Internasional Journal of Integrative Sciences (IJIS)
Vol.4, No.11, 2025: 2787-2806

Management of Village-Owned Enterprises (BUMDes), Gemilang BUMDes of Poka Village

Anugerahsia M.D. Stephanus[1*], Jeter D. Siwalette[2], Maisie T.F. Tuhumury[3]
Pattimura University
Corresponding Author: Anugerahsia M.D. Stephanus
anugerahsiastephanus@gmail.com

A R T I C L E I N F O

Keywords: Village, BUMDes, Poka Village

Received : 10 Oktober 2025
Revised : 25 Oktober 2025
Accepted: 10 November 2025

©2025 Stephanus, Siwalette, Tuhumury: This is an open-access article distributed under the terms of the Creative Commons Atribusi 4.0 Internasional.

A B S T R A C T

The results of the survey showed that the achievement of the goal obtained a score of 56% (quite effective), indicating that the improvement of the economy and the suitability of the program with the needs of the community still needs to be improved. The integration aspect, which measures the synergy between BUMDes administrators, the community, and the village government, is also in the category of quite effective with a score of 64%, showing that community collaboration and participation are still not optimal. Meanwhile, the adaptation indicator obtained the highest score of 76%, indicating the ability of BUMDes to adapt to social, economic, and policy dynamics quite well, although external strategic cooperation still needs to be strengthened. Overall, the effectiveness of BUMDes Gemilang is in the category of quite effective with a total score of 65.33%. The strength of BUMDes lies in the adaptability and potential of the local economy, while the main weakness is the limited management and external cooperation network. To increase effectiveness and sustainability, it is necessary to strengthen institutions, increase the capacity of managers, and expand community participation and strategic cooperation consistently

DOI: https://doi.org/10.55927/ijis.v4i11.689
E-ISSN: 2985-9050
https://mryformosapublisher.org/index.php/ijis/index

INTRODUCTION

The agricultural sector serves as the primary pillar of village economies; however, the low added value of agricultural products and limited market access remain significant obstacles to improving farmers' welfare. To address these challenges, Village-Owned Enterprises (BUMDes) were established as village economic institutions, expected to manage local potential collectively, professionally, and sustainably. BUMDes play a strategic role in supporting the processing, distribution, and marketing of village products, while also providing the community with access to capital and technology.

The establishment of BUMDes is grounded in various regulations, such as Law No. 6 of 2014 concerning Villages and the Minister of Village, Development of Disadvantaged Regions, and Transmigration Regulation No. 4 of 2015, which authorize villages to independently manage their potentials and assets.

Nonetheless, implementation in the field continues to face several challenges, including limited human resource capacity, weak organizational management, and insufficient understanding among village apparatus regarding the strategic role of BUMDes. One illustrative case is BUMDes Gemilang in Poka Village, which, despite being established in 2018 with business units such as a café, BRI-Link, and savings and loans, still experiences management difficulties and has not demonstrated significant progress. These issues are primarily attributed to weak organizational structures and suboptimal roles of BUMDes administrators. Therefore, it is essential to examine more deeply the obstacles in BUMDes management so that the institution can function optimally as a driving force for the village economy.

LITERATURE REVIEW

Village-Owned Enterprise (BUMDes)

BUMDes is a business entity managed by the village and its community, with capital derived from village potentials (Srumuliana, Furqani, & Jalilah, 2022:43). BUMDes serves a dual role as a social institution, supporting community interests through social services, and as a commercial entity, seeking profit from the utilization of local resources. Its operations emphasize efficiency and effectiveness, and it is established in accordance with prevailing laws and regulations as well as the consensus of the village community.

Manajemen

Management is the process of mobilizing and utilizing human resources and facilities to achieve organizational goals effectively and efficiently (Arifin, 2017). Management encompasses four main functions, commonly referred to as POAC:

Planning: Determining objectives, strategies, and policies, as well as organizing the use of resources to achieve these objectives.

Organizing: Allocating tasks, authority, and resources among members to accomplish specific goals.

Actuating (Directing): Motivating organizational members to work collaboratively in order to achieve goals effectively.

Controlling: Monitoring, evaluating, and correcting activities to ensure alignment with established targets.

Effectiveness of Village-Owned Enterprises (BUMDes)

The effectiveness of BUMDes refers to the institution's ability to achieve predetermined objectives by optimally utilizing resources. Effectiveness can be viewed as the success in producing the expected changes or outcomes (Mahmudi, 2010; Beni, 2016).

According to Steers, the measures of effectiveness include:

Goal Achievement: Assessing the extent to which BUMDes attains targets such as improving community economic conditions and the success of programs like savings and loans, BRI-Link, or cafés.

Integration: Evaluating BUMDes' ability to foster cooperation, communication, and active community participation in program planning and implementation.

Adaptation: Assessing BUMDes' capacity to adjust to changes in social, economic, and policy environments, while maintaining the sustainability and relevance of its programs.

METHODS

This study was conducted for approximately one month in Poka Village, focusing on BUMDes Gemilang, which has been verified by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration. This research is a field study with a qualitative approach carried out under natural conditions, in which the researcher serves as the primary instrument (Sugiyono, 2022). The data used consisted of primary and secondary data. Primary data were obtained through in-depth interviews with 14 respondents, including the Poka Village government, BUMDes management, and community members. Meanwhile, secondary data were sourced from books, journals, village documents, legislation, and other written materials relevant to the research topic.

The data collection techniques employed included guided interviews to explore information related to BUMDes management, direct observation of the operational activities of BUMDes Gemilang's business units, questionnaires using a Likert scale to measure the effectiveness of BUMDes programs in community economic empowerment, and documentation such as archives including organizational structure, regulations, and information related to BUMDes business units. Data analysis was conducted descriptively and qualitatively, supported by a quantitative approach through the measurement of effectiveness using a Likert scale and the conversion of results into percentages based on interval classes (Sugiyono, 2004).

Furthermore, to analyze the development strategy of BUMDes, a SWOT analysis was employed using matrices, including the Internal Factor Analysis Summary (IFAS) to identify strengths and weaknesses, the External Factor Analysis Summary (EFAS) to identify opportunities and threats, and a SWOT matrix to formulate SO, WO, ST, and WT strategies in accordance with the conditions of BUMDes Gemilang.

RESULTS

History and Development of BUMDes Gemilang

BUMDes Gemilang was established with the spirit of promoting local economic growth. The name "Gemilang" was chosen as a hope that this BUMDes would continue to shine and provide a positive impact on the community. Since its establishment in 2018, BUMDes has undergone several changes in leadership: Chairperson I (2018–2021): Mrs. T.L, Chairperson II (2021–2024): Mrs. C.S, and the current Chairperson: Mrs. I. During the first leadership period, the business units operated were a local Ambon souvenir center and a café; however, the souvenir business did not continue due to low demand. During the second and third leadership periods, the focus was developed on three business units that remain operational to this day, namely the Café, Savings and Loans, and BRI-Link.

a. Cafe Business Unit

The Cafe Business unit is one the entrepreneurial initiatives developed by the BUMDes Gemilang management since its inception. This business was designed as a form of village economic diversification with the aim of increasing village revenue while providing a social space for the community. Café Gemilang offers a variety of affordable food and beverages. The menu includes fish rice, Lalapan chicken, Sarimi egg fried rice, and grilled fish. The average price per food portion is IDR 15,000, while cold beverages are around IDR 7,000 per glass. Besides serving as a dining place, the café also functions as a social interaction space for residents and village visitors, making it a community hub that supports the local social life.

b. Savings and Loans Bussines Unit

The savings and Loans business unit is a microenterprise run by BUMDes Gemilang to support the economic independence of the community. This unit collects savings from residents and provides loans to villagers, including micro, small, and medium enterprises (MSMEs). The main objectives of this unit are to increase villagers' access to financing, promote economic productivity, foster entrepreneurship and financial independence, and strengthen the local economic structure sustainably. The loan system operates on a repayment scheme of once a month for three months and is available to all residents as well as village officials according to their needs. Fund management is conducted transparently and responsibly to maintain public trust and ensure the sustainability of the business.

c. BRI-Link Business Unit

The BRI Link Business Unit is the result of a collaboration beetween BUMDes Gemilang and Bank Rakyat Indonesia (BRI). aimed at providing village-based financial services. This unit facilitates various banking transactions such as deposits and withdrawals, bill payments, interbank transfers, and other basic banking services. Through BRI-Link, the community no longer needs to visit city bank branches, making services more accessible and efficient. The transaction administration fees are as follows: IDR 5,000 – 10,000 for intra-BRI transactions and IDR 8,000 – 15,000 for interbank transactions. The presence of BRI-Link under the management of BUMDes Gemilang provides dual benefits, namely increasing village revenue and expanding financial inclusion for the

community, ultimately supporting the overall strengthening of the village economy.

SWOT Analysis Results

SWOT analysis is used to understand the internal and external conditions of BUMDes Gemilang in Poka Village in order to formulate appropriate strategies to enhance business effectiveness and sustainability. Data were obtained through in-depth interviews and Focus Group Discussions (FGD) involving BUMDes management, village government, and community leaders.

Focus Group Discussion (FGD), Process the FGD was was conducted to explore perceptions and inputs from stakeholders regarding the strengths, weaknesses, opportunities, and threats (SWOT) faced by BUMDes Gemilang. The discussion was carried out in a structured manner using topic guides covering managerial, financial, service, and business environment aspects. The discussion results were analyzed and compiled into a SWOT matrix as follows:

Tabel 1. Hasil FGD

SWOT	Opportunities	Threats
Strenghts	SO Strategy (Maxi-Maxi) – Leveraging Strengths to Seize Opportunities: • Strategic location → can be utilized to expand business units based on community needs. • Commitment to service quality → attracts the interest of investors and supporting institutions. • Regular evaluations → enable rapid adjustments to market trends.	ST Strategy (Maxi-Mini) – Utilizing Strengths to Counter Threats: • Location in the village center → serves as a competitive advantage against external businesses. • Community support → helps retain customers. • Regular evaluations → allow for rapid and adaptive responses to threats.
Weaknesses	WO Strategy (Mini-Maxi) – Minimizing Weaknesses by Exploiting Opportunities: • Customer fluctuations → addressed through product innovation supported by external funding. • Limited human resources → improved through training provided by partner institutions. • Unstable income → can be offset by developing new,	ST Strategy (Maxi-Mini) – Leveraging Strengths to Face Threats: • Location in the village center → serves as a competitive advantage against external businesses. • Community support → helps retain customers. • Regular evaluations → enable rapid and adaptive responses to threats.

	more potential business units.

Source: Results of FGD and Interviews, Processed (2025)

Discussion of the SWOT Matrix

Based on the SWOT analysis above, BUMDes Gemilang possesses several key strengths, including a strategic location in the village center, a commitment to service quality, and a system of regular evaluations. These strengths can be maximized to pursue external opportunities, such as the development of new business units and strategic partnerships with investors or financing institutions. The SO strategy serves as a foundation for developing businesses based on local potential and community needs trends.

Meanwhile, BUMDes also has several weaknesses that require attention, such as customer fluctuations, limited human resources, and inconsistent income. However, these weaknesses can be addressed through the WO strategy, such as product innovation, training programs, and establishing funding partnerships. In facing external threats, such as competition from businesses outside the village and market uncertainties, BUMDes needs to optimize its internal strengths through the ST strategy. This can be achieved by leveraging its strategic location and community support to strengthen customer loyalty and enhance competitiveness. The WT strategy serves to address the worst-case scenario, where internal weaknesses interact with external pressures. Product diversification and strengthened financial management are anticipatory measures to maintain stability and business continuity.

SWOT Strategies of BUMDes Gemilang in Poka Village

Based on the SWOT analysis conducted through interviews and FGDs, the development strategies of BUMDes Gemilang are divided into four quadrants: SO (Strength–Opportunities), ST (Strength–Threats), WO (Weakness–Opportunities), and WT (Weakness–Threats). The detailed explanation of each strategy is as follows:

A. SO Strategy (Strength–Opportunities): Maximizing Strengths to Seize Opportunities

1. Utilizing Strategic Location for Business Expansion
   The location of BUMDes Gemilang in the center of Poka Village, close to schools and community activity centers, is a significant potential for opening new business units such as photocopy services, grocery shops, or equipment rentals. The easily accessible location for residents provides an opportunity to expand service reach according to local needs.
2. Commitment to Quality to Attract Investors
   BUMDes' dedication to maintaining service and product quality enhances the institution's professional image. This presents a great opportunity to attract interest from investors and donor/partner institutions for assistance in the form of capital, training, or technology.
3. Regular Evaluations to Align with Market Trends
   Weekly evaluations conducted every Friday allow BUMDes Gemilang to adjust its business strategies quickly and accurately in response to market

dynamics. This activity also encourages continuous adaptation to the evolving business environment.

B. ST Strategy (Strength–Threats): Maximizing Strengths to Face Threats

1. Central Location as a Competitive Advantage against External Businesses
   Being located in the village center gives BUMDes a competitive edge over outside businesses lacking geographic proximity. This position enhances the visibility and accessibility of the three business units (Café, BRI-Link, and Savings and Loans) and fosters strong connections with local customers.
2. Community Support as a Driver of Customer Loyalty
   Community trust in BUMDes is reflected in their participation as loyal customers. This involvement creates an emotional bond that is difficult for external businesses to compete with and serves as a social strength that maintains business stability.
3. Regular Evaluations as an Early Threat Detection Mechanism
   Weekly evaluations allow management to identify potential threats early, such as declining customers or emerging competitors. This provides BUMDes the opportunity to proactively adjust strategies in advance.

C. WO Strategy (Weakness–Opportunities): Minimizing Weaknesses by Exploiting Opportunities

1. Product Innovation Supported by External Funding to Address Customer Fluctuations
   Irregular customer numbers can be addressed by introducing new or additional attractive products and services. Such development can be financed through collaboration with investors, business partners, or grant-providing institutions.
2. Enhancing Human Resource Capacity through Partner Training
   The shortage of skilled personnel can be mitigated through training programs provided by government agencies, universities, or partner NGOs. This program will improve the professionalism of BUMDes management in the future.
3. Business Diversification to Stabilize Income
   Income instability can be minimized by opening new business units that are potentially profitable and aligned with market needs. This reduces dependence on the three main business units and broadens the revenue base.

D. WT Strategy (Weakness–Threats): Avoiding Threats while Overcoming Weaknesses

1. Product Diversification to Reduce Dependence on Daily Customers
   By adding new types of businesses or product variations, BUMDes will not be overly dependent on regular daily customers. This step is important to maintain stable income amid market demand fluctuations.
2. Loyalty Programs to Maintain Customer Retention
   Implementing incentive programs such as discounts, coupons, or point systems will encourage customers to return despite new competitors. This also strengthens the emotional connection between customers and BUMDes.
3. Implementation of Efficient and Transparent Financial Systems
   In facing market uncertainties, proper financial management is crucial. A

well-organized and transparent bookkeeping system allows BUMDes to make data-driven decisions and maintain accountability to the community.

SWOT Indicators Based on Importance Levels and Weights

To understand the main strengths of BUMDes Gemilang in Poka Village more objectively, a quantitative analysis was conducted based on the importance level and weight of each SWOT indicator. The assessment was carried out using primary data collected from in-depth interviews and FGDs. The following presents the matrix evaluation results for the strength factors:

Table 2. Assessment SWOT (*Strengths*)

SWOT Factor	SWOT Indicator	Importance Level (1–5)	Weight	Final Score
STRENGTHS	Strategic location in the village center	5.00	0.12	0.60
	Commitment to service quality	4.00	0.08	0.32
	Adaptive regular evaluations	4.00	0.07	0.28
	Community support for the enterprise	4.00	0.08	0.32
	Positioning of the business as a center of village economic activity	4.00	0.07	0.28
	Strategic location in the village center	5.00	0.12	0.60
Subtotal S			**0.42**	**1.80**

Source: Results of FGD and Interviews, Processed (2025)

Based on the calculation of the final scores for the strength factors, it can be concluded that BUMDes Gemilang has a total strength score of 1.80, with a cumulative weight of 0.42. This indicates that internal strength factors play a significant role in supporting the sustainability and growth of the enterprise.

A. Strategic Location in the Village Center
   BUMDes Gemilang has a significant locational advantage as it is situated in the center of Poka Village, surrounded by public facilities such as schools, shops, and other local businesses. This makes the BUMDes easily accessible and frequently visited daily by both local residents and outsiders. The ease of access creates opportunities to increase the number of customers and positions BUMDes as a hub of village economic activity
B. Commitment to Service Quality
   BUMDes consistently maintains high service standards for the community. Customer satisfaction is a top priority, realized through friendly service, quality products, and efficient, convenient transactions. This commitment strengthens community trust and builds customer loyalty.

C. Adaptive Reguler Evaluations
Internal evaluations are conducted weekly on Fridays to assess the progress of each business unit, including the Café, BRI-Link, and Savings and Loans. In these sessions, management discusses emerging shortcomings, new development opportunities, and adjusts strategies according to community needs trends. Regular evaluations allow BUMDes to respond quickly and adaptively to market challenges.

D. Community Support
Community participation is very high, both as customers, business promoters, and even as managers of business units. This support not only reinforces the existence of BUMDes but also fosters a sense of ownership among residents, strengthening the social foundation of the village enterprise.

E. Postioning as a center of Village Economic Activity
BUMDes serves not only as a provider of goods and services but also as a center for economic interaction in the village. Many community members are directly involved in economic activities run by BUMDes, such as buying and selling products, financial transaction services, and accessing capital through savings and loans. This strengthens BUMDes' role as a locomotive for local economic development.

Table 3. SWOT Assessment (Weaknesses)

SWOT Factor	SWOT Indicator	Importance Level (1–5)	Weight	Final Score
WEAKNESSES	Customer number fluctuations	4.00	0.07	0.28
	Limited human resources (HR)	3.00	0.05	0.15
	Unstable income	5.00	0.08	0.40
Subtotal W			0.20	0.83

Source: Results of FGD and Interviews, Processed (2025)

Weakness Factors

BUMDes Gemilang in Poka Village, despite possessing significant potential and strengths, still faces several internal weaknesses that could affect business performance if not properly managed. The total weakness score is 0.83, with a cumulative weight of 0.20, indicating that although the impact level is still manageable, continuous improvement efforts are necessary.

A. Customer Flucruarions (Score 0.28)
One of the main challenges faced is the unstable number of customers on a daily basis. This situation makes financial planning difficult, as daily revenue cannot be accurately predicted. The impact affects not only the business cash flow but also the smooth payment of operational costs and wages for unit managers. Dependence on daily customers without market segment diversification is a key factor contributing to this uncertainty.

B. Limited Human Resources (HR) (Score 0.15)
The limited number of personnel and lack of technical skills hinder the improvement of service quality and business development. Available human resources are not yet fully capable of performing managerial and operational functions efficiently, especially in managing units such as BRI-Link, which requires precision, or the savings and loans unit, which demands a good understanding of financial administration. This becomes a long-term obstacle if not addressed through training programs or new recruitment.

C. Unstable Income (Score 0.40)
The income generated from the three business units (Café, BRI-Link, and Savings and Loans) has not yet provided financial stability. Monthly revenue fluctuations indicate that efficiency and effectiveness within each business unit have not been fully achieved. The absence of a reserve funding system or reliance on a single source of income increases long-term financial risk.

The weaknesses faced by BUMDes Gemilang, such as customer fluctuations, limited HR, and unstable income, represent real challenges that must be addressed through strategies to enhance internal capacity. Training programs, business diversification, and strengthening financial management systems are necessary. Nevertheless, the relatively moderate score (0.83 out of a maximum of 2.5) suggests that these weaknesses are still controllable, provided they are addressed with appropriate policies

Table 4. SWOT Assessment *Opportunities*

SWOT Factor	SWOT Indicator	Importance Level (1–5)	Weight	Final Score
OPPORTUNITIES	Potential for external capital investment	5.00	0.10	0.50
	Possibility of collaboration with external parties	4.00	0.06	0.24
	Training support from partner institutions	3.00	0.05	0.15
Subtotal O			**0.21**	**0.89**

Source: Results of FGD and Interviews, Processed (2025)

Opportunity Factors

BUMDes Gemilang in Poka Village has significant potential for business development through various strategic opportunities derived from external support. With a total final score of 0.89 and a cumulative weight of 0.21, it can be concluded that external opportunities play a significant role and should be leveraged promptly to accelerate the growth and independence of BUMDes

A. Potential For External Capital Investment (Score 0.50)
BUMDes Gemilang has substantial opportunities to secure capital injections from government agencies, private sectors, or strategic partners. These funds can be used to expand business scale, establish new business units, improve facilities, and enhance service quality. External capital investment

also provides flexibility to finance short-term operational activities without burdening internal cash flow.

B. Possibility of Collaboration with External Parties (Score 0.24)
Opportunities to collaborate with parties outside the village, such as financial institutions, logistics companies, suppliers, and educational institutions, can strengthen BUMDes' position within the village economic ecosystem. Such collaborations may take the form of joint financing, management training, local product marketing, or partnerships in distribution systems or digital technology.

C. Training Support form Patner Instutions (Score 0.15)
BUMDes also has the opportunity to receive training and capacity-building support from various partner institutions, such as the Community Empowerment Office, cooperatives, universities, or NGOs. Training may cover financial management, digital marketing, customer service, and village enterprise governance. This is crucial for addressing internal weaknesses related to limited HR skills and can support sustainable operations.

Tabel 5. . SWOT Assessment *Threats*

SWOT Factor	SWOT Indicator	Importance Level (1–5)	Weight	Final Score
THREATS	Competition from businesses around the village	5.00	0.09	0.45
	Dependence on daily customers	4.00	0.05	0.20
	Market uncertainty and fluctuations in community purchasing power	3.00	0.03	0.09
Subtotal T			**0.17**	**0.74**

Source: Results of FGD and Interviews, Processed (2025)

Threat Factors

BUMDes Gemilang faces several external threats that need to be anticipated seriously to ensure the continuity and growth of its business. With a total final score of 0.74 and a cumulative weight of 0.17, these threats have a significant impact but are relatively lower compared to the strengths and opportunities possessed by BUMDes.

A. Competition From Businesses around the Viillage (Score 0.45)
Competition from other businesses operating around Poka Village represents the most immediate and high-risk threat. The presence of many similar businesses offering comparable products and services at competitive prices can reduce customer loyalty to BUMDes. Without appropriate strategies—such as improving service quality, product innovation, and loyalty programs—BUMDes may lose market share, resulting in decreased revenue

B. Dependence on Daily Customers (Score 0.20)
BUMDes Gemilang heavily depends on the number of customers who visit regularly each day. This dependence becomes a threat when visitor numbers fluctuate due to seasonal factors, economic conditions, or unforeseen events. A decline in daily customers directly impacts daily revenue and the smooth operation of the business.

C. Market uncertainty and fluctuations in community purchasing power
Changes in market conditions and unstable community purchasing power further increase the risk for BUMDes. Fluctuations in the village economy, influenced by external factors such as staple food prices and national macroeconomic conditions, can affect the community's ability to consume the products and services offered. This situation requires BUMDes to have a rapid adaptation mechanism to remain relevant and competitive

Table 6. SWOT Score Recapitulation

SWOT Factor	Total Weight	Total Final Score
Strengths	0.42	1.80
Weaknesses	0.20	0.83
Opportunities	0.21	0.89
Threats	0.17	0.74

Source: Results of FGD and Interviews, Processed (2025)

1. Strengths – dominant and strategic
With the highest weight (0.42) and a final score of 1.80, the internal strengths of BUMDes Gemilang occupy the most influential position in determining the direction and success of the enterprise. Factors such as strategic location, commitment to service quality, adaptive regular evaluations, community support, and the business's role as a center of village economic activity have established BUMDes as a robust and highly competitive institution
2. Weakness – Manageable
Although having a weight of 0.20 and a score of 0.83, weaknesses such as customer number fluctuations, limited human resources, and unstable income are still controllable. These weaknesses need to be addressed promptly but do not pose major obstacles as long as the WO strategy (utilizing opportunities to mitigate weaknesses) is effectively implemented, such as HR training, product innovation, and business diversification
3. Opportunities – Worth pursuing
Opportunities carry a weight of 0.21 and a score of 0.89, indicating significant potential from the external environment, such as potential capital investment, strategic collaboration with external partners, and training support from partner institutions. These opportunities should be promptly leveraged to expand business operations and enhance operational professionalism
4. Thearts – Still require caution
Threats have the lowest weight (0.17) with a score of 0.74. Although not dominant, factors such as competition from businesses around the village, dependence on daily customers, and market uncertainty must still be

anticipated through strategies that strengthen customer loyalty and implement adaptive accounting systems

IFAS (Internal Factors Analysis Summary)

After identifying internal factors (Strengths and Weaknesses), a quantification process was conducted using the IFAS Matrix to determine the extent to which strengths and weaknesses influence the performance of BUMDes Gemilang. This process involves assessing weights, ratings, and weighted scores.

Table 7. IFAS's Table

Internal Factor	Category	Weight	Rating (1–4)	Weighted Score
Strategic location in the village center	*Strength*	0.20	4.00	0.80
Commitment to service quality	*Strength*	0.15	4.00	0.60
Adaptive and regular evaluations	*Strength*	0.15	3.00	0.45
Community support for the enterprise	*Strength*	0.10	3.00	0.30
Positioning of the business as a center of village economic activity	*Strength*	0.10	3.00	0.30
Customer number fluctuations	*Weakness*	0.10	2.00	0.20
Limited human resources (HR)	*Weakness*	0.10	2.00	0.20
TOTAL		**1.00**		**3.55**

Source: Processed Primary Data (2025)

Internal Strengths — Dominant Score: 2.45

The strength score of BUMDes Gemilang is higher than its weaknesses, indicating a relatively strong and competitive internal position. A key point is the strategic location (0.80), which represents the highest value, showing that geographic factors are a primary advantage for BUMDes. Commitment to service quality and regular adaptive evaluations reinforce the enterprise's capacity to adapt and maintain customer loyalty, while community support and the positioning as a center of village economic activity constitute significant social and economic capital.

Internal Weaknesses — Score: 0.60

Although still within a manageable range, some weaknesses may hinder growth if not addressed, such as income and customer number instability, which directly impacts operational continuity, and limited human resources (HR), which can reduce service efficiency and long-term productivity

Table 8. EFAS Table

Eksternal Factor	Category	Weight	Rating (1–4)	Weighted Score
Potential for external capital investment	*Opportunity*	0.10	4.00	0.40
Possibility of collaboration with external parties	*Opportunity*	0.06	4.00	0.24
Training support from partner institutions	*Opportunity*	0.05	3.00	0.15
Competition from businesses around the village	*Threat*	0.09	3.00	0.27
Dependence on daily customers	*Threat*	0.05	3.00	0.15
Market uncertainty and fluctuations in community purchasing power	*Threat*	0.03	2.00	0.06
TOTAL		0.38		1.27

Source: Processed Primary Data (2025)

The greatest opportunity comes from the potential for external capital investment, with the highest weighted score (0.40), indicating the urgency of establishing strategic partnerships, such as with government agencies or financial institutions. The primary threat originates from competition from businesses around the village (0.27), which may reduce customer loyalty if not addressed through service innovation and strong promotional strategies. The total weighted EFAS score of 1.27 indicates that the external environment still offers greater opportunities than threats, yet it requires adaptive strategies to ensure sustainable growth.

Matriks SWOT

Table 9. SWOT Matrix: SO, WO, ST, and WT Strategies of BUMDes Gemilang in Poka Village

	STRENGTHS (S)	**WEAKNESSES (W)**
IFAS/EFAS	- Strategic location in the village center - Commitment to service quality - Adaptive and regular evaluations - Community support for the enterprise - Business positioned as a center of village economic activity	- Customer number fluctuations - Limited human resources (HR) - Unstable income
OPPORTUNITIES (O)	**Strategi SO (Strength – Opportunity)**	**Strategi WO (Weakness – Opportunity)**

	- Leverage the strategic location to develop new business units aligned with the needs of the village community. - Maintain service quality to attract the interest of investors and training partners. - Utilize regular evaluations to quickly adapt to market trends and technology.	- Address customer fluctuations through product innovation supported by external capital. - Enhance human resources capacity through training facilitated by external institutions - Add new business units with potential to increase stable revenue.
THREATS (T)	**Strategi ST (Strength – Threat)**	**Strategi WT (Weakness – Threat)**
	- Utilize the central village location as a competitive advantage against surrounding businesses. - Optimize community support to maintain customer loyalty amid competition. - Use regular evaluations to quickly respond to market uncertainties and changes in purchasing power.	- Create product diversification to avoid dependence on daily customers. - Develop customer loyalty programs to retain the existing market. - Enhance the financial bookkeeping system to improve efficiency in facing uncertainties.

Source: Processed Primary Data (2025)

The SWOT matrix above illustrates how the internal strengths and weaknesses of BUMDes Gemilang in Poka Village can be strategically linked with external opportunities and threats. The SO strategy aims to leverage core strengths, such as location and service quality, to capture external opportunities, including capital support and training programs. The WO strategy focuses on minimizing weaknesses, such as customer fluctuations and limited human resources, by taking advantage of external opportunities that can strengthen internal capabilities. Meanwhile, the ST strategy uses existing strengths to counter threats such as local competition. The WT strategy seeks to minimize risks by addressing weaknesses and avoiding negative impacts from external threats.

Development Strategies Based on SWOT

1. SO Strategy (Strengths – Opportunities)

- SO1: Leverage the strategic location in the village center to develop new business units aligned with the needs of the village community.
- SO2: Maintain a commitment to service quality to attract the interest of investors and training institutions as strategic partners.
- SO3: Utilize regular and adaptive evaluations to adjust programs quickly according to market trends and technological developments.

2. WO Strategy (Weaknesses – Opportunities)

- WO1: Address customer number fluctuations by developing product innovations supported by external capital.
- WO2: Enhance human resources capacity through training facilitated by partner institutions or external parties.
- WO3: Introduce new business units with the potential to increase revenue stability.

3. ST Strategy (Strengths – Threats)

- ST1: Use the strategic central village location as a competitive advantage against other businesses in the vicinity.
- ST2: Optimize community support to maintain customer loyalty amid intense business competition.
- ST3: Employ adaptive regular evaluations to respond promptly to market uncertainties and changes in community purchasing power.

4. WT Strategy (Weaknesses – Threats)

- WT1: Create product diversification to reduce dependence on daily customers, thereby minimizing risk.
- WT2: Develop customer loyalty programs to retain the existing market and mitigate the impact of competitive threats.
- WT3: Improve the efficiency of financial bookkeeping systems to manage market uncertainties and ensure sound financial management.

CONCLUSIONS

Based on the SWOT analysis, BUMDes Gemilang in Poka Village possesses several key strengths that can be optimized, including substantial local economic potential, high community enthusiasm and participation, and supportive policies from the village government. These strengths serve as an important foundation for the sustainable development of village enterprises.
However, there are several internal weaknesses that remain challenging, such as limited managerial capacity, the lack of systematic regular evaluations, and a restricted network of external partnerships that could strengthen the enterprise's position.

The available external opportunities are also significant, including the potential for partnerships with financial institutions or training providers, pro-BUMDes regulatory support, and the growing trend of community-based economic development. Nevertheless, BUMDes faces several threats, such as changes in policy dynamics, fluctuations in the local market, and the risk of internal conflicts of interest that could disrupt organizational stability and enterprise programs.

REFERENCES

Abdul karim (2022). Kemandirian Desa dan Bumdes. 1(1), 1-13. http;//doi.org/10.37531/celeb.vxix.xxx

Arifin. 2017. Teori Dan Khusus Manajemen Sumber Daya Manusia. Jepara : Unisnu Press

Arikunto, S. (2013). Prosedur Penelitian: Suatu Pendekatan Praktik (Edisi Revisi). Jakarta: Rineka Cipta.

Astrie Kurniawati (2019). Analisis Pengaruh Financial Literacy Dan Financial Attitude Terhadap Financial Management Behavior Pada Siswa Sekolah Menengah Pertama Di Kota Bandung.

Asvi, Z. (2017). Manajemen Badan Usaha Milik Desa (Bumdes) Bina Usaha Desa Kepenuhan Barat Kecamatan Kepenuhan Kabupaten Rokan Hulu. Jom Fisip, 4(2), 1-15.

Beni, P. 2016. Konsep Dan Analisis Efektivitas Pengelolaan Keuangan Daerah Di Era Otonomi. Buku 1. Jakarta Pusat.

Berutu, Budi.R.2018 " Universitas Medan Universitas Medan Area Area" Pemutusan Hubungan Kerja (1) :1-12

Dahrani, D., & Rahmadan,W.(2021). Pengaruh Penerapan E-System Terhadap Tingkat Kepatuhan Wajib Pajak Bumi Dan Bangunan Pada Badan Pengolahan Pajak Dan Retribusi Daerah Kota Medan. Jurnal Pembangunan Perkotaan, 9(1) 9-14.; Http//Ejpp.Balitbang.Pemkomedan.Go.Id/Index.Php/JPP/Article/View/91

Data Primer. (2025). Hasil Wawancara Dan Focus Group Discussion (FGD) Bumdes Gemilang Desa Poka, Kota Ambon. Tidak Dipublikasikan.

Effendi, N. (2018). Bumdes: Kebijakan, Regulasi, Dan Pemberdayaan Ekonomi Masyarakat Desa. Bandung: Alfabeta.

Eka Sari Dan Fitriani Siragih. (2009). Pengaruh Sistim Pengendalian Manajemen Terhadap Kinerja Keuangan Pada Horel Bintang Di Kota Medan. Jurnal Riset Akutansi Dan Bisnis, 9(2), Hal. 27-58

Elisya Sopaheluwakan (2023), Peran Badan Usaha Milik Desa (Bumdes) Dalam Pemberdayaan Masyarakat Negeri Rumah Tiga Kecamatan Teluk Ambon.

Evaluasi Program Badan Usaha Milik Desa (Bumdes) Di Hunuth Durian Patah, Kecamatan Teluk Ambon, Kota Ambon." JUPEIS: Jurnal Pendidikan Dan Ilmu Sosial, Vol. 2 No. 3 (Juli 2023). DOI: 10.57218/Jupeis.Vol2.Iss3.729

George R. Terry. Buku Dasar-Dasar Manajmen Edisi Revisi Tahun 2020 Terbitan Bumi Askara.

Indonesia. (2014). Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 Tentang Desa. Lembaran Negara Republik Indonesia Tahun 2014 Nomor 7.

Jurnal Ilmu Sosial Vol.1, No.8, September 2022 Http://Bajangjournal.Com/Index.Php/Jisos Peran Bumdes Dalam Meningkatkan Pendapatan Masyarakat Dan Pendapatan Asli Desa Di Desa Cibeureum, Kecamatan Cisarua, Kabupaten Bogor Olehmary Ismowati1, Eka Fadhila2, Vicky Zaynul Firmansyah31,2,3fakultas Ilmu Sosial Dan Ilmu Politik, Universitas Nasional, Jakarta. 12(853-855).

Jusyan Dona Kailuhu (2023), Manajemen Pengelolaan Badan Usaha Milik Negeri (Bumneg) Di Kecamatan Leitimu Selatan.

Kartina, R, Ekonomi, J. I., Ekonomi, F ., & Riau, U. (2022). Kontribusi Badan Usaha Milik Desa (Bumdes) Dalam Pendapatan Asli Desa (Pades) Desa Gudang Batu Kecamatan Lirik Kabupaten Indragiri Hulu. 7(1), 1-9. .

Kementerian Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia. (2015). Permendesa PDTT No. 4 Tahun 2015 Tentang Pendirian, Pengurusan Dan Pengelolaan, Dan Pembubaran Bumdes.

Kementerian Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia. (2015). Undang-Undang Nomor 6 Tahun 2014 Tentang Desa. Jakarta: Kemendesa PDTT.

Kementerian Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia. (2017). Permendesa Nomor 4 Tahun 2015 Tentang Pendirian, Pengurusan Dan Pengelolaan, Dan Pembubaran Bumdes. Jakarta: Kemendesa PDTT.

Kementerian Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia. (2015). Pedoman Umum Pendirian Dan Pengelolaan Badan Usaha Milik Desa (Bumdes). Jakarta: Kemendesa PDTT.

Kurniasih, D., & Saputra, Y. (2020). “Strategi Pengembangan Bumdes Sebagai Pilar Ekonomi Desa.” Jurnal Pemberdayaan Masyarakat, 5(1), 45–60.

Kurniasih, E. (2019). Partisipasi Masyarakat Dalam Pembangunan Desa (Jurnal Pemberdayaan Masyarakat, 4(1), 15–26).

Lawalata, A. (2020). Evaluasi Program Bumdes: Studi Kasus Di Maluku Tengah (Jurnal Administrasi Publik, 17(1), 45–55).

Mahmudi. 2010. Manajemen Kinerja Sektor Publik. STIE YKPN. Jakarta.

Mardiasmo. (2018). Akuntansi Sektor Publik. Yogyakarta: Andi Offset.

Mardikanto, T. (2014). Pemberdayaan Masyarakat Dalam Perspektif Kebijakan Publik. Bandung: Alfabeta.

Muh. Agung Latif (2024), Tata Kelola Badan Usaha Milik Desa (Bumdes) Desa Je'netallasa Kecamatan Pallangga Kabupaten Gowa.91(35-37).

Muharbi, M. (2024). Efektivitas Badan Usaha Milik Desa (Bumdes) Dalam Pemberdayaan Perekonomian Di Desa Sandul Kecamatan Baru Ampar Kabupaten Seruyan (Skripsi, Universitas Islam Negeri Antasari).

Nickels, W. G., Mchugh, J. M., & Mchugh, S. M. (1997). Understanding Businnes. USA.

Nugroho, H. (2019). Pengelolaan Badan Usaha Milik Desa (Bumdes) Sebagai Upaya Peningkatan Kesejahteraan Masyarakat. Jurnal Administrasi Publik, 14(2), 123–135.

Pasolong, Harbani. 2007. Teori Administrasi Publik. Alfabeta. Bandung.

Pramono, S. (2017). Manajemen Bumdes: Teori Dan Praktik. Yogyakarta: Deepublish.

Rahmawati, N. (2021). "Tantangan Pengelolaan Bumdes Di Indonesia: Studi Kasus Di Kabupaten Sleman". Jurnal Ekonomi Desa, 8(2), 112–123.

Rangkuti, F. (2013). Analisis SWOT Teknik Membedah Kasus Bisnis. Jakarta: PT Gramedia Pustaka Utama.

Revitalisasi Tata Kelola Menuju Bumdes Produktif Pada Bumdes Gemilang Desa Poka, Kota Ambon." Jurnal Pengabdian Masyarakat JAMAK, Vol. 4 No. 2 (Desember 2021). DOI: 10.31959/Jpmj.V4i2.1352

Robbins And Coulter. 2018. Manajemen, Jilid 1 Edisi 13, Alih Bahasa; Bob Sabran Dan Devri Bardani P. Erlangga, Jakata.

Sari, D. P. (2018). Efektivitas Pengelolaan Bumdes Dalam Meningkatkan Kesejahteraan Masyarakat Desa (Jurnal Ilmu Sosial Dan Ilmu Politik, 21(2), 120–132).

Solihin, Ismail. (2009). Corporate Social Responsibility From Charity To Sustai. Jakarta : Selemba Empat.

Sorongan (2015) Manajemen Sumber Daya Manusia . Konflik Peran Dan Ambiguitas Terhadap Kinerja Karyawan Pada Pt. Bank Tabunga.

Steers, Richard M. Efektivitas Organisasi, Terj Magdalena Jamin. Jakarta: Erlangga. 1985.

Sugiyono, 2022. Metode Penelitian Kuantitatif, Kualitatif Dan R & D. Bandung , Alfabeta.

Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, Dan R&D. Bandung: Alfabeta.

Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, Dan R&D. Bandung: Alfabeta.

Suharto, E. (2009). Pembangunan Masyarakat Dan Pemberdayaan Masyarakat. Bandung: PT Refika Aditama.

Suharyadi, & Purwanto, P. (2010). Manajemen Strategi: Konsep Dan Aplikasi. Jakarta: Salemba Empat.

Supriyanto Jhon. (2014). Manajemen (Surtano (Ed)). GADJAH MADA UNIVERSITY PRESS.

Suryana, A. (2019). "Peningkatan Nilai Tambah Pertanian Melalui Penguatan Kelembagaan Ekonomi Desa." Jurnal Pembangunan Pertanian, 40(3), 156–167.

Terry , George R. Dan Leslie W. Rue. 1992. Dasar-Dasar Manajemen. G. A Ticoalu. 2000. Jakarta : Bumi Aksara

Undang-Undang Republik Indonesia Nomor 32 Tahun 2004 Tentang Pemerintahan Daerah.

Wibowo, R., & Prasetyo, A. (2020). "Bumdes Sebagai Instrumen Pengembangan Ekonomi Desa Berbasis Pertanian." Jurnal Ekonomi Dan Pembangunan Daerah, 9(1), 35–48.

Yuardani, A.M., Heriyanto, H., Qadri, U., Rinaldi, H., D., Tandra, R., Sulaiman., S., & Prestoroika, E. (2021). Pemberdayaan Masyarakat Berbasis Pendampingan Untuk Pengembangan Parawisata Pada Desa Sungai Kupah. Jurnal Abdidas, 2(2), 176-185.