

Management of Human Resources Recruitment to Improve BUMDes in Indonesia

Abdul Haris
Universitas Widya Dharma
Email: dzulhari@gmail.com

Abstract—The objective of this study is to describe process of Human Resources recruitment management consisting of job analysis, recruitment and selection in BUMDes of Gemblegan, Klaten. This study is qualitative and uses ethnographic design. This study was conducted in the Village of Gemblegan, Klaten. The main subjects of this study were managers of BUMDes of Gemblegan, Klaten. The key informants were Village Chief, Head of Loan & Saving Cooperative (KSP) named “Suka Makmur”. The data of study were collected by interview, observation and documentation. The data were analyzed by using data analysis in site, analysis of structured & unstructured data. Validity of data was tested by using credibility, transferability, conformability and dependability. The results of study indicate that the process of Human Resources recruitment management consisting of job analysis, recruitment and selection in the BUMDes of Gemblegan, Klaten were not implemented well, because all processes were still based on negotiation.

Keywords: BUMDes, Management, Human Resources Recruitment.

I. INTRODUCTION

Act Number 5/2014 concerning village affairs is an instrument of formal policy of national development positioning a village as an Indonesian people community that must be empowered to achieve autonomy and prosperity for people; thus, the Act is a policy space giving authority to village in order to explore local potentials for community development personally and collectively.

Starting from the development, the government and people of Indonesia have duty to dig, process and guide potentials available to achieve a just and prosperous society complying with Constitution of 1945. It is a logical consequence for the Indonesian nation whose most people live in rural areas of total population in Indonesia. Therefore, the central point of development was rural area. The important meaning of rural development indicates that position of village is development target, efforts to minimize various gaps of income, richness and poorness, village and city.

Village as zone part of a district has original autonomy. Nevertheless, in original limit, the village could develop capacity of economic and financial resources in order to improve village economic growth and increase societal prosperity. The local resources such as Human Resources (residents), monetary resources (money), Natural Resources (land, water, forest), and social resources should be managed.

The village government is implemented by Village Chief as An Executive Board and Village Negotiation Board (BPD) as Legislative Board. The village government furthermore protects the people and administer village interests in aspects of government and development. Although the village should have Village Fund Allocation (ADD) deriving from Local Budgets (APBD) of District, but a board is required to manage the village-original wealth to make development fund balance. Therefore, an organization which can manage village potentials maximally is needed so that BUMDes (Village-Owned Enterprise where all capitals derive from the village properties such as community-based industry, farming, mining, horticulture, trade, tourism, etc.

Geographically, Klaten District is one district located in the province of Central Java, the Klaten District is located between 7o32'19" SL and 7o48'33" SL and between 110o26'14" EL and 110o47'51" EL. Administratively, the Klaten District

is divided into 26 sub-districts, 391 hamlets, and 10 villages, in north limit to Boyolali District; where east limit is Sukoharjo District; south limit, Gunung Kidul District, (Special Region of Yogyakarta); and west limit, Sleman District (Special Region of Yogyakarta). Klaten District has potentials in various aspects, namely, in aspects of farming, husbandry, and industry as well as service. Farming aspect has potentials in crops, especially, rice, fruits, drug plant, and vegetables. The husbandry aspect has potentials in cattle, broiler, and fish. As described above, industrial aspect consists of decorative umbrella, metal cast center, furniture, and mine materials, as well as other service activities specializing in loan & saving facilities to support the activities mentioned above.

II. REVIEW OF LITERATURES

Meaning of Human Resources

Management of Human Resources is science and art to regulate relationship and role of labor in order to be effective and efficient in helping achieve goals of organization, employees and society (Hasibuan, 2013). Thus, management of Human Resources is planning, organizing, coordination, implementation and supervision against recruitment, development, gift, integration, maintenance, and separation of labors in order to achieve goal of organization. In making efforts to achieve the organizational goal, problems facing management are not only found in raw materials, work tools, production machines, money and workplace, but also consist of employees (Human Resources) who manage other production factors. However, we need to consider that the Human Resources alone are production factors, like other production factors, are inputs processed by enterprise and produce outputs.

Recruitment of Employee

Recruitment of employee is a first step and reflects success or failure of an organization in achieving the goal. If the recruited employees are competent, efforts to achieve the goal is relatively easy. On the other hand, if the admitted employees are less qualitative, the organization feels difficult to achieve the goal. Recruitment of employees must be based on principles and people. It means that we look for appropriate people first to occupy the position based on job specification.

Recruitment of Human Resources is intended to gain quantity and type of appropriate labors to fulfill labor need to achieve the goal of organization (Samsudin, 2010). Recruitment of Human Resources is a process to find and “attract” employee candidates (applicants) (Handoko, 2000). From the definition, we can conclude that recruitment of Human Resources is a process to collect candidates of position holders complying with planning of Human Resources to occupy a position or specific job. The following are issues that need to be planned in acquiring Human Resources:

- Determination of quantity and quality of Human Resources that will be required.
- Sources of employee candidates and way to recruit them.
- Basis, system, method and levels of selection that will be conducted.
- Qualifications and procedures of selection that will be conducted.
- Ways to place or position employee candidates.

Job Analysis

Job analysis is an activity to collect data/information concerning position/job to decide job description and job requirements. Dessler (1997) suggested that job analysis is a procedure to determine task and requirements of skill in a job and person that will conduct the job. This meaning emphasizes on two following aspects: content of job and person who does the job.

In other meanings, Mathis and Jakson (2000) meant job analysis as follows: *A systematic way to gather and analyze information about the content and the human requirements of jobs, and the context in which jobs are performed.* Furthermore, Mathis and Jakson separated jobs and position. Jobs, in their meanings, are a group of task, duties and responsibilities. Whereas position is meant as achievement of jobs performed by an individual.

Information collected from the job analysis could be used to determine what is characteristic that must be owned by an individual who would occupy specific job. The results of job analysis may be job description and job specification.

- Job description is a written statement describing functions, tasks, responsibilities, powers, work conditions and other specific job aspects. In other words, the job description is a description illustrating how a job/work is performed, what are powers, responsibilities, relationship to other jobs/works and risks of the jobs/works.

- Job specification is a written statement showing who will perform the jobs and necessary statement especially concerns skill, knowledge and ability of individuals. Or others.

Meaning of Recruitment

After an organization has picture on results of job analysis and job design consistent with need and goal of organization, the task manager of an organization fills jobs looking for suitable and quality management of Human Resources for the jobs. Recruitment is a procedure to make decision on Human Resources management planning concerning quantity of needed employees, needed time, and what are criteria required in an organization. Recruitment is basically an effort to fill vacant jobs or works in scope of organization or enterprise; therefore, there are two sources of labors, namely, external and internal sources of organization.

Recruitment of employees is a process or action taken by organization to gain additional employees through various stages, such as, identification and evaluation of labor recruitment sources, determine labor need, selection process, placement, and orientation of employees. Recruitment of employees aims at providing sufficient employees in order that management can select employees who fulfill qualification required in organization (Mathis, 2001). An effective recruitment requires accurate and sustainable information on quantity and qualification of individual required to perform various jobs in an organization. Recruitment activities will set aside less appropriate applicants and focus on competency of candidates who will be called again. The recruitment activities can develop advantageous public opinion affecting attitude of applicants regardless they are appointed or not in the organization.

Meaning of Selection

Rivai (2011:159) explained that selection is activity in Human Resources management performed after process of recruitment is implemented completely. It means that a number of applicants have been collected, who meet requirements to select ones who can be decided as employees in an organization. This process is known as selection.

Process of selection is instrument used in deciding which applicants will be admitted. The process starts when the applicants apply for jobs and ends in deciding admission. Based on the meaning, activities of selection have very strategic and important meaning for organization. If these are performed by principles of Human Resources management properly, the process of selection will result in employees who can be expected to give positive and good contribution.

III. RESEARCH METHOD

3.2 Type and Design of Study

Type of study

Meleong (2007) explained that type of qualitative study is used because some following considerations. First, adaptation to qualitative study is easier when facing plural realities. Second, this method presents directly forms of relationship between author and respondents. Third, this method is more sensitive and adaptive to many collective effects of sharpening for faced value patterns.

Design of study

Strategy used in this study is ethnographic strategy. Methodology of ethnographic study is a procedure generating descriptive data. Ethnography is used to study learning behaviors, management of educational institution and human behaviors

associated with development of communication technology in specific cultural and social settings (Harsono, 2011). The core of ethnography is effort to consider action meanings of events facing ones that we would like to understand. Ethnography always uses items said by ones in making efforts to describe culture of the ones. Ethnography is a knowledge building consisting of research technique, ethnography theory, and various types of cultural descriptions (Spradley, 2006).

3.3 Research Location

The research was performed in Gemblegan village, Kalikotes sub-district, Klaten District, in 2018.

Involvement of researcher or form of researcher attendance in a research was found very important and supporting to collect data desired in the research. A researcher must be involved in a research. It is performed because qualitative study absolutely requires researcher to gain information and data of study directly to informants.

3.4 Data, Sources of Data and Informants

Sources of primary data in the qualitative study are words and actions, others are secondary data such as documents and others. Words and actions of researched or interviewed people are sources of primary data. Primary data sources were recorded through written notes or recording of video/audio tapes, taking photos, or films (Moleong, 2006).

Types of data used in this study consist of 2 (two) types, namely, primary and secondary data. Primary data are main data used as discussion in a study. These primary data are photos, files and interviews on learning management in BUMDes in Gemblegan village, Klaten. Secondary data are data collected from various sources, to compliment and support theoretic completeness other supportive data of study such as general description of village, Human Resources, and data of facilities.

Understanding on various types of data sources is a vital part for researcher because appropriateness to select and decide types of data sources would determine appropriateness and feasibility of data or collectable information depth. Data would not be collectable without presence of data sources (Sutopo, 2006).

Information on researched subject family circle could be collected from research files. Sources could be written sources deriving from personal documents, namely, writing about one he/she wrote alone. Data sources such as photos have been widely used as tool for qualitative study need because these could be used in various needs. Photos produced descriptive data sufficiently valuable and often used to study subjective aspects and the results were frequently analyzed inductively. There were two categories of photos that could be utilized in qualitative study, namely, photos produced by individuals and photos produced by researcher alone (Moleong, 2006).

3.5 Technique of data collection

Spradley in Harsono (2011) stated that there are three techniques of data collection namely: in-depth interview; (2) observation participation; and (3) documentation. These three techniques were used complimentarily and performed repeatedly in specific time.

1. In-depth interview

Harsono (2011) stated that in-depth interview is directed conversation in which objective is to collect ethnography information or enrich the information. In-depth interview could be meant as combination between descriptive, structural and contrast questions. In-depth interview was used directly to an informant or *focus group discussion*.

2. Observation

Harsono (2011) explained that observation is a field study that is expected to gain factual, accurate and detailed description about field condition, situation and cohesion of formal and informal organization structure. In observation, researcher expected to find some information that could not be obtained when individuals were with informant.

Researcher did observation by coming to research location and paying attention at field condition factually consistent with focus and sub-focus of research. Researcher did observation repeatedly according to need of required research data.

3. Documentation

Harsono (2011) explained that documentation is a method that could be usable to collect data from document sources possibly supporting or resisting interview results. Document sources may be manuscript, paper, guidance, official report, daily notes, results of meeting.

This document method is known as *content analysis* so that researcher did not only record what were implied, but also researcher recorded the implied meanings. Some document data used in collecting data were profile of organization, data of teacher and data of activities and other documents associated with focus and sub-focus of study.

3.6 Technique of Data Analysis

Process of data analysis is a most difficult part. Data such as description of words and sentences collected through interview, description of interpretation results of observation, results of regularly structured documentation in structure of words and sentences. According to Spradley (2007), ethnography has one single goal to express system of cultural meanings used by the people. This analysis included analysis of domain, analysis of taxonomy and analysis of theme. Analysis of domain consisted of investigation of greater cultural knowledge units finding cultural symbols. Analysis of taxonomy consisted of searching attributes marking various differences from symbols in a domain. Analysis of theme consisted of searching relationship between domains and what were domains relating to culture overall. All types of ethnography analyses made find cultural meanings quickly.

Harsono (2011) explained that main components of data analysis process consisted of three main activities, namely, data reduction, data presentation and conclusion making.

Data reduction is a set of activities of selection process, focusing, simplification and abstraction. This process took place continuously as far as the research did not have ended. Products of data reduction activities were summary of field notes, namely, early recording, extension and addition. These reduction activities could confirm, shorten, make focus, remove items that were found unimportant, arrange conclusions that would be made. Data reduction took place since the researcher made decision on conceptual framework, did case selection, wrote research questions, and time of data collection that would be used.

In time of data collection, the data were reduced by making summary of data notes that would be gained in field. In arranging the summary, the researcher also made coding, concentrated on theme, determined problem limits, and wrote memo. This reduction process took place until end report of research was finished writing. This process was not activity of data quantification as performed in quantitative study.

Data presentation is an informal organizing and description in narration enabling conclusion of research data to make. Data presentation could be sentence narration, picture/schema, network and work relation, even tables as narrative support.

Conclusions were made since the researcher wrote notes, patterns, statements, configuration, information on cause and result and various prepositions. As far as research process did not have ended, it was necessary to do repetition and establishment continuously through rechecking, verification, and various tests of qualitative data.

The collected data in research activities were analyzed qualitatively by classifying and selecting data based on quality of truth, and then illustrating process so that these could be used to understand problems. The data collected in research activities were analyzed by showing results of research according to problems, and then concluding the results so that effectiveness of Human Resources recruitment could be understood.

4.1 Explanation of Data And Discussion

1. Process of job analysis in BUMDes, Gemblegan

Gemblegan village through village regulation already established in 2016 have made efforts to follow-up village Act Number 6/2014 in better village management, so that societal prosperity experiences growth continuously. It is consistent with statement of the Gemblegan village Chief named Mr. Purwanto SE as follows:

“I, the village chief of Gemblegan, respond positively to the Act Number 6, so that, now, the Gemblegan village has made village regulation (PERDES) to regulate Establishment, Handling, and Management of Village-Owned Enterprise. Now, in the PERDES, we have discussed with BPD and Bpd has taken action, has been active in participating in the processes and now we plan some 5 units of Village-Owned Enterprises existing in this Gemblegan village. The first is village Market Management Unit and the Village Market is the great Village Asset and it may be called as highest income of Village Market in the Klaten District, therefore BUMDes prioritized in the Gemblegan Village is Village Market Management. Moreover, there is discourse of tourism view management in Gemblegan Village, we have developed *Pendopo Wonoyoso*, and then there will be praying buildings that, in miniature, is equal to world level, we hope we will be able to improve tourism management to develop. Then, there is management in aspect of UKMs, these UKMs have been operating and producing, and we integrate them and we make centers of sales for the products of residents’ UKMs in Gemblegan Village. Then, there are also village pond businesses, such as, fishing with national level, there are big ponds, there is loan and saving cooperative, this cooperative exists because it has been operating for long time. It is managed by organization of RT/RW in gg Village. It is used for members and managers for the sake of people surrounding, but the people remain being members of cooperative established in the organization of RT/RW; therefore, the activities of BUMDes plan develops its wings in order that advances are found in businesses to empower the people. Of aspect of labor recruitment where, on one hand, the loan and saving cooperative uses consensus negotiation technique so that they are not found in negotiation to agree daily administrators, and then there are board of supervisors and the board has been implementing activities well and surviving for about four years.” (Source: Village Chief)

In process of job analysis, it was actually performed already by the Village, however specifically it did not have described need of employees to support the activities, so that negotiation was still used as basis to determine manager of activities of loan and saving cooperative owned by the Gemblegan Village. It is also consistent with the statements of the head of loan and saving cooperative as follows:

“Actually, the loan and saving cooperative is potential can develop. I am sure that it is so. I am new comer, when we look for employees who can be reliable, we will find none. If any, it will work. In Krakitan, I am native Krakitan. There is employee. The employee is cashier. Thus, if there are ones who pay for, please accept them. If there are one who will loan, call me. Give me sir, give me such amount.” (Source: Head of loan and saving cooperative).

The statements indicate that the loan and saving cooperative really had a good prospect, but, due to manager or employees are unavailable, so the loan and saving cooperative deteriorates day by day.

“The Village Chief is actually intelligent, when he speeches, he presents what are good, he is like the most intelligent. If it is so, it up to you. But the Village Chief is intelligent, his mindset is futuristic.” (Source: Head of loan and saving cooperative).

“But he lacks of actions. In aspect of finance, he is weak. Actually, he is intelligent in finding financial sources everywhere. But it is only 3 million when establishing. Whereas I also manage loan and saving cooperative in Krakitan Village. There are incoming additional moneys as much as 5 million Rupiah every month.” (Source: Head of loan and saving cooperative).

“The greatest barrier is: reliance on society. In this Gemblegan village, according to me, loan and saving have no reliance.” (Source: Head of loan and saving cooperative).

“It was caused by the Village Chief who was still weak in motivating a good management of the loan and saving cooperative, also reliance of people was also poor for businesses existing in the village, so that process of job analysis in the activities was not managed professionally. In relation to study by Bambang (2016), to realize BUMDes based on this Islamic economic, active role and collective commitment were required from the village government, society, scholars, national sharia board, non-government organization, and parties who concern development of BUMDes and Islamic economics.

“Generally, the society increases their village economy in order to establish village-owned big enterprise. The villages can be developed by BUMDes establishment and they are given chance to develop their own areal potentials according to the areal

conditions so that BUMDes is expected to support what are potentials to dig in the village so that BUMDes is developed. Now, we see reality in field that the establishment of BUMDes is easy, but difficult to perform when a system of the village has not operated yet, so that they must think of what must be implemented because this BUMDes is oriented to profit or has advantage so that the processes need to consider. On one hand the BUMDes serves people and village government, it owned by the village so that the village-owned enterprise can be developed when expectable profit can be achieved. But, now, many villages that have not established BUMDes due to a factor of Human Resources, also Natural Resources or development of what are disadvantageous businesses. The existing investment is invested in the village if there is a loss, it is considered unsuccessful.” (Source: Village Chief).

Prasetyo (2016), this study indicates that participation of people in BUMDes activities was still lower because their knowledge on BUMDes program was still few. In relation to pattern of wide application to physical development of village, whereas contribution to societal empowerment has not been maximum yet because a number of constraints, such as, BUMDes budget.

The study is similar to study Anggraeni (2016) suggesting that this study aimed at digging impact of village-owned enterprises on people’s prosperity. Problems associated with BUMDes were access of people to water and gaining of jobs in BUMDes.

“There has not been expert who applies the system to the village. Therefore, at least there are standardizations of village ability that can be seen so that, if the target can be achieved, it will be profitable. Now, what occurs is the potential that is developed to be BUMDes, for example in tourism area of Ponggok. Ponggok has been existing, object has been available, it is just packaged. Then, Jimbung village has drinking water product, it has Natural Resources, it is just packaged, issued. For example, Gemblegan has village market, the market has been owning BUMDes system. Now, the establishment will not be unprofitable, because it is just organized, the unsuccessful is establishment or change of anything into new one because there has been speculators. If there is expert team, risk level of failure is low, so that expectation is really on the expert team. 1. About analysis of village potential, thus where does direction of BUMDes policy leads to? Development of business. If, in Gemblegan, for example, it is analyzed. As described above, there are 5 items, is it the most prominent? Now, it is decided to be recommended to be village-owned enterprise; for example, after market management, tourism management, UKM management, fishing management are analyzed, there is loan and saving cooperative. The analyses are ranked, what is the most maximal? The maximal in Gemblegan is village market, if we apply village market, it will be profitable, it will be successful, we just regulate the system. Now, if there is way, we just increase profit until any rate in a year?” (Source: Village Chief).

Based on interview and results of previous studies, villages were still limited to Human Resources having expertise or specialization in planning to do job analysis and the villages also lacked of support from the village government and others, so that negotiation was one alternative to solve the limitations. Imelda (2017) did research to understand recruitment of employees, and there were barriers during the process of employee’s recruitment in PT Nusantara Borneo Motor. This study used descriptive method. The results of study indicate that the PT Nusantara Borneo Motor had job duplicate. Therefore, it was important to do activities to recruit employees using process of job analysis, admission, selection, placement, orientation and induction of employees.

2. Recruitment Process of Employees (Human Resources) in BUMDes

After doing observation and in-depth interview with Village Chief and head of loan and saving cooperative, there were some statements as follows:

“I am same as the Village Chief, say recruit employees. It is better to recruit vocational senior high school or higher education alumni, the younger, do not recruit ones at 40 years old. If necessary, vocational graduates are recruited. If necessary,

they have stores at homes, such management is good. They will not want to go out, if they are searched any time, it is easy". (Source: Head of loan and saving cooperative).

"It is not realized yet." This can be, but older age than me. Right, I am sure that I manages loan and saving cooperative since 1984, in the year I had started managing loan and saving cooperative in Krakitan". (Source: Head of loan and saving cooperative).

"In the current implementation, using the negotiation system, we also run what are activities or annual plan of loan and saving cooperative. However, there will be a process of Human Resources recruitment well and continuously, it means that we employ competent ones according to their own skill, basically they really love loan and saving cooperative, they understand management of loan and saving cooperative according to their own skill. Thus, it is not only based on negotiation, but also there are Human Resources factors of members or managers. It is one of consideration to position ones in field that must be matched. That is the comment..." (Source: Village Chief).

Process of Human Resources recruitment in villages still applied negotiation, because there has not been a good standard to make recruitment, thus village people were still employed. It is also consistent with study by Purnamasari et.al (2016). The study was to understand effectiveness of people economic-based BUMDes management in Karawang. The results of study indicate that BUMDes management in Warungbambu Village was effective, so that the Warungbambu village government and its people lacked Human Resources able to operate management and financial management, the village people also lacked of information on formation of BUMDes. Thus, achievement of goal of BUMDes management effectiveness has not been effective and efficient yet.

Whereas Imelda (2017) did research to understand recruitment of employees, and barriers during the process of employees recruitment in PT Nusantara Borneo Motor. This study used descriptive method. The results of study indicate that the PT Nusantara Borneo Motor had job duplicate. Therefore, it was important to do activities of employee's recruitment by using process of job analysis, admission, selection, placement, orientation, and induction of employees. Kristanu (2013) indicated that the process of employees recruitment in PT. Nyonya Meneer for manager or other higher positions of external recruitment through advertisement in print media, while daily employees or non-higher positions of internal recruitment was by reference to internal individuals.

3. Process of Employees or Human Resources Selection in BUMDes

In this process, after doing observation and interview with some parties, the information was obtained:

"In the current implementation, using the negotiation system, we could also run what are activities or annual plans of the loan and saving cooperative. However, in future, there must be a process of Human Resources recruitment using better techniques, it means that competent people are employed in specialization or basically they must understand loan and saving cooperative, they must know managers in the loan and saving cooperative according to their own skills. Thus, it is not only based on negotiation, but also factors of Human Resources of members of managers. It is one of considerations to position individuals in field that must be united. That is the comment..." (Source: Village Chief).

"Yes,... here there are Human Resources and reliance." (Source: Head of loan and saving cooperative).

While study by Kristanu (2013) indicated that process of employees recruitment in PT. Nyonya Meneer for managers or higher positions, the external recruitment was performed by advertisement in print media, whereas daily employees or non-higher positions, the recruitment was performed by reference to internal individuals. The process of done selection using interview, if necessary, there must be psychological test for managers and practice test for daily employees according to what would be applied for. After that, the applicants must fill employee form and, if consistent, they would be called again and have training time for three months. In placing employees to be consideration, what would be performed by the prospective employees?

Pusparini (2018) suggested that Human Resources are vital. Along with the issue, early step as a main key to obtain quality Human Resources was recruitment process and selection to recruit labors according to need of enterprise, and placement of suitable position. Performance of recruitment process, selection, and placement of employees, if it was done honestly, appropriately, accurately and objectively, it was ensured that the organization would gain quality prospective employees. The results of study about process of recruitment performance, selection, and placement of employees in Hotel and Restaurant of Mahkota Plengkung, basically there were applicable theories so that there were not many barriers found in the process of recruitment, selection, and placement of employees.

The description above indicates that the process of employee's selection highly affected performance of organization or enterprise, but this BUMDes still was based on negotiation.

IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of study and observation as well as information collection and data concerning Effectiveness of Village-Owned Enterprise (BUMD) Management in Gemblegan Village, Kalikotes sub-district, Klaten District, the following conclusions can be made:

Conclusions

1. Process of job analysis in BUMDes of Gemblegan

The process of job analysis in Gemblegan Village in managing the loan and saving cooperative did not use a good standard, because the negotiation was still a main alternative to the process.

2. Process of employees or Human Resources recruitment in BUMDes of Gemblegan

Process of employee's recruitment in the BUMDes of Gemblegan in managing the loan and saving cooperative did not use a good standard, because the negotiation was still a main alternative to the process and not inform all people.

3. Process of employees or Human Resources selection in BUMDes of Gemblegan

Process of employee's selection in Gemblegan Village in managing the loan and saving cooperative did not used a good standard, because the negotiation was still a main alternative to the process and still used ones who would or were able to manage the loan and saving cooperative.

Recommendations

1. To Village Chief and Village Apparatuses

a. If BUMDes would like to run well, it needed motivation, support and commitment of Village Chief and Village Apparatuses.

b. In managing the business, competent and responsible Human Resources are required so that it is necessary to have process of Human Resources management well in managing the recruitment of employees, requiring stages of job analysis, recruitment, and selection.

2. To the people

a. The people need to improve reliance level to businesses available to the villages.

b. The people need to develop ownership feeling, togetherness and awareness of important BUMDes for the people's interest.

3. To the Local Government of Klaten District

a. The government pays attention and assistance required by the villages, such as, experts, accompanying, etc.

b. The local government is involved in promoting the BUMDes.

c. Bridging a harmonic relationship between BUMDes and available businesses.

V. REFERENCE:

- [1] Anggraeni M.R.S, 2016. Peranan Badan Usaha Milik Desa (BUMDes) pada Kesejahteraan Masyarakat Pedesaan Studi pada BUMDes di Yogyakarta. *Jurnal MODUS Vol.28 (2): 155-167*
- [2] Bambang, 2015. Implementasi Badan Usaha Milik Desa Berbasis Ekonomi Islam. Thesis.Universitas Jendral Sudirman
- [3] Daft,Richard, 2010. *Era Baru Manajemen*.Edisi 9.Buku2.Jakarta,Salemba Empat
- [4] Dessler, Gary, 2015. *Manajemen SDM*. Jakarta: Salemba Empat
- [5] Handoko, 2003, *Manajemen edisi 2*, Yogyakarta, BPFE
- [6] Harsono, 2011, *Etnografi Pendidikan Sebagai Desain Penelitian Kualitatif*. Surakarta, Program Pascasarjana UMS
- [7] Hasibuan, Malayu. 2013. *Manajemen SDM*. Jakarta: PT Balai Pustaka
- [8] Imelda S, 2017. Strategi Pengadaan Karyawan Pada PT. Nusantara Burneo Motor Banjarmasin. *Jurnal Ilmiah Manajemen Vol. 1 No.1*
- [9] Kristanu O.Y, 2013. Analisis Rekrutmen,Selaksi, dan Penempatan Karyawan di PT. Nyonya Meneer Semarang. *Jurnal Agora Vol.1 No. 3*
- [10] Marnis Priyono,2014, *Manajemen sumber Daya Manusia*. Sidoarjo : Zifatma
- [11] Miles, Matthew B dan A. Michael Huberman. 1992. *Analisis Data Kualitatif*. Terj. Tjetjep Rohendi Rohidi. Jakarta: UI Press.
- [12] Miraza, Bachtiar, Hassan. 2005. *Perencanaan Dan Pengembangan Wilayah*. Bandung. ISEI.
- [13] Mathis dan Jacson, 2012. *Manajemen SDM*. Jakarta: Salemba Empat
- [14] Moleong, Lexy. 2007. *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.
- [15] Potale B.R., Lengkong V., Moniharapon S, 2016. Pengaruh Proses Rekrutmen dan Seleksi terhadap Kinerja Karyawan pada PT. Bank Sulutgo. *Jurnal Ilmiah Efisiensi Vol. 16 No.04*
- [16] Prasetyo R.A, 2016. Peranan BUMDes dalam Pembangunan dan Pemberdayaan Masyarakat di Desa Pejambon Bojonegoro. *Jurnal Dealektika Vol. XI No.1*
- [17] Pusparani D, 2018. Analisis Proses Pelaksanaan Rekrutmen, Seleksi dan Penempatan Kerja Karyawan (Studi pada Hotel dan Restoran Mahkota Banyuwangi). *Jurnal Administrasi Bisnis (JAB)*. Vol. 58 No.2
- [18] Samsudin, 2010. *Manajemen SDM*. Bandung: Pustaka Setia
- [19] Sutopo. 2002. *Metodologi Penelitian Kualitatif*. Surakarta: Sebelas maret University Press
- [20] Spradley, James. 2006. *Metode Etnografi*. Yogyakarta: Tiara Wacana.
- [21] Act Number 6/ 2014 on Village Affairs