



ANALYSIS OF THE BUMDES DEVELOPMENT IN THE MENUI ISLANDS DISTRICT, MOROWALI REGENCY, CENTRAL SULAWESI PROVINCE

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ABSTRACT

This study aims to analyze BUMDes development efforts, the obstacles experienced, as well as solutions for developing BUMDes in the Menui District. There are 23 BUMDes in Menui sub-district registered in 2021. When compared to the total BUMDes in Morowali Regency, which are 126, the percentage for Menui Sub-district is only 18%. This is what underlies the need for research. The method used is descriptive using the analysis of the Miles and Hubberman models in Sugiyono (2016: 246). Research results show that development efforts have been carried out through organizational strategies, resource support strategies, and program strategies. Constraints are experienced in the form of limited human resources, lack of community participation, and local government. The suggested solutions are selecting priority programs and HR training.

Keywords: *BUMDes Development*

INTRODUCTION

The village is the smallest territorial unit of the Indonesian state government. The existence of the village should be the spearhead of the state in the independence of the country's economic development. Village development has been going on for a long time, but there are still many problems that have not been fully resolved. The programs implemented by state villages created many obstacles.

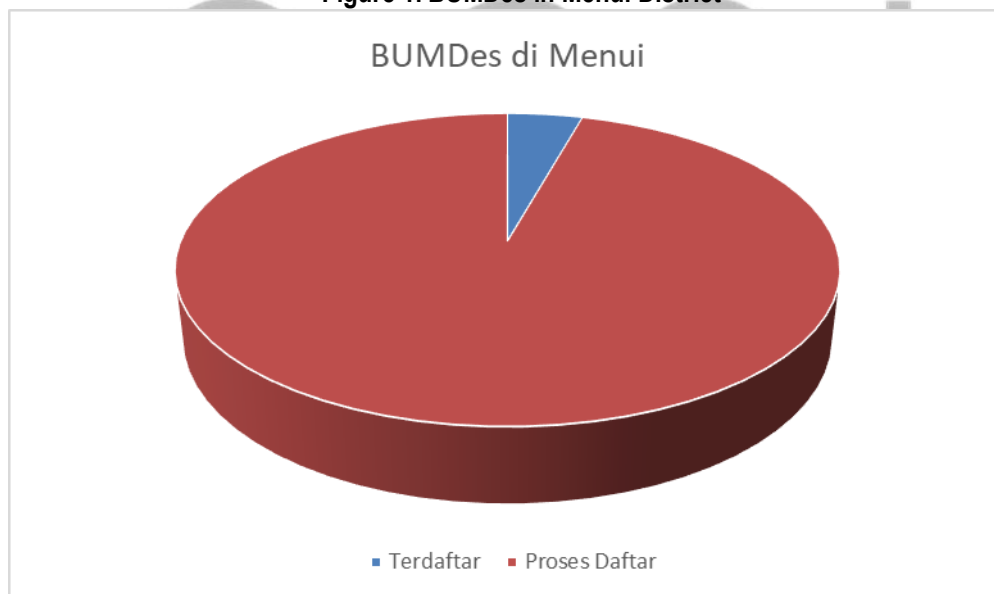
Many factors cause the programs provided by the government to be less than optimal. One of the most common is the intervention of the central government which is very broad in society to kill the creativity and innovation of rural communities in managing and turning the wheel of an independent economy in the countryside. The existing economic institutional systems and mechanisms in the villages are not implemented effectively, resulting in dependence on state assistance and discouraging independence and creativity in rural economic development.

The planned form of economic facilities is a Regional Owned Enterprise (BUMDes). BUMDes is a business entity that is wholly or mostly owned by the village through direct interests obtained from separate village assets so that it can manage property, services, and other businesses to advance the welfare of village communities (article 1, paragraph 6, Law No. 6 of 2014 about Village). BUMDes must be able to take care of the village economy which is managed directly by the village community. The content and philosophy of BUMDes must be interpreted in terms of helping the community to help themselves and strengthening the economic aspects of village management. At this point, BUMDes aims to increase the village's source of income to advance the economic activities of the existing community, so that BUMDes is an institution that can overshadow this aspect, (Nurcholis, 2011).

BUMDes are no longer established according to government guidelines, but the desire of the village community to start managing their potential will create market demand. So that the existence of these economic institutions is not controlled by certain groups with large capital in the countryside, village ownership of these institutions is jointly controlled with the main objective of increasing the economic standard of living of the community, (Siagian, 2019). The establishment of this institution aims to reduce the role of intermediaries which leads to an increase in transaction costs between product prices, rural producers benefit from the difference between the selling price of the product and the price of the corresponding product, and unsupportive consumer use. high purchase price.

Village Owned Enterprises (BUMDes) are potentials that can be optimized by village communities, including the people in Menui District. Data for 2021 shows the number of BUMDes in Morowali Regency is 126, 23 of which are BUMDes in Menui District. The following is BUMDes data in Menui District in 2021:

Figure 1. BUMDes in Menui District



Source: Morowali Village Sibum 2021

The graph above shows the total BUMDes in the Menui sub-district that will be registered in 2021, namely 23. BUMDes that have completed their registration are 1, and the remaining 22 BUMDes are still in the process of completing registration. When compared to the total BUMDes in Morowali Regency, which is 126, the percentage for Menui District is only 18%. When compared to the number of villages in Menui District, which are 24 villages, the percentage of existing BUMDEs is 95.08% of the total villages. The ideal condition is that each village is expected to have at least 1 BUMDes, and have the status of a legal entity (articles 7 and 8 of Presidential Regulation Number 11 of 2021 concerning Village-Owned Enterprises). Because it is hoped

that an independent and competitive village will be realized with the presence of BUMDes.

This phenomenon is interesting because no research focuses on examining the development of BUMDes in Menui District. The data described above shows that BUMDes in Menui District still need to be added and need development and this research is deemed necessary to be carried out.

LITERATURE REVIEW

Village Owned Enterprises (BUMDes)

Village-Owned Enterprises (BUMDes) etymologically come from several words, namely business entities which are defined as juridical (legal), technical and economic entities that aim to make profits or gains while ownership can be interpreted as ownership or ownership while Village is a unitary area inhabited by several families that have their government system (KBBI). Thus, BUMDes is a business carried out by a government system that has laws that technically cover the community's economic sector.

In the BUMDes guidebook issued by the Ministry of National Education, BUMDes is a village-owned enterprise established based on village needs and potential as an effort to improve community welfare. Concerning planning and deriving, BUMDes is built on the initiative and participation of the community. BUMDes is also an embodiment of the participation of the village community as a whole, so it does not create a business model that is hegemony by certain groups at the village level.

Maryuani (2008: 35) defines BUMDes as a business institution managed by the community and village government to strengthen the village economy and build community social cohesion which is formed based on village needs and potential.

Strategy

According to Chandler in Umar (2010: 16), strategy is a process of determining plans carried out by top leaders who are oriented towards the long-term goals of the organization, accompanied by the preparation of a method or effort to be made for how these goals can be achieved.

Hamel and Prahalad provide a more specific definition in Umar (2010: 17), (always increasing or continuing) and continuously, and is carried out based on the view of what society expects in the future. Thus, strategy always starts from what can happen later and not from what is currently happening. The acceleration of new market innovations and changes in consumer patterns requires core competencies. Organizations need to look for core or central competencies in the programs being carried out. Based on several expert opinions regarding the definition of strategy above, it appears that the concept of strategy has various meanings. Thus, it can be concluded that strategy is a plan in the form of action used by an organization in realizing the organizational goals that have been set.

Development Strategy

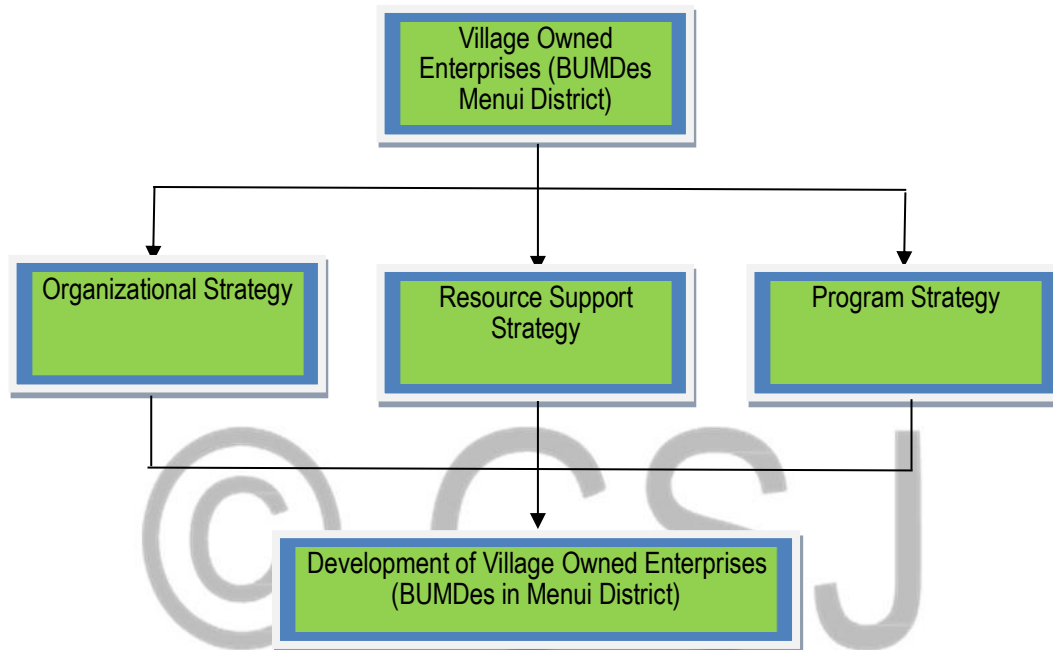
The development strategy is the forerunner of actions that require decisions made by top management in terms of business development to be able to make it happen. Besides that, the development strategy can also affect the life of an organization in the long term, at least for five years. Therefore, the nature of the development strategy is future-oriented. The development strategy has the function of formulating and considering internal and external factors faced by an organization (David, 2004).

Strategy formulation is the development of long-term plans for the effective management of the surrounding opportunities and threats, taking into account the strengths and weaknesses of the organization. The strategy formulated is very specific depending on the functional management activities (Hunger and Wheelen, 2003). Formulation of the strategy includes activities to develop the vision and mission of an organization's business, identify external opportunities and threats to an organization, choose the internal strengths and weaknesses of an organization, establish an organization's long-term goals, create various alternative strategies for an organization, and choose a good strategy for organizational use (David, 2004). Business development strategies can be grouped into 3 (three) types, namely: management strategy, investment strategy.

Conceptual Framework

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine BUMDes development efforts in Menui District, Morowali Regency, Central Sulawesi Province. This research will analyze the BUMDes development efforts that have been carried out, identify obstacles, and provide solutions related to the constraints experienced.

Figure 2. Research Conceptual Framework



Based on the picture above, the initial research will focus on observing the conditions that exist in BUMDes in the Menui sub-district. Next, identify the obstacles that hinder the development of BUMDes. At the end of the research, a solution will be provided in the form of a strategy for BUMDes development so that it can grow even better.

RESEARCH METHODS

Type Study

Based on the nature of the problem and the objectives to be achieved, this research is explanatory. Explanatory research generally aims to explain the position of the variables studied and the relationship and influence between one variable and another (Sugiono, 2001).

Research Population

According to M. Nazir (2003: 271), states that "The population is a collection of individuals with predetermined qualities and characteristics. The population in this study were all Village Owned Enterprises (BUMDes) registered in Menui District, Morowali Regency, Central Sulawesi Province. The total registered village-owned enterprises (BUMDes) in 2021 will be 23 BUMDes.

Data Type

The type of data used in this study are:

1. Qualitative data, namely data in the form of descriptive explanations such as literature and theories

related to the author's research. The qualitative data used is like data from interviews regarding efforts to develop BUMDes.

2. Quantitative data, namely data in the form of numbers or qualitative data that is scored (scoring) such as data on the number of BUMDes, data on the number of employees, and so on.

Data source

Source the data collected in this study are as follows:

1. Primary data
Is data obtained directly from the object under study. According to Sugiyono (2012: 225) which states that: "Primary sources are data sources that directly provide data to data collectors". Primary data was obtained from the results of interviews conducted by researchers.
2. Secondary Data
The definition of secondary data according to Sugiyono (2012: 225) is "data sources that are sourced from second parties or indirectly provide data to data collectors, for example through information from other people or through documentary evidence".

Data Analysis Technique

This study uses two kinds of analysis, descriptive analysis, and analysis using the Miles and Hubberman model (1984). Descriptive analysis is used to describe in more depth each indicator in the study. Meanwhile, Miles and Hubberman's (1984) model is used to present data to make it easier to understand the relationship between research components.

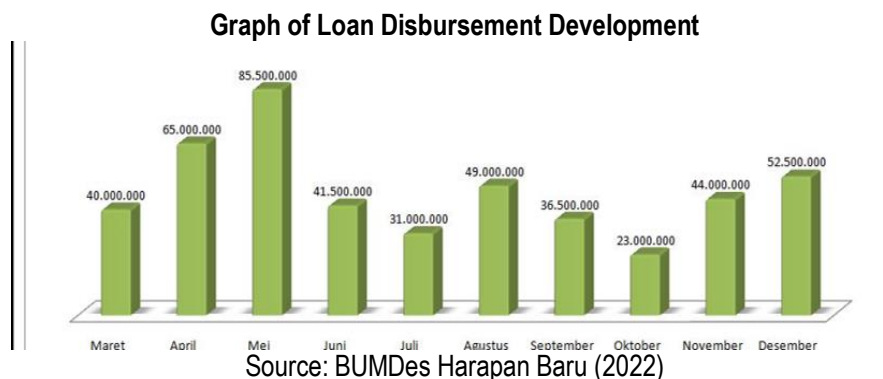
RESEARCH RESULT

BUMDes Development Efforts Organizational Strategy

The results of research on organizational strategy can be seen in the aspect of determining the vision and mission of each BUMDes. The following is the vision and mission of each BUMDes:

1. BUMDes Harapan Baru

BUMDes Harapan Baru has a vision, namely to realize the welfare of the people of Padalaa Village through the development of economic businesses and social services. The mission of this BUMDes is to develop economic businesses through savings and loans, development of social services, basic village infrastructure, development of basic economic networks with various parties, and managing program funds that enter villages in the form of revolving funds. Vision and Mission are supported by work programs made by BUMDes. This can be seen in the work program in the form of a savings and loan business for the community that supports the vision of realizing community welfare. The savings and loan business at the Harapan Baru BUMDes can be seen in the following figure:



Referring to the graph above, the largest distribution of funds was in May 2022, namely IDR 85,500,000. The funds obtained from BUMDes are used as capital to do business for the village community. Based on the explanation above, and the results of interviews with the previous Head of BUMDes, an association has been obtained between the programs made and the vision and mission of BUMDes.

2. BUMDes Tomoahi

BUMDes Tomoahi's vision is to become a quality business institution capable of serving the community to achieve common prosperity. The Tomoahi BUMDes mission is to cultivate village potential, facilitate farmer and fisherman groups, establish partnerships with other parties, develop village economic potential, and utilize appropriate technology. The work program set by BUMDes is related to the achievement of the predetermined vision and mission. The form of work program support for achieving the vision and mission can be seen from the savings and loan business in the form of providing loans to support community businesses. For example, in the work program, there is the rehabilitation of the LPG gas base business by the community. This is also in line with the results of interviews conducted with the Head of BUMDes Tomoahi.

3. BUMDes Nipa To'u

The vision of BUMDes Nipa To'u is to become a quality business institution that serves the community for shared prosperity. Furthermore, the mission of BUMDes is to cultivate village potential, facilitate farmer and fisherman groups, establish cooperation, develop village economic potential, and empower appropriate technology. BUMDes Nipa To'u also has compatibility between the work program and the vision and mission previously set. This can be seen in the 2022 work program, in the form of a savings and loan business that provides additional capital for businesses carried out by the community, both individually and in groups. One form of business that receives capital assistance is the savings and loan business. This was confirmed by the results of interviews, that the strategy was in the form of assistance to increase people's income.

4. BUMDes Kumapa

The vision of BUMDes Kumapa can be seen from the work program documents provided, namely as a quality business institution capable of serving the community to achieve common prosperity. Its missions include cultivating village potential, facilitating farmer and fisherman groups, establishing partnerships, developing village potential, and also utilizing appropriate technology. If you look at the work programs made by BUMDes, there is conformity with the vision and mission that has been made. For example, the work program is an additional type of savings and loan business, which of course benefits common welfare. This was also confirmed by the results of an interview with the head of the BUMDes, who said that the strategy was adjusted to BUMDes goals.

Resource Support Strategy

1. BUMDes Harapan Baru

Based on the results of interviews with the Head of BUMDes, the facilities, and infrastructure owned by BUMDes are quite good. The work program document owned by the Harapan Baru BUMDes, does not focus on improving resources, but rather on increasing capital for savings and loan units. If viewed from a strategic aspect to support resources, Harapan Baru BUMDes already has sufficient resources to carry out its operational activities.

2. BUMDes Tomoahi

Based on the results of interviews with the Head of Tomoahi BUMDes, the strategy to support the resources they have is still lacking, in terms of human resources, as well as the facilities they have. This is confirmed by the BUMDes work program documents for 2022, one of which is the fulfillment of facilities and infrastructure which is budgeted at IDR 10,000,000. Fulfillment of the intended facilities and infrastructure such as computers and printers.

3. BUMDes Nipa To'u

Based on the results of interviews with the Head of BUMDes, the strategy to support resources is still lacking. The resources owned by BUMDes are still limited and lack experience. Therefore, the form of a supporting strategy could be in the form of adding a BUMDes special companion, but until 2023 this cannot be realized. This is also confirmed in the work program documents that are owned, namely administrative improvements and improvements to owned facilities and infrastructure.

4. BUMDes Kumapa

Based on interviews with the Head of BUMDes Kumapa, the resources they have are still lacking. The most needed resource is the printer, because it is still small, so it needs to be added. This was also confirmed by the work program that was created, namely the fulfillment of facilities and infrastructure. Making work programs to fulfill facilities and infrastructure is a manifestation of the strategy implemented to support the resources they have.

Program Strategy

1. BUMDes Harapan Baru

The results of interviews with the Head of BUMDes regarding the program strategy, that the program strategy is made in the form of an annual work program owned by BUMDes. This is confirmed in the work program documents that are owned. BUMDes prepares a work program by taking into account the results of the annual member meeting and the swot analysis conducted.

2. BUMDes Tomoahi

Interviews were conducted with the Head of BUMDes, it was possible to obtain a work program strategy in the form of preparing an annual work program. The Tomoahi BUMDes annual work program is prepared according to the results of village meetings while taking into account the availability of the BUMDes budget. This can be seen in the work program that is owned.

3. BUMDes Nipa To'u

Based on interviews conducted with the Head of BUMDes Nipa To'u, the program strategy owned by BUMDes is outlined in the form of a work program. If there is an error in the program's strategy, then a revision of the program/work plan can be carried out through the BUMDes members' deliberations.

4. BUMDes Kumapa

The results of interviews with the Head of BUMDes Kumapa, the form of the program strategy used is the form of an annual work program. This is also in line with the contents of the work program documents made by BUMDes Kumapa. The work program to be carried out in 2022 is in the form of administrative improvements, infrastructure improvements, gas cylinder business improvements, and additional types of savings and loan and sharia financing businesses.

According to Amalia Indah Palupi (2021), six indicators are the most important in BUMDes management. The main indicators are that there is government capital participation, opening up employment opportunities, having business targets and strategies, village government participating in

village meetings, routine technical guidance, and finally expanding the benefits of BUMDes. If examined according to data from interviews and available supporting documents, BUMDes in the Menui Islands village have only met 4 indicators, the remaining two indicators, namely routine technical guidance and extended benefits have not been carried out.

Obstacles Faced by BUMDes

1. BUMDes Harapan Baru (Padalaa Village)
Based on the results of interviews with the Head of the BUMDes, the obstacle faced by the Harapan Baru BUMDes is the lack of outreach to residents. This causes community participation to manage BUMDes is still lacking.
2. BUMDes Tomoahi (Terebino Village)
Based on interviews with the Head of BUMDes, the constraints that BUMDes have are that there are still many people who do not know the functions and roles of BUMDes. The results of this interview illustrate that public attention to BUMDes is still lacking.
3. BUMDes Nipa To'u (Ulunipa Village)
The results of interviews with the Head of BUMDes, the obstacle experienced by BUMDes Nipa To'u is that there is still a lack of attention from the local government. The local government needs to pay more attention to the presence of BUMDes in the Menui Islands sub-district.
4. BUMDes Kumapa (Kofalagadi Village)
The results of interviews with the Head of BUMDes, the obstacles encountered by BUMDes are related to the benefits that can be obtained by the community with the presence of BUMDes. BUMDes are of course present for the welfare of the community, this has not yet reached the community, so the participation rate is still lacking.

According to Irfan Nursetiawan (2017), the obstacles faced by BUMDes are internal and external constraints. Internal constraints that are commonly faced are BUMDes management problems that are less able to manage existing resources, lack of experts for resource utilization, unhealthy management, and limited funding sources. As for the external constraints, namely the lack of human resources, lack of understanding regarding the utilization of a village's potential, poverty rates, and interference from outsiders. If we review the four existing BUMDes, the results of the interviews are under the existing theory. These four BUMDes have almost the same obstacles, namely in the internal constraints regarding the lack of experts, and limited funds. As for the external constraints, there is still a lack of understanding from the community regarding the benefits of BUMDes presence.

Solution Done

1. BUMDes Harapan Baru (Padalaa Village)
The solution carried out by BUMDes is that socialization activities are increased. Increased socialization is expected to resolve the obstacles encountered.
2. BUMDes Tomoahi (Terebino Village)Based on interviews with the Head of BUMDes, it can be seen that the solution taken was to organize BUMDes introduction activities with the theme "BUMDes for the People". The activities carried out are expected to make BUMDes close to the local community.
3. BUMDes Nipa To'u (Ulunipa Village)

The solution that has been carried out by BUMDes is in the form of socialization at the Village Office. According to the Head of BUMDes, this has been done, the hope is that it can provide a new view of BUMDes to the community.

4. BUMDes Kumapa (Kofalagadi Village)

Based on the results of interviews with the Head of BUMDes, leaflets were distributed at the opening of BUMDes. This is done to introduce BUMDes to the community, along with the benefits that can be obtained.

According to Daim (2021), how to overcome the obstacles faced by BUMDes so that they can develop through improving the organizational structure, increasing the quality of human resources, and improving internal systems within the BUMDes organization. The constraints faced by each BUMDes have been responded to by the activities contained in the implemented work program. Improvements to the organizational structure are carried out by clarifying the duties and responsibilities of each manager. Improving the quality of human resources is carried out through training or technical guidance regarding BUMDes management. Furthermore, internal organizational improvements can be carried out by actively monitoring activities by the BUMDes leadership.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research on "Development Analysis of Village Owned Enterprises (BUMDes) in the Menui Islands sub-district, Morowali Regency, Central Sulawesi" it can be concluded as follows:

1. Efforts to develop BUMDes in the Menui Islands sub-district, in four villages (Padalaa Village, Terebino Village, Ulunipa Village, and Kofalagadi Village) have been carried out. Development efforts are carried out by BUMDes management through various strategies, one of which is by creating a work program in the form of providing capital for local community businesses.
2. The constraints faced by the four BUMDes studied were almost the same. The problem is related to a shortage of human resources, inadequate facilities and infrastructure, and a lack of community participation in BUMDes management.
3. The solution that can be done to overcome existing obstacles is to provide something new for existing BUMDes. For example, by using a promotional strategy through social media to promote and introduce BUMDes to the surrounding community. The head of the BUMDes can also organize interesting events which can have an impact on increasing the number of administrators. Related to infrastructure and human resources can be overcome by building cooperation with local training centers for human resources training activities, and related infrastructure facilities will be given more attention if the amount of community involvement has increased.

Suggestion

Based on the results of the research conducted, the researchers provide advice to each BUMDes to focus more on increasing the achievement of the strategies that have been carried out by BUMDes. The constraints experienced by each BUMDes are broadly the same, namely the lack of understanding and involvement of the community and local government to support BUMDes activities. In addition, BUMDes also experience limited capital to support its core business, namely the savings and loan business. This can be resolved by strengthening the achievement of the strategies that have been implemented by the previous BUMDes. The strategy in question is as follows:

1. Organizational Strategy, which is to focus more on programs that have a direct impact on achieving BUMDes vision and mission. For example, the savings and loan business unit can increase the number of customers through low-interest rate promos, as well as holding special events for selected BUMDes customers.
2. Resource Strategy, namely focusing on fulfilling the resources that are urgently needed by BUMDes. For example, from research results, BUMDes are still limited in terms of skilled human resources. If

the BUMDes budget is still limited to holding special training for administrators, then this can be tackled by recruiting administrators who are under the competencies needed by BUMDes.

3. Program Strategy, namely focusing on programs that are realistic and can be implemented in the short term. Of course, the selection of programs still considers effectiveness and efficiency, so there will be a scale of priorities for the implementation of existing programs.

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