

# Enhancing Women's Role in Developing an Entrepreneurial Ecosystem to Support "BUMDes Wukirraya" (Village-Owned Enterprise/VOE) Bantul

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## **Abstract.**

*This community service article discusses the strengthening of women's roles in developing an entrepreneurial ecosystem to support BUMDes Wukirraya, a village-owned enterprise in Wukirsari, Imogiri, Bantul. The program was motivated by the strategic role of women in managing several BUMDes business units, including the coffee shop, minimarket, and catering services, while the enterprise continues to face limitations in human resource quality, financial management capacity, and digital marketing skills. The activity aimed to identify priority needs and design capacity-building interventions that improve women's managerial, financial, and marketing competencies. The method used was field observation conducted on May 20, 2025, supported by interviews with the BUMDes director and business unit managers, as well as secondary data from the village website. The findings indicate that women occupy important operational positions and require targeted training in basic financial reporting, cost calculation, digital payment technology, inventory management, social media utilization, and digital content creation. The proposed training is expected to increase financial and marketing skills by 20-30% compared with the initial condition. The involvement of academics and students is essential to ensure post-training assistance and sustainable implementation. Strengthening women's capacity is expected to enhance BUMDes performance, expand market reach, and contribute to the local economy of Wukirsari Village.*

**Keywords:** *BUMDes; Digital marketing; Financial management; Village entrepreneurship; Women empowerment.*

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## **I. INTRODUCTION**

Badan Usaha Milik Desa (BUMDes) Wukirraya is one of the village-owned enterprises of Wukirsari Village, Imogiri District, located in Bantul Regency, Special Region of Yogyakarta. This BUMDes was established in 2021 and has now been operating for approximately five years. One of the Sustainable Development Goals (SDGs) is poverty eradication and the development of an entrepreneurial culture; therefore, the establishment of this BUMDes is aligned with that objective. Wukirsari Village is located in an area with strong tourism potential due to its beautiful natural landscape and its strengths in the creative economy. This is evidenced by Wukirsari Village being named the world's best tourism village in 2024 by UN Tourism, the world tourism organization.

This achievement also demonstrates the existence of sound village and tourism management. In addition to the village-owned enterprise (BUMDes), several destinations and business units owned

by Wukirsari Village include the Giriloyo handwritten batik center, leather puppet crafts, the village library, the royal cemetery of the Mataram kings, and beautiful natural attractions. The establishment of these business units aims to support the local economy by involving the community and utilizing existing potential so that it can be enjoyed by more visitors. The area of Wukirsari Village is 15,385,504 m<sup>2</sup>, with 6,428 households and a population of 18,445 people.

Based on observations, the Village-Owned Enterprise (BUMDes) is currently led by a director, Mr. Andri Martono, S.E. The director of BUMDes is responsible for managing all existing business units and reporting periodically to the Wukirsari village administration. Currently, BUMDes Wukirraya has six business units, including a coffee shop, reservoir tourism, a minimarket, and food/catering services. These six units are operated by BUMDes employees, the majority of whom are women. The vision of BUMDes Wukirraya is to realize the welfare of the Wukirsari Village community through the development of economic enterprises and social services. Its mission is to improve community economic activities through the development of cooperation networks, enhance social services for poor households, utilize natural resources to improve community and environmental welfare, and optimize competitive community economic institutions.

This community service activity aims to support the successful management of BUMDes by involving several stakeholders, particularly academics and students from various national and international universities. The diverse competencies of the participants are expected to contribute to BUMDes in developing its businesses. According to information from the BUMDes director, the current obstacle lies in the quality of human resources involved in business activities. This is because BUMDes is not yet able to pay employee salaries according to the Regional Minimum Wage standard, so existing workers are paid on a voluntary basis. This factor prevents BUMDes from selecting employees with specific qualifications.

BUMDes encourages the active involvement and strengthening of roles from various parties, including women. The role of women in improving the economy, particularly in rural areas, should not be underestimated (Salisi et al., 2023). Currently, the majority of men who serve as heads of households prefer to migrate and leave their villages to seek higher income. Meanwhile, village communities are dominated by the elderly, women, and children. Therefore, villages or administrative villages need to have specific women empowerment programs, especially to encourage the development of existing BUMDes. Moreover, in terms of quantity, the number of women is slightly higher than that of men.

Empowerment programs can be carried out by increasing the capacity of women's roles in managerial, financial, and marketing aspects, which are fundamental elements in BUMDes management. This program also aims to meet women's needs so that they can be viewed equally with men in domestic work and social life in general. Based on the data, the majority of the population has completed elementary school or its equivalent, while only a small proportion has pursued higher education at the diploma or doctoral level.

Therefore, training involving academics is important to improve the quality of human resources and entrepreneurial skills, particularly for women involved in BUMDes management (Firmansyah et al., 2024; Nurdiana, 2024). Based on observation results, BUMDes currently has quite diverse business units, which certainly require different management approaches from one business unit to another. At present, management is dominated by women, for example in the coffee shop and minimarket business units. The required skills are not limited to service provision but also include

financial management and marketing, because those involved in daily implementation are the women themselves (Maryanti et al., 2023; Nurdiana, 2024).

This community service program aims to strengthen women's roles by improving the necessary skills, including cost calculation, preparation of simple financial reports, skills in using payment technology, skills in using social media to support marketing, and inventory management skills, particularly for retail/minimarket businesses. Financial training can improve financial management skills and transparency in BUMDes management (Firmansyah et al., 2024; Manggabarani et al., 2023; Temalagi et al., 2024).

Improving these skills will certainly not be completed in a short period and requires continuous activities involving academics, both lecturers and students, during the mentoring process. It is expected that this skill-development activity will have a positive impact so that BUMDes Wukirraya attracts more visitors, becomes an example for other BUMDes, and supports the economy of the Wukirsari Village community. In addition, women will not only perform domestic duties but will also become economically empowered through the skills they possess.

## **II. METHODS**

The method used in this report is observation. The authors conducted an observation on May 20, 2025, at BUMDes Wukirraya, Wukirsari Village, Imogiri District, Bantul Regency. The resource person at that time was the director of BUMDes, Mr. Andri Martono, S.E. Observations were also carried out at the coffee shop, reservoir, and minimarket, which are several business units owned by BUMDes. Data collection was conducted through interviews with relevant parties, ranging from the BUMDes director to the managers of business units.

The objective of this activity is to improve the condition before the visit by the community service team and to encourage changes demonstrated by the BUMDes managers. This can be identified through the improvement of skills, particularly among the managers of BUMDes Wukirraya business units, the majority of whom are women. Skills can also be transferred by the director to the members so that at least the knowledge gained during the visit can be disseminated, because according to the theory of planned behavior, knowledge, skills, and beliefs shape attitudes and behavior (Ajzen, 1991).

The current condition of the BUMDes business units shows that both the coffee shop and minimarket are managed by women. To ensure that all business units can operate, a mutually supportive system among business units has been established. For example, the coffee shop unit purchases raw material supplies from the BUMDes minimarket, so the profits can still be enjoyed by BUMDes. The location of the coffee shop is quite strategic because it is situated in front of Wukirsari Village Hall, schools, and the village office. The target market of the coffee shop includes school students, village officials, visitors to village government offices, and tourists visiting Wukirsari Village.

The data used in this report are primary data obtained from resource persons and supported by secondary data obtained from the village website. In addition to the director, the main resource persons were the managers of the coffee shop and minimarket. Resource persons from the reservoir and other business units were not present at the time; therefore, interviews had not yet been conducted with them. Nevertheless, in general, the information had already been obtained from the

BUMDes director. The following is the method flow for improving the skills of women involved in BUMDes management:

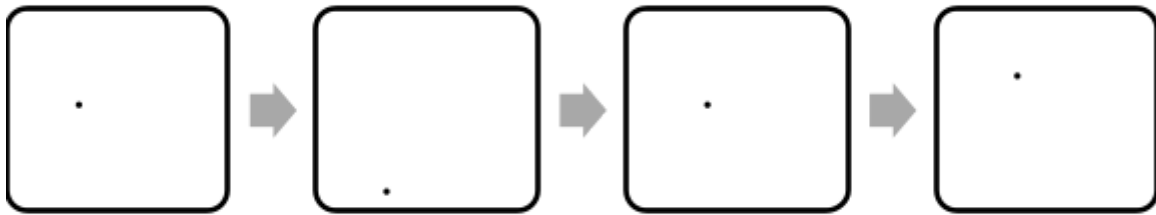


Figure 1. Community service method

The training to be conducted includes two main aspects that can support the sustainability of BUMDes operations, namely financial and marketing aspects. These two aspects can certainly be continued by employees, particularly women, to support BUMDes operations in the future. This is also supported by the fact that almost all employees in the BUMDes units are women. The financial aspect emphasizes simple financial reports and the introduction of digital financial products, while the marketing aspect focuses more on digital marketing through the use of existing technology. Post-training assistance is carried out by involving students. At the end of the activity, an evaluation will be conducted with the BUMDes director and the training participants.

### III. RESULT AND DISCUSSION

The role of women in BUMDes Wukirraya is quite significant and holds important and strategic positions. This is because most BUMDes operations are managed by women, ranging from the coffee shop and minimarket to catering services. Therefore, they need to be equipped with skills that can support BUMDes operational activities, such as finance and marketing. Women must be able to perform several roles simultaneously, not only as staff members but also in supporting BUMDes to attract more visitors and generate profit in running its business units.

Financial training, which includes the preparation of financial reports using both system-based and manual approaches, as well as digital marketing, can make the management of business units more effective. Roles that were initially carried out only by the director and BUMDes administrators can now also be assisted by employees. Employees, especially women, are selected to carry out these tasks because they have a deeper understanding of the operational activities of each existing business unit, making it easier for them to understand the characteristics of the business. This is particularly necessary for digital marketing.

This training can reduce the burden on the director and BUMDes administrators because they do not need to allocate funds to improve the quality of their human resources. This training involves not only lecturers as academics but also students to ensure that, after the training, participants do not face obstacles and can continue applying the knowledge in managing BUMDes business units.

This training can continue according to the needs of BUMDes, so it does not stop at basic materials but can proceed to training with more advanced skills. Through this training, the abilities and quality of women, particularly BUMDes employees, are expected to become more developed so that they can be more skilled in carrying out their roles in each business unit. The development of digital marketing today is undeniable; therefore, BUMDes must implement it so as not to fall

behind other businesses. This can certainly be achieved through the role of every BUMDes employee.



Figures 2 and 3. Employees and the condition of the “BUMDESMART” minimarket



Figure 4. Front view of BUMDESMART and the coffee shop

The improvement of financial and marketing skills is targeted to increase by 20-30% from the condition before training. The financial aspect includes basic manual and digital financial reporting, preparation of balance sheets and income statements, while the marketing aspect includes photo and video content creation, the use of photo and video editing applications, and social media management. These skills can certainly assist the director in management, so that the role of women is expected to be maximized in contributing to the progress of BUMDes. If BUMDes can develop and remain sustainable, this will also encourage the economy of the village.

#### IV. CONCLUSION

Training for BUMDes employees is an activity that is relevant to the problems currently faced by BUMDes Wukirraya. Based on information from the director, BUMDes management requires qualified and skilled human resources. However, this cannot yet be achieved because of limited human resources and the limited ability of BUMDes to provide decent wages. Therefore, a skill-improvement program is needed, particularly for BUMDes employees. At present, BUMDes

management is dominated by women because the majority of men work in cities or migrate. Consequently, the role of women in BUMDes management becomes important. For this reason, this training is specifically intended for women involved in BUMDes management so that they become more empowered and skilled.

The training provided includes financial and marketing aspects, particularly digital marketing. These two aspects are fundamental in entrepreneurship to maintain business sustainability (Marsdenia, 2022; Maryanti et al., 2023). The existence of BUMDes can encourage welfare in a village by promoting the local potentials of the area (Ihsan et al., 2020; Ultari & Khoirunurrofik, 2024). Therefore, it is important to introduce BUMDes to a wider audience so that more visitors or buyers come from outside the region. In addition, managers must also be skilled in managing finances to avoid fraud and prevent losses. Through this training, women's contributions are expected to increase and support their willingness to manage BUMDes in order to improve the economy of Wukirsari Village.

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