

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi manajerial dan *learning capability* terhadap transformasi kinerja Badan Usaha Milik Desa (BUMDes) pada era digital, baik secara langsung maupun melalui *social capital* sebagai variabel mediasi, dilatarbelakangi oleh fenomena tingginya status legalitas BUMDes di Kabupaten Bangkalan (96% berbadan hukum dari 273 BUMDes) yang belum diikuti oleh produktivitas ekonomi yang setara; penelitian menggunakan pendekatan kuantitatif dengan jenis eksplanatori (*explanatory research*), melibatkan 150 responden pengelola BUMDes di Kabupaten Bangkalan yang dipilih menggunakan teknik *purposive sampling*, dengan data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan *Structural Equation Modeling* berbasis *Partial Least Square* (SEM-PLS) dengan SmartPLS, dan hasil penelitian menunjukkan bahwa kompetensi manajerial dan *learning capability* berpengaruh positif dan signifikan terhadap *social capital*, namun keduanya tidak berpengaruh signifikan secara langsung terhadap transformasi kinerja BUMDes, sebaliknya *social capital* terbukti berpengaruh positif dan signifikan terhadap transformasi kinerja sekaligus berperan sebagai mediator penuh (*full mediation*) yang menjembatani pengaruh kompetensi manajerial maupun *learning capability* terhadap transformasi kinerja BUMDes, sehingga temuan ini mengindikasikan bahwa kompetensi individu dan kapasitas belajar organisasi belum cukup mendorong transformasi kinerja secara langsung, melainkan harus terlebih dahulu dikonversi menjadi modal sosial berupa kepercayaan, jaringan kerja sama, dan norma kolektif di tengah masyarakat desa, dan penelitian ini memperkuat perspektif *Resource-Based View* (RBV) dan *Dynamic Capabilities Theory* dalam konteks organisasi berbasis komunitas, serta merekomendasikan penguatan modal sosial sebagai strategi prioritas bagi pengelola BUMDes dan pemerintah desa dalam mengakselerasi transformasi kinerja di era digital.

Kata kunci: kompetensi manajerial, *learning capability*, *social capital*, transformasi kinerja, BUMDes,

ABSTRACT

This study aims to analyze the influence of managerial competence and learning capability on the digital-era performance transformation of Village-Owned Enterprises (BUMDes), both directly and through social capital as a mediating variable, motivated by the phenomenon of the high legal status of BUMDes in Bangkalan Regency (96% legally incorporated out of 273 BUMDes) that has not been matched by equivalent economic productivity; the study employed a quantitative approach with an explanatory research design, involving 150 BUMDes manager respondents in Bangkalan Regency selected through purposive sampling, with data collected via structured questionnaires and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS, and the results show that managerial competence and learning capability have a positive and significant effect on social capital, yet neither has a significant direct effect on BUMDes performance transformation, whereas social capital was proven to have a positive and significant effect on performance transformation while also acting as a full mediator bridging the influence of both managerial competence and learning capability on BUMDes performance transformation, indicating that individual competence and organizational learning capacity are not sufficient on their own to drive performance transformation directly, but must first be converted into social capital in the form of trust, cooperative networks, and collective norms within the village community; this study reinforces the Resource-Based View (RBV) and Dynamic Capabilities Theory perspectives within the context of community-based organizations, and recommends strengthening social capital as a priority strategy for BUMDes managers and village governments in accelerating performance transformation in the digital era.

Keywords: managerial competence, learning capability, social capital, performance transformation, BUMDes