

Development Strategy of Village-Owned Enterprises (Bumdes) in Pulau Tiga Village, Pulau Tiga Barat District, Natuna Regency

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Abstract

This study aims to identify the development strategy of Village-Owned Enterprises (Bumdes) in Pulau Tiga Village, Natuna Regency, using a qualitative, phenomenological approach. Key informants included village leaders, Bumdes administrators, community representatives, and local officials. Data collection was conducted through observation, interviews, and documentation, analyzed using source triangulation. The findings indicate that Bumdes Karya Mda Mandiri's strategy implementation is generally positive but has not reached optimal potential. Key observations include: (1) Organizational Strategy—vision, mission, and goals are set by village officials and Bumdes management without community input, with only three of eight planned programs (clean water, squid cracker sales, and rentals) being implemented due to budget limitations. (2) Program Strategy—existing programs provide income but do not fully meet revenue targets. (3) Resource Support Strategy—challenges include limited human resources, underutilized natural resources, and minimal infrastructure. (4) Institutional Strategy—internal obstacles hinder further development. The study recommends that the Pulau Tiga village government and Bumdes administrators enhance community outreach, improve administrator skills, and foster collaborative decision-making processes to advance Bumdes growth effectively.



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1 Introduction

This village is the smallest unit in the Unitary State Government System of the Republic of Indonesia (Yulianto et al., 2021; Herlina, 2019). Currently, villages are required to create village independence through various village-scale programs and activities and local wisdom (Putra & Sari, 2020; Widodo, 2018). An independent village is a village that is able to manage access to services, be able to manage the potential and

assets of the village to become a source of village income so that it can contribute to the village, which can be used to carry out development, improve community welfare, and create village independence (Nugraha & Permana, 2021; Wardhana, 2021). Independent villages, individuals, and sovereign villages are currently an important issue that has become the government's hopes and aspirations since the birth of Law Number 6 of 2014 (Kurniawan, 2020). Through the Village Law, it must be understood that the concept of an independent village must build a construction of thinking that places the village as a subject of development that must be given trust and authority to regulate itself with its capabilities (Adisasmita, 2019; Budi & Susanto, 2022). Villages must be seen as social entities as a whole that have certain characteristics, namely social, economic, cultural, and ecological. Therefore, many factors can affect the independence of a village, including the availability of resources, both in the form of physical and non-physical resources (Aji, 2019; Maulana et al., 2020).

Another key factor is the role of the village government and the participation of all elements of society in organizing various programs and activities in the village (Prasetyo, 2021; Rahman & Kadir, 2020). Innovation and change, especially in today's globalized and digitalized era, are crucial to creating a sustainable, competitive, and self-reliant village (Santoso & Purnomo, 2022; Lestari & Mahardika, 2021). Efforts to realize village independence can be carried out through the Village Community Empowerment program, namely through access to services and rural economic development, long implemented through programs such as KUBE, fishermen's groups, farmer groups (Gapktan), youth organizations, and cooperatives (Gunawan, 2018; Firmansyah et al., 2020). However, one of the village institutions that plays a crucial role, supported by a clear legal basis in various government regulations, is Village-Owned Enterprises (BUMDes) (Sutrisno & Haryono, 2022). BUMDes, whose capital can come from village participation, are fully managed by the community to oversee village assets and potentials to improve the village economy (Sukma, 2021). Therefore, BUMDes are expected to be the driving force of the village economy, managed through a structured, planned, and sustainable program (Putri, 2020).

The existence of BUMDes is absolutely necessary as a strategic step to realize independence (Utomo & Anwar, 2019; Pramono et al., 2018). The aim is to make BUMDes an independent, productive economic institution that can increase the village's original income. To function effectively, the development and management of BUMDes must involve all stakeholders, ensuring optimal resource utilization for the welfare of the community (Wardani, 2019; Santoso & Purnomo, 2022). Pulau Tiga Village, located in Pulau Tiga Barat District, Natuna Regency, Riau Islands Province, holds a strategic location as a gateway for goods and people entering and exiting Pulau Tiga Barat (Sukarto & Hidayat, 2021; Hadi, 2020). Located in a coastal area, the village has potential in marine resources, plantations, livestock, and tourism. Since the enactment of Law Number 6 of 2014 and village funds from the Central Government, the village has been motivated to form BUMDes, such as the Bumdes Pulau Tiga formed in 2016 with businesses like coffee shops (Hendrawan, 2019).

However, due to obstacles, management changes occurred, and a Decree of the Village Head (SK) for Bumdes Management was not issued. In 2018, the Pulau Tiga Village Government formed the BUMDes "Karya Muda Mandiri" on July 8, 2018, based on Pulau Tiga Village Regulation Number 7 of 2018 and supported by a capital loan of Rp 1,000,000 to start a coffee shop (Agustina & Setiawan, 2022). After initial success, the village government provided an additional Rp 75,000,000 in accordance with Village Regulation Number 8 of 2018. Despite this, between 2018 and 2020, the BUMDes failed to impact the economy significantly, causing community dissatisfaction (Rahman et al., 2020). Although BUMDes was reformed in 2018, it was only in 2020 that its presence became widely known in the village. In this time, community complaints grew due to mismanagement of finances, limited transparency, and the failure of initiatives (Prasetyo et al., 2021; Latifah, 2018). Internal audits revealed significant financial mismanagement, losses, and unauthorized loans, despite BUMDes not being designated as a savings and loan entity (Fitri & Syarif, 2020; Harahap, 2019).

In early 2021, the Village Government revitalized BUMDes by recruiting new administrators, directly selecting them in village deliberations, and handing over village assets, such as reservoirs (for clean water), kiosks, and tents, for management by BUMDes (Nugraha & Permana, 2021; Firmansyah et al., 2020). BUMDes expanded to include a trading business unit, kiosk rental, tent rental, and a water unit. Yet, challenges remain, with some residents unaware of BUMDes' purpose, and issues in financial and operational efficiency (Wardani, 2019; Santoso & Purnomo, 2022).

The main phenomenon in the development of Bumdes Karya Muda Mandiri in Pulau Tiga Village includes several aspects. First, the existence, goals and programs of bumdes have not been understood by some people due to lack of socialization. Second, the programs and types of businesses that are run are not optimal, especially related to the management of water business units. Third, the utilization of organizational support

resources, including human resources, natural resources, infrastructure and infrastructure, finance, and technology, has not been maximized. Fourth, community participation and stakeholder involvement in supporting the management of Bumdes is still low, so the development of Bumdes tends to be less effective.

Based on the problems that have been explained, the author is interested in researching "Development Strategy of Village-Owned Enterprises (Bumdes) in Pulau Tiga Village, Pulau Tiga Barat District, Natuna Regency." The management and development of Bumdes aims to increase community income and Village PAD, but obstacles such as lack of socialization, lack of community participation, and lack of resource utilization hinder development. This study aims to examine the development strategy of BUMDes, identify inhibiting factors, and provide recommendations to optimize BUMDes. The results of the research are expected to make theoretical and practical contributions to village governments, BUMDes, and communities related to village development.

2 Materials and Methods

This study uses a qualitative method with a phenomenological approach to examine the development strategy of BUMDes in Pulau Tiga Village. The phenomenological approach allows researchers to understand the meaning and social reality that occurs related to the management of BUMDes, with the main instrument being the researcher himself. This research was conducted in Pulau Tiga Village, which has great potential both in terms of natural resources and community support, making it an ideal location for this research.

The main sources of data come from observations, in-depth interviews, and documentation. The research informants involved various parties, including the community empowerment office, village officials, BUMDes administrators, and local communities who have knowledge about BUMDes. Data collection techniques involve participatory observation, semi-structured interviews, and analysis of related documents. The selection of informants is carefully carried out to ensure the accuracy and relevance of the data.

In the analysis process, this study uses the qualitative data analysis technique of the Miles and Huberman model, which includes the stages of data collection, reduction, presentation, and conclusion drawn. Triangulation is used to verify the data obtained, focusing on the suitability between the BUMDes development strategy in the field and existing theories. This research provides in-depth insight into the management of BUMDes as an effort to improve the village economy.

3 Results and Discussions

A. Development Strategy of Village-Owned Enterprises (Bumdes) in Pulau Tiga Village, Pulau Tiga Barat District, Natuna Regency

Village-Owned Enterprises (Bumdes) are village business institutions that are fully managed by the community and the village government. Bumdes was formed as a step to strengthen the village economy, formed based on the needs and potential of the village. The Bumdes work system, in addition to managing the potential and assets of the village, also accommodates community activities and businesses that must be managed professionally and still refer to the original potential of the village. The existence of Bumdes is expected to make community businesses more effective and productive. In addition, the existence of Bumdes is also expected to contribute to increasing the village's original source of income which allows the village to carry out development and improve the welfare of the village community optimally.

Efforts to manage and develop Bumdes are carried out through various mechanisms, systems, and organized work structures to achieve goals. In realizing organizational goals, organizations create programs or activities. The purpose of the establishment of Bumdes the Head of Pulau Tiga Village said:

"The purpose of the establishment of Bumdes is to explore and develop the potential of the village, improve the village economy, manage village assets, improve community welfare, and generate original village income" (Interview April 14, 2022 at 10.00 WIB)

Furthermore, the researcher's interview with the Head of Bumdes Karya Muda Mandiri, Pulau Tiga Village, said that the purpose of establishing Bumdes is as follows:

"The purpose of the establishment of Bumdes as a result of the village deliberations that have been carried out is to obtain Village Original Income (PADes), and also to be able to develop the potential that exists in the village, so that the village is independent, and to create jobs and community entrepreneurship in an effort to improve the welfare of the village community" (Interview with the Head of Bumdes on April 16, 2022 at 10.00 WIB)

According to the results of the researcher's interview with the Head of Pulau Tiga Village and the Head of Bumdes Karya Muda Mandiri, Pulau Tiga Village, the purpose of establishing Bumdes is based on Article 87 paragraph (1) of Law No. 6 of 2014 concerning Village-Owned Enterprises. Improve the welfare of village communities, advance the village economy, create jobs, increase village potential and resources, increase village original income. To realize these goals, it must be done with the right strategies such as careful planning, good management, competent human resources, and also community participation. So it can be concluded that the purpose of establishing an independent Bumdes Karya Muda is as follows:

1. Increasing the original income of Pulau Tiga Village in an effort to improve the ability of the village government to be able to carry out village governance and services to the community.
2. Exploring and developing the economic potential in the village to encourage the development and economic capabilities of the village community as a whole.
3. Improving the welfare of the village community through various community efforts
4. Creating independent rural community economic institutions that are able to provide services to meet various community needs.
5. Creating jobs, reducing unemployment by creating entrepreneurial opportunities, increasing togetherness and a better social life for the community.
6. Providing services for the needs of productive community businesses, and as a vehicle for learning about business to increase the income and welfare of the village community.

Bumdes is not only an organization that only provides services to its members but also how bumdes can contribute to the village, so that bumdes also run businesses that aim to make profits from the business they run. In an organization to achieve these goals, the right program is needed so that the purpose of establishing Bumdes Karya Muda Mandiri is in accordance with the expected goals. This was conveyed by the Head of Bumdes in an interview by saying:

"The purpose of the formation of Bumdes is to increase Village Revenue and the mandate of Law Number 6 of 2014, namely opportunities from Village Funds, so it is necessary to plan ahead, namely how to prepare Bumdes programs and efforts to develop and produce PADes (Interview on April 14, 2022 at 16.00 WIB)

Preparing programs and business plans is the first step that must be taken by Bumdes management. Regarding the program or business being discussed by Bumdes, the Head of Bumdes said:

"The programs implemented by the Pulau Tiga Village BUMDes are clean water services, kiosk rentals, tent rentals, sales/or marketing of squid crackers and fish crackers. Bumdes also plans to build a Floating Restaurant that will provide culinary and specialties and will provide fishing packages. In the future, this Floating Restaurant is expected to become a new tourist attraction in Pulau Tiga Village" (Interview Results on April 14, 2022 at 16.00 WIB)

The same thing was also conveyed by the Head of Pulau Tiga Village regarding the Bumdes program and efforts, the Village Head in an interview said:

"There are many programs that have been prepared and are also being planned, namely clean water, rent, tourism service trade, and also plan to make tour packages and floating restaurants, marine tourism, home stays targeted for guests from outside who visit Pulau Tiga Village. Meanwhile, what has been carried out is the sale of crackers, stall rentals, tent rentals as well" (Interview April 14, 2022 at 10.00 WIB)

Related to the programs and efforts carried out by Bumdes are programs that are in accordance with the needs of the community and also the potential in the village. Currently, it has 3 programs that have been run, namely the Water Business Unit, the sale of squid crackers, and the rental unit. and also discussed

several programs that will be implemented in the future, namely Floating Restaurants, Tourism Villages, Culinary Tours, Marine Tourism, and Homestays.

Based on the results of the interview with the Head of BUMDes, the Head of Pulau Tiga Village and the Village Secretary regarding the programs that have been implemented and are being planned by the BUMDes of Pulau Tiga Village are as follows:

1. Clean Water Business Unit
2. Rental Business Unit
3. Trading Business Unit
4. Floating Restaurant (Discourse) 2023
5. Tourism Village Discourse
6. Culinary
7. Marine tourism
8. Homestay

Based on the results of interviews and field observations, it is known that the programs that have been prepared have been implemented and some are still planned. The programs or efforts that have been implemented by BUMDes Karya Muda Mandiri from the results of an interview with the Head of BUMDes Pulau Tiga Village said:

"Based on the programs that have been implemented, namely clean water, tent rental, kiosk rental, sales/marketing of processed seafood in the form of fish crackers and squid crackers" (Interview on April 14, 2022 at 16.00 WIB)

Based on what was conveyed by some of the informants above, it can be seen that Bumdes has prepared programs and efforts to be implemented. This is one of the efforts made as a form of Bumdes development strategy. If the program and efforts go well, it will ultimately contribute income to the village and increase community income. The program that has been implemented by BUMDes Karya Muda Mandiri is the result of cooperation between BUMDes management, village officials and community contributions. With the program that has been implemented, it is hoped that it will have a great impact on the people of Pulau Tiga Village,

To see this, it is necessary to know whether the strategy implemented by BUMDes Karya Muda Mandiri is right on target with the aim of establishing BUMDes.

Based on the previous theory and framework, to find out and examine more clearly the development strategy of Village-Owned Enterprises (BUMDes) in Pulau Tiga Village, Pulau Tiga Barat District, Natun Regency, there are several indicators used to know the strategy of BUMDes, according to Koteen in J. Salusu (2008:104) are as follows:

B. Corporate Strategy

Organizational strategy is a strategy related to the formulation of the vision, mission, goals and strategic initiatives that are carried out, which are then outlined in programs and activities. The aspects seen from the organizational strategy are the determination of goals starting from the Vision and Mission of Bumdes. The vision of Bumdes Karya Muda Mandiri Pulau Tiga Village is to realize Bumdes as an integrated creative economy of the fisheries area towards a prosperous village, independent and cultured. The mission of the independent Bumdes Karya Muda is 1) developing the potential of the Marine through tourist villages, 2) improving the village economy, 3) increasing community income and Village PAD, 4) creating jobs for the community.

The purpose of Bumdes in this study is broadly to improve the welfare of the community and generate original village income and the parties involved in setting this goal are the village government and Bumdes administrators without involving the community. The goals of Bumdes that have been set depart from the vision and mission of Bumdes. Furthermore, it stipulates 8 (eight) programs that are planned to be implemented until 2024, namely 1) Clean Water Business Unit, 2) Rental Unit, 3) Trading Business Unit, 4) Floating Restaurant, 5) Tourism Village Discourse, 6) Culinary Tourism, 7) Marine Tourism and 8) Homestay. Of all these programs, currently BUMDES is still running 3 (three) programs, namely clean water business units, squid cracker sales, and rental business units. Of the three bumdes programs, it has

contributed in the form of Village Original Income (PADes) in 2021 of Rp. 5,387,500,- (five million three hundred and eighty-seven thousand five hundred rupiah) and in 2022 of Rp. 6,000,000,- (six million rupiah). Meanwhile, the other 5 (five) programs still cannot be implemented due to limited village budget constraints which are more focused on BLT DD with the categories of extreme poverty, food security and stunting handling.

The results of the research conducted by the researcher show that there is agreement with the theory of Organizational Strategy put forward by Koteen in J. Salusu (2008):104, that organizational strategy is related to the goals, values and initiatives of the new strategy and identifies what and for whom the strategy is carried out. The benchmark of this strategy is to see the compatibility between the vision and mission of Bumdes and the programs or activities implemented.

C. Program Strategy

This program strategy pays special attention to the strategic implications of the program being implemented, namely the existence of a strategic plan that can provide results and impacts on the program for the organization and also for the community. What is the impact if a certain program is implemented or published and what is the impact on Bumdes, namely, the implications of the program on the organization and the implications of the program on the community. The results of the research show that the programs carried out, namely water business units, squid cracker sales, kiosk rentals, have had a positive impact on the organization which has provided income for bumdes to meet the needs of clean water for the community because the water flows for 24 hours as conveyed by the Village Head that the water discharge is always sufficient to meet the needs of the community, while the kiosk rental business unit is also still rented to the community and sales Squid crackers are still running to this day. The three business units have contributed income for bumdes. Likewise, the results of interviews with the Chairman of Bumdes Karya Muda Mandiri and the Chairman of BPD that the clean water management program, rental and sale of squid crackers has an important role in the development of Bumdes which aims to increase the original income of the village and support the sustainability of the Bumdes business.

The program run by Bumdes Karya Muda Mandiri has had a positive impact on Bumdes and the community, although the PADes produced are still minimal, but the program is still running until now. This is in line with the Program Strategy according to Koteen in J. Salusu (2008:104) that the program strategy emphasizes attention to the relationship between the program and the vision and mission of the organization. The strategic implications of a program are carried out, ensuring that the impact produced is in accordance with the direction and goals of the organization. This finding also has similarities with the research of Etha Listiany Supardi, Gideon Setyo Rudiwijaksomo (2021) which stated that Bumdes are able to contribute to the village's original income from each type of business owned. The results of his research show that the strategy applied can be said to be not fully optimal, but BUMDES is able to generate the village's original income with its own business units and businesses that have been run.

D. Resource Support Strategy

Supporting resources can be in the form of manpower, finance, technology and so on. A resource support strategy is a strategy that utilizes all available resources within an institution or organization. These resources include human resources, natural resources, facilities and infrastructure, and financial resources of an organization. All of these resources are used to the fullest extent possible to produce new strategies that are truly complex and can realize the goals of an agency or organization.

Bumdes Karya Muda Mandiri Pulau Tiga Village has several supporting resources that can help the community in their daily needs. In determining supporting resources, there needs to be a dimension that must be taken to determine how effective the supporting resources owned by Bumdes Karya Muda Mandiri are. The dimensions that have been processed by the researcher are a) Human Resources b) Natural Resources, c) Facilities and Infrastructure, and d) Finance/Capital.

a. Human resources

Based on the results of the research, it can be seen that the Bumdes management is still limited both in terms of quality and quantity, but to improve the performance and ability of the Bumdes management, the resource development strategy carried out is to provide guidance and trainings to the Bumdes administrators and also the community, Bumdes managers are given assistance from the Natuna Regency PMD Office through District Experts on how to prepare books and make Bumdes financial reports. The Village Government has also carried out training for BUMDES administrators in

the form of training on the preparation of BUMDES financial statements at the end of 2021. For the community, training in processing fishery products has also been carried out, and household industry training in collaboration with the fisheries office. The purpose of the training is to improve the competence and ability of human resources in supporting the performance of the organization. The expected goal is the creation of an independent, competitive, prosperous and quality village community (Chikmawati, Z. (2019). The development and improvement of skills and performance of human resources is important to be carried out but has not been carried out regularly.

b. Natural resources

Bumdes Karya Muda Mandiri Pulau Tiga Village in carrying out its programs and businesses. has made good use of natural resources, namely utilizing nature from reservoirs, namely clean water management, processing fishery products, namely squid crackers and fish crackers, there has begun to be an increase which has an impact on increasing Bumdes income in the Bumdes report has provided PADes for the village. Based on the results of research, the natural resources in Pulau Tiga village have been utilized and managed by Bumdes, but they are still not optimal where there are still untouched natural resources such as tourism potential, waterfalls, anchovies, petermakan, agriculture has also not been implemented.

c. Infrastructure and infrastructure

The facilities owned by the Bumdes of Pulau Tiga Bumdes Village are recorded as Bumdes inventory are Embung to accommodate clean water, tents, chairs, tables that can be rented to the community, 3-door kiosks are rented to the community and traders who are used as coffee shops, laptops and printers to support the performance of Bumdes Guards, and the use of packaging presses is to make food more maintained, neater, more attractive and hygienic.

The results of observations made by the researcher on these facilities and infrastructure show that the reservoir is very functional to accommodate clean water, the tent is still in poor condition, the tables and chairs are still in good condition and there are some that are not good due to the age factor of the asset but are still suitable for use. The 3-door kiosk is also useful for being used as a Bumdes Office, Village Library and Coffee Shop rented by the community. The packaging press machine is also in good condition and can be used, while laptops and printers in condition are still suitable to be used to support the performance of BUMDES management in making reports.

d. Finance

The financial source of Bumdes Karya Muda Mandiri comes from capital participation from the village in 2018 amounting to Rp. 75,000,000,- (seventy-five million rupiah), after an internal audit the remaining Rp 35,000,000,- (thirty-five million rupiah) which was then used to run the business in 2021, namely the sale of squid crackers. After that, there was no more capital participation in bumdes because the village budget was used to overcome the impact of covid.

The strategy carried out by Bumdes Karya Muda Mandiri in its financial management focuses on sustainable programs or businesses and prioritizes improving Bumdes' bookkeeping and financial reports assisted by village assistance and district experts. In addition, the financial management of each type of business that is run is recorded separately. For all business programs that are carried out on an ongoing basis so that the profits obtained are also in the long term. In the management of financial strategies at Bumdes Karya Muda Mandiri, several effective strategies have been implemented to improve the performance of Bumdes in developing Bumdes. Such as cash flow management in order to monitor cash inflows and cash outflows to remain stable to be able to meet operational needs and to anticipate financial risks in the event of various changes.

The strategy of supporting resources in Bumdes Karya Muda independently can be said that the strategy of supporting resources has been implemented but is still being implemented optimally from its four dimensions, namely the Human Resources dimension Training to Bumdes Management has been carried out but not carried out periodically where since Bumdes was formed and given capital is not accompanied by Training to Bumdes teachers from 2018 to 2020. so that it has an impact on business losses. From the dimension of natural resources, the utilization of resources has been carried out but has not been managed optimally by Bumdes. Bumdes only run those that are already running. This means that other potentials such as plantations, livestock and tourism potential are still in the

planning stage. From the dimensions of the existing facilities and infrastructure, they have been used in accordance with their functions, but they need to be maintained, they have not been carried out regularly. The use of financial resources is still not in accordance with the rules because it is still found that the village government uses BUMDES funds for other activities. However, bumdes have generated the village's original income but it has not been maximized.

E. Inhibiting Factors in the Development Strategy of Bumdes Karya Muda Mandiri, Pulau Tiga Village, Pulau Tiga Barat District, Natuna Regency

Based on the results of the research, the development of BUMDes Karya Muda Mandiri in Pulau Tiga Village experienced several obstacles. Limited human resources, low management qualifications, and lack of training and capacity building are the main inhibiting factors. Weak management and governance, including a lack of financial transparency, also contributed. In addition, limited capital and the lack of running business units slow down the growth of BUMDes. Low community participation and lack of cooperation with business partners or banks are also challenges that must be overcome for more optimal development.

4 Conclusion

Based on the results of the research, the development strategy of BUMDes Karya Muda Mandiri in Pulau Tiga Village universally it is good but it has not run optimally, Especially in terms of public understanding and program implementation. Human resources, finance, infrastructure and technology are still not optimal, and institutional cooperation has not been well established. To optimize the strategy, it is necessary to increase the capacity and ability of human resources, cooperate with financial institutions, and socialize to the community. These suggestions include increasing transparency, innovation, and collaboration with various parties to strengthen BUMDes and provide greater benefits for village communities.

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