rides d. Visitor Satisfaction 	<ul style="list-style-type: none"> a. Visitor Complaints b. Facilities and infrastructure c. Rides d. Visitor Satisfaction

Table 5 Coding Map for VOE Indicators and Performance Dimensions

No	Performance Indicators	Measurement Indicators	Dimensi Kinerja
1.1	Investment Performance	Return on Investment (ROI)	Financial Sustainability
1.2	Earned Income	Total Income	
		Income Growth Percentage	
1.3	Earned Profit	Total Profit	
		Return on Sales (ROS)	
		Profit Growth	
2.1	Use of Village Assets	Return on Asset (ROA)	Efficiency
2.2	Use of Operational Costs	Percentage of Operational Cost Efficiency	Effectivity
2.3	Visitor Complaints	Number of Complaints	
		Complaint Handling Response	
2.4	Management Cooperation	Number of Internal Manager Conflicts	
2.5	Villagers Support	Number of Conflicts between VOE Managers and Village Residents regarding VOE Business Activities	
2.6	Village Government Support	Number of Conflicts between VOE Managers and Village Governments regarding VOE Business Activities	
2.7	Transparency of Business Activities	Number of Village Deliberative Activities related to VOE Business Management Reporting	
		Villagers Satisfaction Scale with Performance Transparency of VOE	

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No	Performance Indicators	Measurement Indicators	Dimensi Kinerja
		Management	
3.1	Local Labor Absorption	Percentage Decrease in Unemployment Rate for Villagers	Impact
3.2	Village Residents' Income	Percentage of Growth in Income per Capita of Villagers	
3.3	Contribution to VOI	Percentage Increase in Contribution to VOI	
3.4	Fulfillment of Public Services for Village Residents	Ratio of the Number of VOE Business Activities in accordance with the Problems of Public Service Needs of Village Residents	
3.5	Urbanization Rate	Percentage Decrease in Urbanization Rate	
4.1	Management competence	Number of Workforce Given Training	Resources Value
4.2	Utilization of Village Potential	The Ratio of the Utilization of Village Physical Assets used in VOE Business Activities	
4.3	Inovation	Number of Product and/or Process Innovation Plan Realizations	
5.1	Facilities and infrastructure	Location Cleanliness Scale	Product Value
		Road Access Facility Scale	
		Facility Completeness Scale	
		Facility Comfort Scale	
		Scale of Completeness of Food and Beverage Products	
		Food and Beverage Product Quality Scale	
		Affordability Scale of Food and Beverage Products Prices	
		Tourist Location Security Scale	
5.2	Rides/Vehicle	Scale of Conformity between Promotion Information and Reality	Product Value
		Rides/Vehicle Suitability Scale to Visitor Needs	
		Travel Price Affordability Scale (Entrance Tickets and Paid Rides)	
		Number of Accidents of Visitors at Tourism Locations	
6.1	Customer satisfaction	Visitor Experience Satisfaction Scale	Result Value
6.2	Customer Acquisition	Growth Percentage of Visitors Number	

Figure

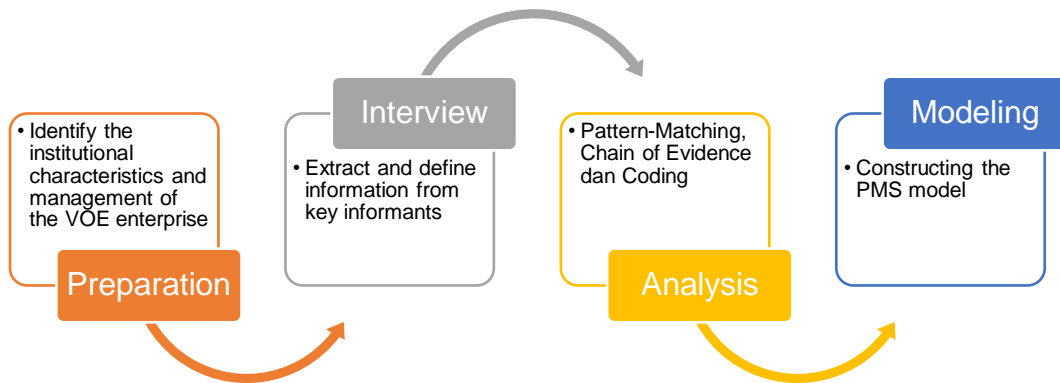


Figure 1 Research Staging

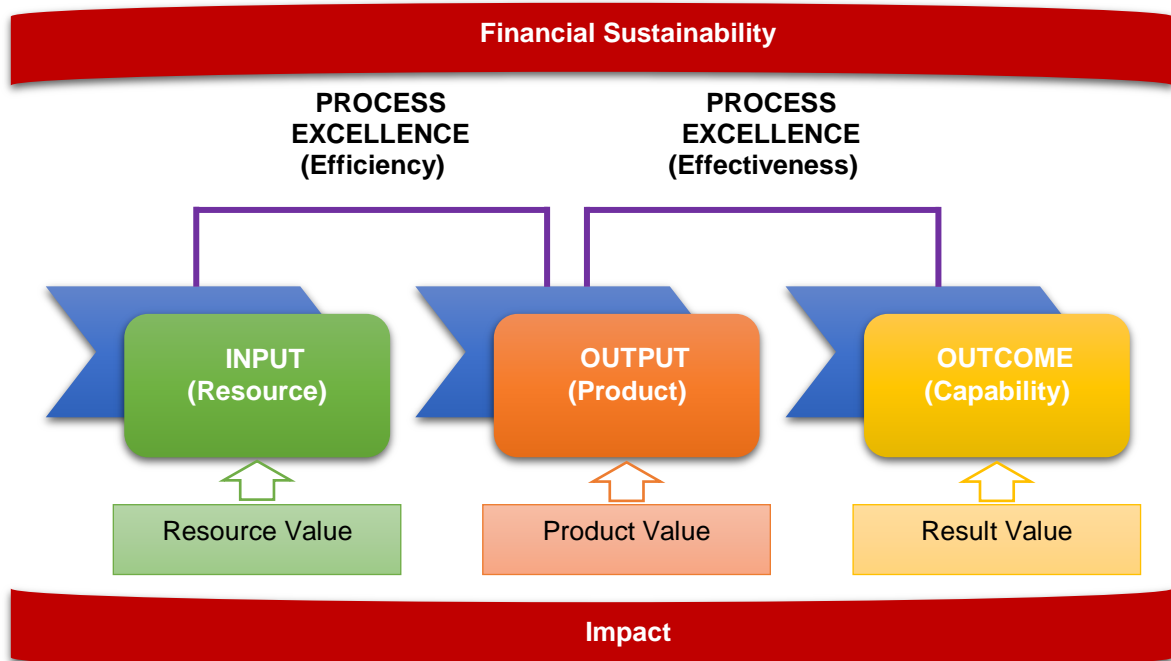


Figure 2 VOE's Model Performance Measurement System