



## Analysis of Management Strategies for Village-Owned Enterprises (BUMDes) in Rumah Tiga Village, Teluk Ambon District

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### ABSTRACT

This research aims to analyze the management strategies of Village-Owned Enterprises (BUMDes) in Negeri Rumah Tiga, Teluk Ambon District. The sampling method used was purposive sampling, with informants consisting of three individuals directly involved in the management of BUMDes Tuniwaya: the Director, the Secretary, and the Supervisor of BUMDes. Data collection was conducted through observation, Focus Group Discussions (FGD), and documentation. Data analysis was performed descriptively using qualitative methods with SWOT, IFAS, and EFAS analysis tools. The results indicate that BUMDes Tuniwaya has strong potential for development due to solid legal support and active backing from the village government. Effective management, reflected in the responsible leadership of the director, is a significant asset. However, BUMDes also faces significant challenges, including limited capital, human resources, physical infrastructure, and inadequate promotional media. Internal factor analysis shows a score of 2.90, indicating the need to address weaknesses to improve performance. An EFAS score of 3.80 suggests good opportunities to leverage cooperation with BULOG and marketing through social media. To achieve its maximum potential, BUMDes needs to focus on resource development and increasing community awareness of its benefits

## **INTRODUCTION**

Economic development in Indonesia often faces complex challenges, especially in rural areas. Despite having abundant natural and cultural resources, many villages remain trapped in a cycle of poverty and dependency on government assistance. This issue arises from various factors, such as limited access to capital, low levels of education, and minimal community involvement in economic activities.

In an effort to improve the welfare of rural communities, the Indonesian government has implemented policies supporting the establishment of Village-Owned Enterprises (BUMDes) as a solution to empower communities and optimize local potential. A Village-Owned Enterprise (BUMDes) is a village business entity formed based on the needs and potential of the village, managed by the community and local village government, with the aim of strengthening the village economy and building social cohesion (Maryunani, 2008). BUMDes is established to manage village resources independently, create job opportunities, and increase the village's original income (Permendes No. 4 of 2015). This concept aims to create economic independence and reduce dependency on external assistance (Rachman, 2017).

The establishment of BUMDes is closely related to the business development strategies undertaken by the community in the village, and it aims to address various existing issues. This process assists BUMDes managers in formulating effective strategies to enhance performance and welfare in the local community; therefore, a good strategy is necessary to achieve BUMDes' objectives. According to Marrus (2002), strategy is a plan set by top leaders to achieve the organization's long-term goals, accompanied by steps to achieve them.

The Minister of Village Development, Disadvantaged Regions, and Transmigration stated that following the enactment of Law Number Six of 2014 on villages, the growth of BUMDes has shown significant progress. In 2014, the number of BUMDes recorded was 8,189 units. This number then drastically increased to 51,134 units by 2020. According to data from the Maluku Provincial Community and Village Empowerment Office, BUMDes in Maluku Province began to develop in 2016. In Maluku Province, there are 890 BUMDes units spread across 1,198 villages.

Based on the Maluku Provincial Community and Village Empowerment Office in 2021, the highest number of BUMDes is found in Southeast Maluku, totaling 190 units, all of which are active. Meanwhile, the fewest BUMDes units are located in Ambon City, with 26 units, of which only 23 are active. Ambon City itself has 5 sub-districts, where each village in these sub-districts has an average of BUMDes, detailed as follows:

Table 1. The Number of BUMDes in Ambon City 2021

No	Sub-district	Number of BUMDes
1	Nusaniwe	3
2	Sirimau	4
3	Baguala	6
4	Teluk Ambon	7
5	Leitimur Selatan	6
Total		26

Source: Maluku Province Community and Village Empowerment Office 2021

Ambon City has 30 villages, of which there are 26 BUMDes units with an active status of 23 units. However, not all of the 23 active BUMDes have been verified by the Ministry of Village, Disadvantaged Regions, and Transmigration. Only three BUMDes have been verified at the national level, one of which is BUMDes Tuniwayah in Rumah Tiga village located in the Teluk Ambon sub-district.

In accordance with government programs and Law No. 6 of 2014, the government of Rumah Tiga established the BUMDes Tuniwaya. According to information from the Maluku Province Community and Village Empowerment Office, BUMDes Tuniwaya submitted its establishment application on December 1, 2021, and was officially established on December 27, 2021, equipped with Articles of Association and Bylaws in accordance with legal regulations. This BUMDes was established because the village government wanted to create an institution to manage the potential of Rumah Tiga village to enhance the community's economy and provide a positive impact on local revenue. BUMDes Tuniwaya also has several business units, including savings and loans, tent and chair rental services, an agriculture store, and transportation services. It is hoped that these various businesses in BUMDes Tuniwaya can develop further to increase village revenue and exploit the potential in Rumah Tiga.

Based on data tracking conducted, the researcher found several issues faced by BUMDes, specifically in the management of BUMDes Tuniwaya in Rumah Tiga Village, Teluk Ambon sub-district. Complaints include the dysfunction of BUMDes management, monopolistic practices in business management, lack of transparency in capital participation fund management, and minimal written reporting on activities and developments of BUMDes to relevant parties. Although the Director of BUMDes denied these allegations and claimed that business management decisions were made collectively in meetings, further evaluation is needed to ensure transparency, accountability, and management aligned with the objectives of BUMDes, as reported by Kabar Timur in March 2024.

Based on the background above, the researcher is interested in studying "Analysis of the Management Strategy of Village-Owned Enterprises (BUMDes) in Rumah Tiga Village, Teluk Ambon Sub-district." Through this analysis, it is expected to identify effective strategies to improve BUMDes management,

which in turn can support the main objectives of BUMDes in empowering the community and enhancing village welfare.

## **LITERATURE REVIEW**

In this study, the determination of informants was conducted using purposive sampling. This method allows the researcher to select informants who are considered to have in-depth knowledge and can be trusted regarding the information and issues being investigated (Sutopo, 2006). The chosen informants consist of three individuals directly involved in the management of BUMDes Tuniwaya in Negeri Rumah Tiga, Teluk Ambon District. These informants include the Director of BUMDes, the Secretary of BUMDes, and the Supervisor of BUMDes. This selection is expected to provide accurate and comprehensive data regarding the management of the BUMDes.

## **METHODS**

This research method adopts a qualitative descriptive approach aimed at analyzing the management strategies of Village-Owned Enterprises (BUMDes) in Negeri Rumah Tiga, Teluk Ambon District. The selection of the research location was made considering its relevance to the topic discussed, particularly concerning BUMDes Tuniwaya. This choice also took into account substantive theory and focused on the research problem formulation (Vatika, 2021).

The population in this study consists of individuals directly involved in the management of BUMDes. To obtain representative and relevant data, the sample was taken using purposive sampling techniques. This method allows the researcher to select informants deemed to have in-depth knowledge and can be relied upon regarding the information and issues related to BUMDes.

In the process of determining informants, the researcher applied purposive sampling as an effective technique to choose individuals who are believed to have a good understanding of BUMDes management. The selected informants include three key individuals who play important roles in the organizational structure of BUMDes: the Director, Secretary, and Supervisor of BUMDes. The selection of these informants aims to ensure that the data obtained is of high quality and can provide in-depth insights into the management strategies being implemented.

Data collection was carried out through several methods, including direct observation, Focus Group Discussions (FGD), and documentation. Observation allows the researcher to directly witness the dynamics occurring within the management of BUMDes, while FGDs provide an opportunity for informants to discuss and share their perspectives collectively. Documentation also plays a crucial role in complementing data obtained from other methods by providing relevant additional information.

Once the data was collected, the analysis process was conducted descriptively and qualitatively. The researcher employed SWOT analysis tools (Strengths, Weaknesses, Opportunities, Threats), as well as Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) to identify various aspects affecting the performance of BUMDes. This approach

enables the researcher to examine internal strengths and weaknesses, as well as external opportunities and threats faced by BUMDes.

Thus, this research method presents a systematic and structured implementation, from the selection of the research location to data analysis. The aim is to provide a clear and comprehensive picture of the management strategies applied by BUMDes, with the expectation that it will significantly contribute to the development and management of BUMDes in the region.

## RESULTS AND DISCUSSION

The government of Negeri Rumah Tiga established BUMDes Tuniwaya in 2016 as a step to stimulate the local economy. The name "Tuniwaya" was chosen through deliberation and refers to the first port in Negeri Rumah Tiga. Previously, this BUMDes was known as BUMDes Hukunalo, but in 2021, its name was changed to BUMDes Tuniwaya along with the change of management. Although there is no specific reason for the name change, this alteration reflects a new spirit in management. One of the main objectives of establishing this BUMDes is to increase the income of the community and the original revenue of Negeri Rumah Tiga. After conducting a regional potential analysis, the management of BUMDes Tuniwaya has built several business units that have promising prospects and a positive impact on the community.

Based on the results of the focus group discussion (FGD) involving three informants, internal and external factors were identified. The following is a detailed identification of these factors, which can be seen in the table below.

Table 2. Identifying Internal and External Factors

<b>Internal Factors</b>	
<b>Strength</b>	<b>Weakness</b>
1. Government regulations and Law No. 6 of 2014 concerning villages and guidelines for the establishment and management of village-owned enterprises	1. Limited Capital and Human Resources (HR)
2. Support from the local village government	2. Lack of a BUMDes office/location
3. Responsible BUMDes director	3. No promotional media available
<b>External Factors</b>	
<b>Opportunities</b>	<b>Threats</b>
1. Collaboration with External Parties (BULOG)	1. Community awareness of utilizing BUMDes is still lacking.
2. Marketing Opportunities through Social Media or Digital Marketing	2. Competitors in savings and loans from online lending applications and non-online institutions.
3. Legal Framework for BUMDes	3. BUMDes Tuniwaya lacks financial support from the local and village government, so it has not been able to reach significant assets.

Source: Processed primary data (2024)

Table 1 shows that BUMDes Tuniwaya has strengths from supportive regulations, support from the village government, and responsible leadership. However, weaknesses such as limited capital, shortage of human resources, and lack of infrastructure hinder its operations. Opportunities for collaboration with external parties and utilizing digital marketing can enhance outreach and community awareness. On the other hand, threats from low community awareness and competition with online lending applications need to be addressed. By leveraging strengths and opportunities, as well as overcoming weaknesses and threats, BUMDes can contribute more significantly to the local economy.

**IFAS (Internal Factors Analysis Summary)**

After identifying internal and external factors, the next step is to detail the analysis of each factor. Below are the details regarding the internal factors

Table 3. IFAS (Internal Factors Analysis Summary)

Internal Factors Matrix				
No	Strength	Weight	Rating	Score
1.	Government regulations and Law No. 6 of 2014 concerning villages and guidelines for the establishment and management of village-owned enterprises.	0,30	4,00	1,20
2.	Support from the local village government.	0,20	4,00	0,80
3.	Responsible BUMDes director.	0,10	3,00	0,30
Sub Total		0,60		2,30
No	Weakness	Weight	Rating	Score
1.	Limited Capital and Human Resources (HR)	0,20	2,00	0,40
2.	Lack of a BUMDes office/location	0,15	1,00	0,15
3.	No promotional media available	0,05	1,00	0,05
Sub Total		0,30		0,60
Total		1,00		2,90

Source: Processed primary data (2024)

Based on the EFAS table above, BUMDes Tuniwaya demonstrates good potential in facing the external environment. With a total EFAS score of 3.80, BUMDes is in a relatively strong position to capitalize on existing opportunities, such as collaboration with external parties (BULOG), marketing through social media, and the presence of a legal framework supporting its operations. However, despite these significant opportunities, BUMDes also faces several threats that need to be addressed. The low community awareness in utilizing BUMDes, competition from online lending applications, and a lack of financial support from the local and village government present challenges that must be confronted.

**SWOT matrix**

The SWOT matrix, which encompasses the internal and external conditions of BUMDes, aims to generate alternative strategies that can be implemented. This information can be seen in the table below.

Table 5. SWOT Matrix

<p style="text-align: center;">IFAS</p> <p style="text-align: center;">EFAS</p>	<p style="text-align: center;"><b>STRENGTH (S)</b></p> <ol style="list-style-type: none"> <li>1. Government regulations and Law No. 6 of 2014 concerning villages and guidelines for the establishment and management of village-owned enterprises.</li> <li>2. Support from the local village government.</li> <li>3. Responsible BUMDes director.</li> </ol>	<p style="text-align: center;"><b>WEAKNESS (W)</b></p> <ol style="list-style-type: none"> <li>1. Limited Capital and Human Resources (HR)</li> <li>2. Lack of a BUMDes office/location</li> <li>3. No promotional media available</li> </ol>
<p style="text-align: center;"><b>OPPORTUNITIES (O)</b></p> <ol style="list-style-type: none"> <li>1. Collaboration with External Parties (BULOG)</li> <li>2. Marketing Opportunities through Social Media or Digital Marketing</li> <li>3. Legal Framework for BUMDes</li> </ol>	<p style="text-align: center;"><b>STRATEGI (SO)</b></p> <ol style="list-style-type: none"> <li>1. Utilizing government regulations to establish cooperation with BULOG.</li> <li>2. Leveraging support from the village government for marketing through social media.</li> <li>3. Taking advantage of the legal framework of BUMDes to expand business reach.</li> </ol>	<p style="text-align: center;"><b>STRATEGI (WO)</b></p> <ol style="list-style-type: none"> <li>1. Seeking capital sources through collaboration with external parties.</li> <li>2. Establishing a location or office for BUMDes with additional funding.</li> <li>3. Creating promotional media to increase community awareness.</li> </ol>
<p style="text-align: center;"><b>THREATS (T)</b></p> <ol style="list-style-type: none"> <li>1. Community awareness of utilizing BUMDes is still lacking.</li> <li>2. Competition in savings and loans from online lending applications and non-online institutions.</li> </ol>	<p style="text-align: center;"><b>STRATEGI (ST)</b></p> <ol style="list-style-type: none"> <li>1. Using government support to raise community awareness about BUMDes.</li> <li>2. Developing more attractive services to compete with savings and loan competitors.</li> <li>3. Enhancing communication and collaboration with</li> </ol>	<p style="text-align: center;"><b>STRATEGI (WT)</b></p> <ol style="list-style-type: none"> <li>1. Seeking additional financial support to reduce weaknesses.</li> <li>2. Enhancing human resource capacity to manage BUMDes more effectively.</li> <li>3. Developing a more aggressive marketing strategy to face competitors.</li> </ol>

<p>3. BUMDes Tuniwaya lacks financial support from the local and village government, so it has not been able to reach significant assets.</p>	<p>external parties to address the lack of financial support.</p>	
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Source: Processed primary data (2024)

Based on the table above, the SWOT Matrix Analysis generates several strategies that can be implemented by BUMDes Tuniwaya as follows:

**1. SO Strategies (Strengths-Opportunities)**

- a) Utilizing government regulations to establish cooperation with BULOG: BUMDes can make a formal approach to BULOG to establish a partnership in the distribution of food products. This collaboration will increase revenue and provide access to a broader market, strengthening BUMDes's position as a link between the government and the community.
- b) Using support from the village government for marketing through social media: By leveraging government support, BUMDes can create marketing campaigns on social media. This will enhance visibility and accessibility of products, reach a wider audience, and raise community awareness about the existence of BUMDes.
- c) Utilizing the legal framework of BUMDes to expand business reach: By using existing regulations, BUMDes can develop new products and services according to community needs. This will increase community loyalty and strengthen BUMDes's position within the community.

**2. WO Strategies (Weaknesses-Opportunities)**

- a) Seeking capital sources through collaboration with external parties: BUMDes can look for investors or strategic partners to obtain additional capital. With extra funding, BUMDes can enhance operational capacity and business development while reducing reliance on government financing.
- b) Building a location or office for BUMDes with additional funding: Using funds from partnerships or donations to construct physical facilities for operations and promotions. Having a dedicated office will improve professionalism and make it easier for the community to access BUMDes services.
- c) Creating promotional media to increase community awareness: Developing promotional materials such as brochures and videos



that explain the benefits of BUMDes, and disseminating them through various digital media. This will raise community awareness and attract more customers.

### **3. ST Strategies (Strengths-Threats)**

- a) Using government support to raise community awareness about BUMDes: BUMDes can collaborate with the village government to hold information campaigns. This will increase community awareness, contributing to greater participation and use of BUMDes services.
- b) Developing more attractive services to compete with savings and loan competitors: Conducting market research to understand community needs and develop more competitive savings and loan products. This will help BUMDes attract more customers and increase market share.
- c) Enhancing communication and collaboration with external parties to address the lack of financial support: Building relationships with financial institutions or non-governmental organizations to seek financial support. This can help BUMDes obtain the additional assistance needed to grow and compete.

### **4. WT Strategies (Weaknesses-Threats)**

- a) Seeking additional financial support to reduce weaknesses: BUMDes can submit funding proposals to the government or donor agencies to help cover capital shortfalls. Better financial support can help BUMDes improve operations and services.
- b) Enhancing human resource capacity to manage BUMDes more effectively: Providing training and workshops for HR members to equip them with necessary skills. Skilled HR can enhance the efficiency and effectiveness of BUMDes operations, as well as improve service quality.
- c) Developing a more aggressive marketing strategy to face competitors: Creating a marketing plan that includes advertising and promotions to attract customers. With better marketing strategies, BUMDes can enhance competitiveness and attract more customers despite competitive threats.

## **CONCLUSIONS AND RECOMMENDATIONS**

BUMDes Tuniwaya has strong potential for development due to solid legal support and active participation from the village government; however, it also faces several significant shortcomings. From the internal factors analysis, BUMDes obtained a total score of 2.90, indicating strengths but also weaknesses that need to be promptly addressed, such as limited capital, human resources, and inadequate infrastructure. Externally, an EFAS score of 3.80 shows a fairly good position to capitalize on opportunities, such as collaboration with BULOG and marketing through social media, although challenges like low community awareness of the benefits of BUMDes and competition from online lending applications persist. To maximize this potential, BUMDes needs to focus on improving access to capital, developing human resources, enhancing

infrastructure, and implementing community education campaigns alongside better marketing strategies. With these steps, BUMDes Tuniwaya can not only improve its performance but also significantly contribute to local economic empowerment and community welfare. If managed well, BUMDes can serve as a successful example for other villages in utilizing existing resources to achieve more sustainable economic goals.

### **FURTHER STUDY**

This study has certain limitations, indicating the need for further research that delves deeper into the management strategies of BUMDes. Future research is expected to explore consumer characteristics and the socio-economic impact of BUMDes on the local community. Thus, the findings from this study can enhance the understanding of BUMDes management and provide additional insights for developing more effective strategies in the future.

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