

ANALYSIS OF SHARIA ENTERPRISE THEORY ON BUMDES PERFORMANCE MANAGEMENT BASED ON THE MASLAHAH SCORECARD METHOD (CASE STUDY ON BUMDES IN SERDANG BEDAGAI REGENCY)

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Abstract

The role of BUMDes has a positive impact on communities and villages in terms of improving the economy and community welfare by establishing several business units, namely cattle fattening, catfish farming, house rental, terraces, and shop houses. However, the presence of BUMDes Makmu Beusaree has not played a role in increasing people's income, employment, and reducing poverty. But for community participation and contribution and increasing community knowledge and skills, BUMDes has played a role. The income of the community after joining BUMDes increased from the first category of Rp. 0-1,000,000 to the second category of Rp. 1,000,000-2,000,000, but BUMDes has not had a significant effect on increasing income because only people who join BUMDes experience an increase in income. The active workforce absorbed by BUMDes is 14 people. After the existence of BUMDes, the poverty rate decreased by 6%. The participation and contribution of the Lambro Deyah community to BUMDes is very good, as seen from the average percentage interval, which is 84.70% of the community participating and contributing to BUMDes. The increase in knowledge and skills carried out by BUMDes management is by providing training to BUMDes members and the community such as training and socialization of making animal feed from straw.

Keywords: BUMDes, Sharia Enterprise, & Maslahah.

1. INTRODUCTION

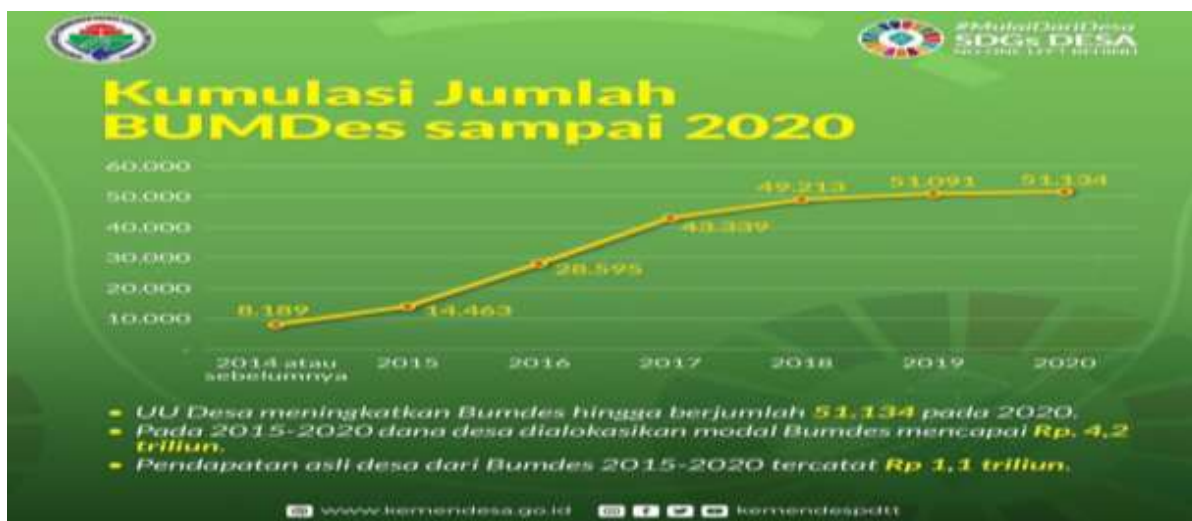
BUMDes is part of the realization of a profit-oriented government program with the nature of business management being openness, honesty, participatory and fairness. Functioning as a driving force for the village economy, as a business institution that generates Village Original Income (PADes), as well as a means to encourage the acceleration of the welfare of rural communities. (Agnes et al., 2020).

Although the number of BUMDes in Indonesia is currently increasing, the effectiveness of the impact of the encouragement given to the economy of rural communities is not yet clear. The government launched village funds in the 2015-2020 period to reach Rp. 330 trillion but has not been able to be utilized optimally by BUMDes. In 2019 it was recorded that 2,188 BUMDes were no longer operating and 1,670 did not make an optimal contribution to village income. Improving BUMDes management performance is important because every year village funds continue to increase to reach RP 72 Trillion (Thomas, 2019).

Most of the time, BUMDes are only formed but are not managed properly. This happened because of the confusion of the village apparatus in realizing the formation of village-owned enterprises (BUMDes) as well as the difficulty of determining the roadmap to determine a qualified manager to handle the problem. (Superadmin, 2021).

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Source:www.kemendesa.go.id

Based on the data contained in the diagram above, it is known that the number of BUMDes continued to increase from 2014 to 2020 which reached 51,134 with the allocation of village funds as BUMDes capital reaching Rp. 4.2 trillion with village original income which only reached Rp. 1.1 trillion. This is certainly evidence of failure in the management of BUMDes and it is the government's duty to evaluate village programs so that they are more effective.

From the description that has been presented previously, it can be concluded that the main problem in the management of BUMDes is the responsibility of BUMDes managers. *ShariaEnterprise Theory* considered to be able to accommodate aspects of accountability and submission to spiritual values in Islam that represent goals in Islamic business, not only focusing on profit but also on stakeholders (Hermawan & Rini, 2018). This theory views that the resources managed by BUMDes are a mandate from God, which attaches a responsibility to use them in good and right ways and purposes. In the view of Sharia Enterprise Theory, concern does not only concern the interests of individuals (shareholders), but also concerns the interests of broader stakeholders, including God, humans, and nature and placing God as the highest stakeholder. This is of course very in line with the nature of the BUMDes business which is transparent in the management and function of BUMDes in improving the welfare of rural communities. (Novarela Dori & Indah, 2016)

The urgency of this research is very important because good management and increasing social and spiritual responsibility can provide effective performance for BUMDes in an effort to improve the economy of rural communities and progress in village economic development. The proper and responsible management of BUMDes is expected to improve the performance of BUMDes.

2. Theoretical Study

a. The Urgency of BUMDES and its Management

BUMDes is a business entity whose entire or most of the capital is owned by the Village through direct participation from village assets that are separated to manage assets, services, intended as an effort to accommodate all activities in the economic field or public services that are managed for the welfare of the Village community. (Rahmawati, 2020) BUMDes is a village business entity that was established with the aim of optimizing the management of existing village assets, advancing the village economy, and improving the welfare of the village community. And the function of BUMDes is as a driving force for the village economy, as a business institution that

generates Village Original Income (PADes), as well as a means to encourage the acceleration of improving the welfare of rural communities.(Dewi, 2014). With regard to planning and establishment, BUMDes is built on community initiatives, and is based on the principles of comparability, participatory, transparency, emancipation, accountability, and sustainability with member-based mechanisms and self-employment.(Ridlwan, 2015). BUMDes must be managed professionally and independently so that people who have competencies in accordance with the educational background are needed for managers to be able to carry out their roles and functions in accordance with the demands of the job. Management must be transparent/open so that there is a check and balance mechanism by both the village government and the community; and business development plans need to be drawn up. The responsibility for managing BUMDes must be monitored through a monitoring process carried out on an ongoing basis, so that it can monitor BUMDes activities properly and can evaluate performance which is in accordance with the Guidelines for the Establishment and Management of Village Owned Enterprises (BUMDes), as follows:

- 1) At the end of each fiscal year period, the manager is required to compile an accountability report to be submitted in a village deliberation forum that presents elements of village government, community elements and all the completeness of the BUMDes organizational structure.
- 2) The Accountability Report, among others, contains:
 - a) Manager Performance Report for one period/year.
 - b) Business performance concerning the realization of business activities, development efforts, indicators of success, etc.
 - c) Financial reports including Operating Profit-Sharing Plan
 - d) Unrealized business development plans.
 - e) The accountability process is carried out as an annual evaluation effort as well as future development efforts.
 - f) This Accountability Mechanism and Order is adjusted to AD-ART(Ridlwan, 2015).

b. Sharia Enterprise Theory

The most appropriate theory to reveal the social responsibility of corporate performance, is the Shariah Enterprise Theory which is very in line with its comparative, participatory, transparent, BUMDes planning and establishment initiative. This is because in the Sharia Enterprise Theory, which contains the values of justice, truth, honesty, trust, and accountability and considers Allah as the main source of trust. Meanwhile, the resources owned by the stakeholders are a mandate from Allah in which there is a responsibility to use them in the ways and purposes set by the Almighty.Organizational performance(Irawan & Muarifah, 2020):

Sharia Enterprise Theory (SET) is based on the premise that humans are khalifatullah fil ardh who carry the mission of creating and distributing welfare for all humans and nature. This premise encourages SET to realize the value of justice for the human and natural environment. Therefore, SET will bring benefits to stockholders, stakeholders, society and the environment. SET is not only concerned with the interests of individuals (in this case shareholders), but also other related parties. Thus, SET has great concern for stakeholders at large. According to SET, the highest stakeholder is Allah swt. which is the sole purpose of human life. The second stakeholder of SET is human, and the last stakeholder is nature.(Princess, 2020).The concept of SET is judged when it fits the objectives and functions of BUMDes that were developed aiming to improve welfare which is not only concerned with the interests of the management and village government but also contributes to the welfare of the village community through the (nature) potential of the village

c. Social Performance BUMDes

In general, organizational performance can be assumed as the results obtained by an organization both profit-oriented and non-profit-oriented organizations that are produced over a period of time. Performance is an achievement achieved by a person in carrying out his duties or

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work for a certain period according to the standards and criteria that have been set for the job. Two things that can measure organizational performance are productivity and innovation power. Productivity is an aspect of performance about how much and quickly a job can be completed whereas, the power of innovation is an aspect of workers to look ahead and make changes to improve their performance.(Rahmawati, 2020).Social performance should be applied to the management of BUMDes because it relates to the results achieved by the company because of its concern and social sector which is the ongoing commitment of BUMDes managers to behave ethically and contribute to economic development, while at the same time improving the quality of life of the community members. workers and rural communities(Anggraeni, 2019).

d. Maslahah

In general, maslahah is an effort to maintain the goals of shari'ah and achieve all forms of benefit or reject all things that are detrimental to harm so as to obtain success in life in this world and safety in the hereafter with the principles of sharing fairly, rahmatan lil alamin (grace for all nature), and maslahah. (public interest)(Anggraeni, 2019). The concept of Maqasid Al-Shari'ah which considers the benefits of human and natural development, and aims for the welfare of humans themselves by maintaining the goals of Shari'a or Islamic law, and the objectives of Shari'a from creatures, namely maintaining religion, soul, mind, offspring (some say descent and honor)., and their property. Anything that contains efforts to maintain these five principles is called maslahah and anything that eliminates these five principles is called mafasadat(Rodi Syafrizal, 2019).

3.IMPLEMENTATION METHOD

This research method is using quantitative descriptive methods, namely making critical observations to get the right information on a particular problem and object in the area of community groups or certain locations will be studied or describe or describe a situation as clearly as possible without any treatment of the object under study.(Bikbov & Chernov, 2010). This study uses quantitative methods using multiple linear regression analysis on SmartPLS Version 3.0. To determine the extent of the influence of BUMDes management in the perspective of Sharia Enterprise Theory on the performance of BUMDes based on the fulfillment of Al-Sharia maqasih values. As well as measuring the effectiveness of performance with the Maslahah Scorecard analysis, which aims to evaluate the performance of BUMDes that are managed

The stages in the implementation of the research are shown in the following flow diagram:

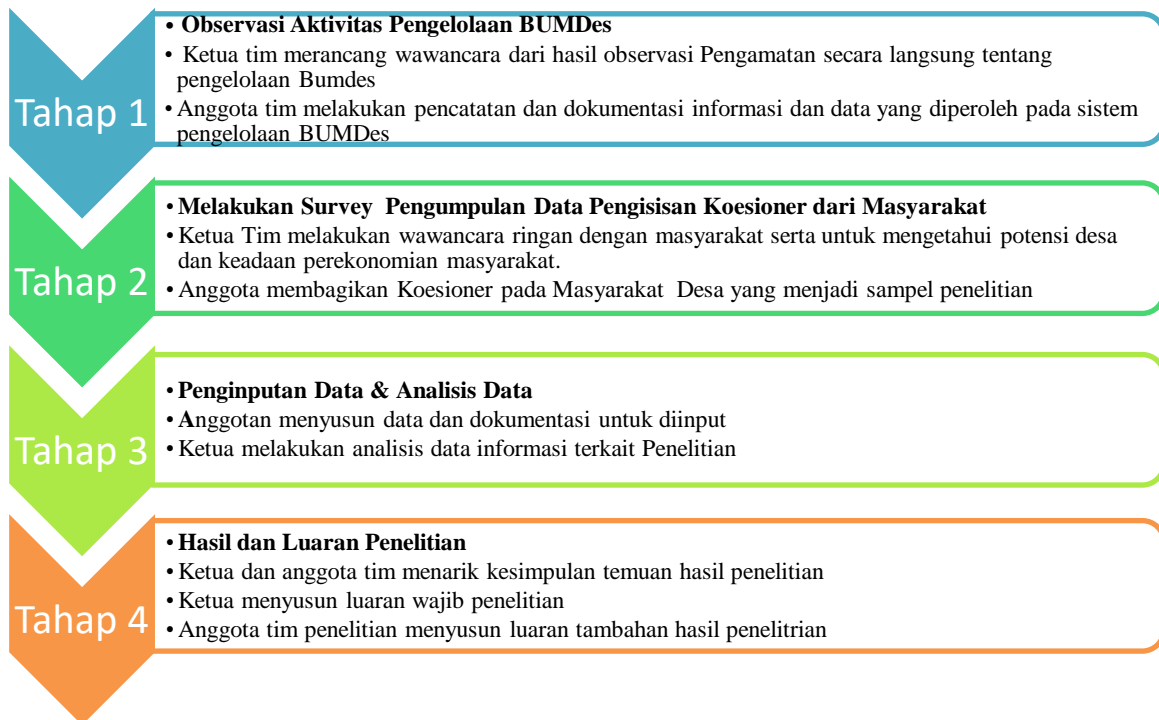


Figure 2 Research Flowchart

a. Population and Sample

The population of this study is the entire community in Serdang Bedagai Regency in North Sumatra Province in Indonesia to determine the number of unknown populations, then in determining the sample the Cochran formula is used as follows (Sugiono, 2012).

$$\text{Where: } n = \frac{z^2 pq}{e^2}$$

n = Number of samples required

z = The level of confidence required in the sample, which is 95%

p = Probability True 50%

q = Probability False 50%

Moe: Margin of Error or the maximum level of error that can be tolerated. The confidence level used is 95% where the Z value is 1.96 and the maximum error rate is 10%. The number of sample sizes in this study is as follows:

$$n = \frac{1,96^2(0,5)(0,5)}{0,1^2} = 96,04$$

Based on these calculations, the minimum number of samples that must be used in the study is 96 respondents. The sampling method used in this study is the Incidental Sampling method, which is a sampling technique based on chance, that is, anyone who coincidentally/incidentally meets the researcher can be used as a sample. (Sugiono, 2012).

b. Data Types and Sources

The type of data used in this study is primary data obtained from interviews in order to collect information related to the management of BUMDes and use a questionnaire to obtain data to be processed statistically based on the score and specified criteria.

c. Data analysis

Data analysis in this study used the Maslahah Scorecard method and Multiple Linear Regression analysis which was processed in the SmartPLS version 3.0 application. Maslahah

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Scorecard as a performance measurement system implements several management tools, namely four variables Balanced Scorecard (BSC) as a measurement variable and the cycle Plan (planning) - Do (implementation) - Check (checking) - Action (decision or action) which is better known by the abbreviation (PDCA) as a performance measurement methodology. The MaSC performance system was developed by considering the "RADAR" approach which means results, approach, deploy, assess and refine.

3. RESULTS AND DISCUSSION

The purpose of this study was to analyze the implementation of Sharia Enterprise Theory values in the management of BUMDes and their influence on the success of BUMDes in providing the benefit of the people (village community welfare). Based on the survey that has been conducted, there are quite a number of BUMDes in Serdang Bedagai Regency that are no longer operating or experiencing bankruptcy and there are still villages in Serdang Bedagai Regency that do not yet have a business unit. In this study using the technique of determining the sample with the Cocran formula with a total sample of 96 respondents from rural communities in Serdang Bedagai Regency. The data used is a questionnaire which will be analyzed using SmartPLS version 3.0 software.

a. Recapitulation of Questionnaire Results and Descriptive Statistics

Based on the results of the questionnaire that has been answered by the respondents, it is described in general using a descriptive statistical model. The data displayed is in the form of the percentage of frequency and the score of each indicator to determine the category of assessment of the effectiveness of each variable.

Table 4.1 Aspects of Sharia Enterprise Theory

No	Instrument	Category					Total Score	Criteria
		1 (20%)	2 (40%)	3 (60%)	4 (80%)	5 (100%)		
1	BUMDes are managed fairly and not unequally pierced	0	0	3	16	77	91.6	Well
		0	0	3.1	16.7	80.3	95.4%	
2	BUMDes efforts have been properly carried out and synergize with the community	0	0	3	17	76	91.4	Well
		0	0	3.1	17.7	79.2	95.2%	
3	BUMDes is run with the principles of honesty and transparency and is known by the public	0	0	4	21	71	90.2	Well
		0	0	4.2	21.9	74.0	94%	
4	BUMDes are managed with a mandate by the managing party independently and independently for the community.	0	0	2	26	68	90	Well
		0	0	2.1	27.1	70.8	93.7%	
	Business activities are accountable to the management by the	0	0	2	11	83	93	Well
		0	0	2.1	11.5	86.5	96.8%	



	community and openly.							
Average							93.5%	Well

Table 4.1 above shows the results of the distribution of data with the average score of the instrument variable Aspects of Sharia Enterprise Theory is 93.5% where the highest score of 96.8% is on the indicator "Business activities are held accountable by the management by the community and openly." The score of 95.4% is on the indicator "BUMDes is managed fairly and does not pierce partiality". A score of 95.2% is found in the indicator "BUMDes efforts have been properly carried out and in synergy with the community". The 94% score is found in the indicator "BUMDes is run with the principles of honesty and transparency and is known by the public" and the lowest score is 93.7% is found in the indicator "BUMDes is managed with trust by the manager independently and independently for the community.". Based on the above indicators, it can be interpreted that BUMDes in Serdang Bedagai district currently has a good Sharia Enterprise Theory aspect in its management system.

Table 4.2 Aspects of benefit

No	Instrument	Category					Total Score	Criteria
		1 (20%)	2 (40%)	3 (60%)	4 (80%)	5 (100%)		
1	BUMDes provides participation in encouraging village social activities	0	0	3	12	81	92.4	Effective
		0	0	3.1	12.5	84.4	96.2%	
2	BUMDes plays a role in managing village potential that can be developed	0	0	3	14	79	92	Effective
		0	0	3.1	14.6	82.3	95.8%	
3	The community provides support for the achievement of BUMDes	0	0	6	11	79	91.4	Effective
		0	0	6.3	11.5	82.3	95.2%	
4	The community monitors the development of BUMDes' businesses	0	0	10	16	70	88.8	Effective
		0	0	10.4	16.7	72.9	92.5%	
	BUMDes transparently conveys business assets and income.				1	6	87.8	Effective
			.1	.3	1.9	8.8	91.4%	
Average							94.2	Effective

Table 4.2 above shows the results of data distribution with the average score of the Maslahah variable instrument is 94.2% where the highest score of 96.2% is found in the indicator "BUMDes provides participation in encouraging village social activities". The score of 95.8% is also obtained on the indicator "BUMDes plays a role in managing village potential that can be developed". A score of 95.2% is found in the indicator "The community provides support for the performance and achievement of BUMDes". A score of 92.5% was also obtained on the indicator "The community monitors the development of BUMDes businesses and the lowest score of 91.4% is found on the indicator "BUMDes transparently conveys business assets and income.". Based on the indicators above, it can be interpreted that the impact of the benefit of BUMDes in Serdang Bedagai Regency has good benefits.

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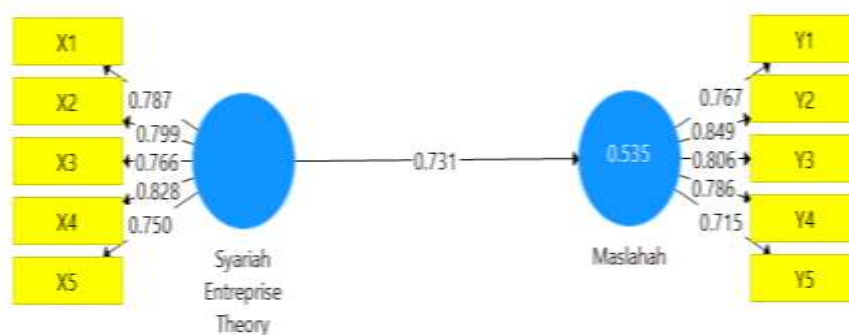
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To find out the model that describes or describes the relationship of these variables to the measurement theory. This measurement uses the Outer Model analysis which aims to test the construct validity and instrument reliability

b. Analysis of the Measurement Model (Outer Model)

1). Outer Loading

Figure 4.1 Outer loading value



Source: : 2022 primary data processed from SmartPLS 3.

In the picture above shows the value of the instrument validity test results which show that all items that are indicators of each variable in this study have a factor loading value above 0.7. Therefore, it can be concluded that each research indicator instrument is feasible. Furthermore, all items that become instruments in this study will be explained in table 4.3 outer loading as follows:

Table 4.3 Outer Loading

	Maslahah	Syariah Entrepriase Syariah
Y2	0.849	
Y3	0.806	
Y4	0.786	
Y1	0.767	
Y5	0.715	
X1		0.787
X2		0.799
X3		0.766
X4		0.828
X5		0.750

Source: 2022 primary data processed on SmartPLS 3.

In table 3 above, it can be seen that the outer loading value of each item that is an indicator in this study has an outer loading value that exceeds 0.7 which explains that all items that are indicators in this study are valid and worthy of being a measuring tool for each variable because able to explain each variable.



2). Construct Validity and Reliability

Table 4.4 Construct Validity and Reliability

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted(AVE)
Sharia Enterprise Theory	0.846	0.849	0.890	0.617
Maslahah	0.845	0.850	0.889	0.618

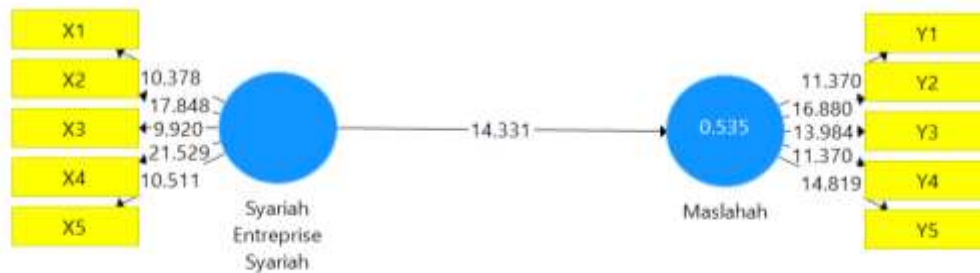
Source: Primary data 2022 processed on SmartPLS 3.

In the table above has shown the value of the test results of the validity and reliability of a good construct. Because it has met the criteria and requirements in testing the validity and reliability of the construct. Where is the Cronbach's Alpha value obtained by the variable Sharia Enterprise Theory, which is 0.846 and score Maslahah variable is 0.845 with the minimum score requirement criteria of 0.7. Rho A value obtained by variable Sharia Enterprise Theory is 0.849 and the Maslahah variable is 0.850 with the minimum value requirement criteria of 0.7. Composite Reliability value for variable Sharia Enterprise Theory of 0.890 and score Maslahah variable is 0.889 with the minimum score requirement criteria of 0.7. And the value of Average Variance Extracted (AVE) on the variable Sharia Enterprise Theory of 0.617 and the value of the Maslahah variable is 0.618 where the criteria for requirements must have a score greater than 0.5. Thus it can be concluded that the data that has been distributed can be trusted and can be used as data to answer research questions.

c. Structural Model Analysis (Inner Model)

1) Bootstrapping Direct Effects of Sharia Enterprise Theory on Maslahah

Figure 4.2 Bootstrapping Results



The next stage of hypothesis testing using direct effects is useful for testing the hypothesis of the direct effect of a variable that affects (exogenous) on the variable that is influenced (endogenous). The results of hypothesis testing using direct effects. Based on the picture above, it can be seen that the faith variable has a direct influence on the performance variable ($t = 14,331$; $p < 0.05$). It can be concluded that the exogenous variable has a direct influence on the endogenous variable.

Table 4.5 Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
Syariah Enterprise Syariah -> Maslahah	0.731	0.748	0.051	14.331	0.000

Source: 2022 primary data processed on SmartPLS 3.

2) Total Effects or the Influence of Total Sharia Enterprise on Maslahah

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The influence of the Syariah Enterprise Theory variable on the Maslahah variable produces a path coefficient value in the original sample column of 0.731. This means that Sharia Enterprise Theory has a positive and significant effect on Maslahah or it can be interpreted that the higher the values of Sharia Enterprise Theory applied to BUMDes in Serdang Bedagai district will have an effect of increasing the problems of rural communities by 73.1%. And based on the P-Values value of (0.000 < 0.05), which shows that the Sharia Enterprise Theory has a positive and significant influence on Maslahah.

3). The evaluation of the inner model in this study was carried out in 2 ways, namely by looking at the R-Square and F-Square which can be interpreted as follows:

a). R-Square

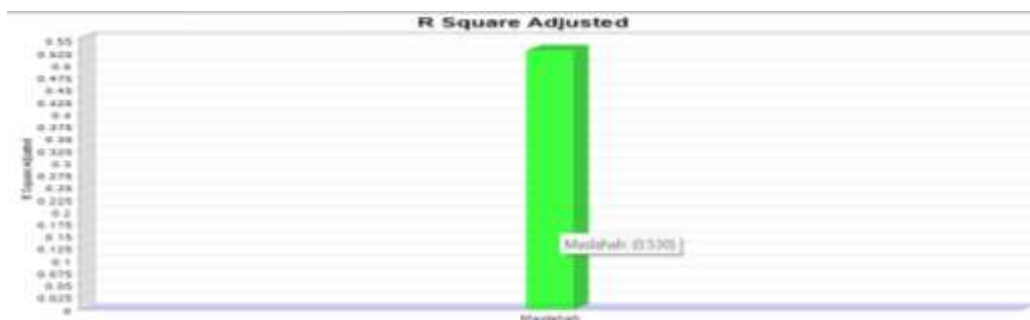
Table 4.6 Table R Square

Variable	R Square	R Adjusted
Maslahah	0.535	0.530

Source: Primary data 2022 processed from SmartPLS

The table above explains that the R-Square Adjusted path model in this study is 0.530. This means that the ability of Sharia Enterprise Theory in explaining Maslahah is 53%. Thus the model is classified as Moderate (medium). The image of the R-Square bar chart is as follows:

Figure 4.3 Table R Square graph



Source: 2022 primary data processed on SmartPLS 3

The R-Square bar chart image above obtains a path model = 0.797, with a green diagram showing that the R-Square value is within the tolerance value.

b). F-Square

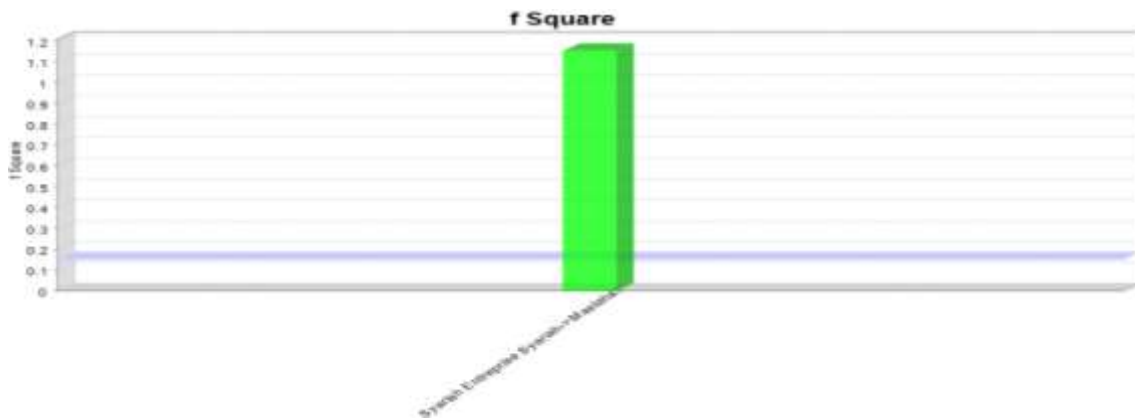
Table 4.7 Table F Square

Variable	Maslahah Performance
Sharia Enterprise Theory	1.151

Source: 2022 primary data processed on SmartPLS 3.

Based on the F-Square value in the table above, it can be concluded that the effect of the exogenous Sharia Enterprise Theory variable on the Maslahah endogenous variable is 1.151 classified as moderate or moderate. The Composite Reliability diagram can be seen through the following diagram:

Figure 4.4 Graph of F Square



The F-Square bar chart image above shows that the variable X (Sharia Enterprise Theory) has an influence of 1.151 on the Y variable (Maslahah) which is included in the moderate influence category, it can be seen that the green graph that passes through the cut-off point indicates that the effect is within tolerance. ,

4. CONCLUSION

Based on the results of a survey conducted, there are still certain villages in the district of Serdang Bedagai that have not implemented the BUMDes program, this happens because of the lack of knowledge of the village government and lack of human resources. In addition, there are also several BUMDes that are no longer operating due to business bankruptcy and the existence of problematic BUMDes and there are also several BUMDes whose business programs may not be in line with the potential of their village. However, there are also many BUMDes that have participated in increasing the village's superior potential both in terms of encouraging village tourism, savings and loans, village MSMEs, and minimarkets. The form of BUMDes in Serdang Bedagai district is quite varied according to the geographical conditions of each village. Based on descriptive statistical tests, it can be concluded that the management of BUMDes in Serdang Bedagai Regency has had good performance and is able to encourage the economic potential of the village even though there are still villages that have not applied it effectively. that have been implemented so that the impact of the benefit of BUMDes in each village can achieve its goals by providing a positive impact on the rural economy. Based on the results of the R Squaer and F Squaer regression tests above, it can be concluded that there is a moderate influence between Sharia Enterprise Theory on the benefit of society. It can be concluded that the indicators of Sharia Enterprise Theory are, justice, truth, honesty, trustworthiness, and accountability have an important role in optimizing the management of BUMDes so that the performance of the BUMDes organization can be felt by the community. Based on the results of the bootstrapping Inner Model test, it shows that there is a significant positive and significant effect of Sharia Enterprise Theory on Maslahah. From the results of the R Squaer and F Squaer regression tests above, it can be concluded that there is a moderate influence between the application of values to the Performance of BUMDes Syariah Enterprise Theory that is applied or implemented in the management of BUMDes to Problems (the welfare of rural communities). Based on the results of the bootstrapping Inner Model test, it shows that there is a significant positive and significant effect of Sharia Enterprise Theory on Maslahah. From the results of the R Squaer and F Squaer regression tests above, it can be concluded that there is a moderate influence between the application of values to the Performance of BUMDes Syariah Enterprise Theory that is applied or implemented in the management of BUMDes to Problems (the welfare of rural communities). Based on the results of the bootstrapping Inner Model test, it shows that there is a significant positive and significant effect of Sharia Enterprise Theory on Maslahah. From the results of the R Squaer and F Squaer regression

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tests above, it can be concluded that there is a moderate influence between the application of values to the Performance of BUMDes Syariah Enterprise Theory that is applied or implemented in the management of BUMDes to Problems (the welfare of rural communities).

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