

Improving BUMDes Governance To Wards Professional And Productive BUMDes

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Abstract.

Human Resource Problems are almost experienced by all organizational scopes, and so is what happened in the scope of BUMDes Wukirraya located in Wukirsari Village, Imogiri District, Bantul Regency. On that basis, the Community Service team carried out community service activities to contribute to providing solutions to the problems faced by BUMDes. To get a real picture of the problems of HR and productivity of business units, there are 3 (three methods, namely observation, discussion and implementation of training programs. The real problem faced by BUMDes is the mismatch between HR competency and the field of work and the relatively low welfare of the management, which hinders the realization of a professional and productive BUMDes. Based on these problems, the solution proposed is to improve HR competency with training programs that are in accordance with their fields of work. In addition, it is also important to improve employee welfare so that work enthusiasm increases, the business run by BUMDes is productive and profitable so that the goal of BUMDes to improve welfare is achieved. The success of BUMDes in achieving its goals also needs support from the village government and the community. From this PKM activity, BUMDes can determine what training programs can really contribute to improving HR competency and development in the business sector managed by BUMDes.

Keywords: Governance; BUMDes; HRD; Professional; Productive.

I. INTRODUCTION

Implementation of the policy of Law Number 6 of 2014 concerning Villages, the government provides ample space for villages to manage their potential independently and competitively (Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, 2021), which is clearly manifested through the existence of Village-Owned Enterprises (BUMDes). Village-Owned Enterprises (BUMDes) are economic institutions owned by villages as implementers of the mandate of the government and village communities whose main objective is to improve the welfare of village communities both from economic and social aspects, so they must be managed professionally and productively. BumDes is a socio-economic entity that operates in the midst of a community structure that has strong values, norms, and social relations (Dewi & Hidayat, 2020).

To realize professional and productive BUMDes governance, it is important to pay attention to several supporting aspects such as competent and experienced human resources, good management, transparency, accountability, and active community participation. If BUMDes is

managed effectively in its implementation, BUMDes can become a driving force for the village economy, improve community welfare, and contribute to Village Original Income (PADes). According to Budiono & Handayani (2022), BumDes is expected to be able to become a driving force for the village economy, encourage economic independence, and increase village original income (PADes). BUMDes is expected to grow according to the unique characteristics of the village, becoming a significant source of income for the village through sustainable income generation. (Nugrahaningsih et al, 2021) in Putro (2023)

To realize the goals of BUMDes This is certainly not an easy job for BUMDes, therefore in its implementation it is necessary to get direct support from the village government, BUMDes management and also the village community so that these goals can be achieved with proud results. From the management aspect, BUMDes must be managed with a professional system and management so that the business being run experiences growth and development, the business runs smoothly and the sustainability of the business is guaranteed. In the management of BUMDes, it must be directed at how to increase competitiveness, business development, and the creation of new opportunities through professional management (emirzon, 2021) in (Hidayah, 2024).

Professional and productive BUMDes governance requires serious management by paying attention to several important points, first: BUMDes management is handled by competent, experienced, goal-oriented human resources, and continues to strive to develop themselves both formally and informally, whether through training or coaching. Second, BUMDes is managed based on the principles of transparency, accountability, participatory, sustainability, and acceptability, and is oriented towards meeting community needs. Third, BUMDes continues to strive to explore village potential, is able to capture and realize new business opportunities, continues to maintain business existence by carrying out new innovations and marketing activities supported by digital marketing. According to Handayani et al. (2021), the success of BUMDes is determined by the ability to identify the form of BUMDes business that is in accordance with the potential of the village and the needs of the community.

The continuity and effectiveness of BUMDes can be seen from the governance of BUMDes itself. If BUMDes is truly managed professionally and productively, there are many benefits that can be felt by both the village government and the village community, such as increasing village income, reducing unemployment rates, increasing income and community welfare. In addition, BUMDes also has a significant contribution to the government through tax payments. BUMDES was built on the initiative of the community, and is based on the needs and potential of the village, as an effort to improve community welfare (Junaidi, 2020).

However, the reality in the field shows that the implementation of BUMDes has not shown proud success because almost all over Indonesia, BUMDes faces obstacles in its operations. This is not only caused by a lack of business capital, but also by weaknesses in the governance aspect, especially in the two main pillars, namely human resource management (HR) and financial management. As stated above, the weakness of the governance aspect is triggered by human resources, and the focus of PKM activities related to how to realize a professional and productive BUMDes is on the human resource aspect. Human Resources (HR) are indeed a vital and main element for the success of achieving goals. Their role is very dominant not only as planners but also as implementers. What has been planned will be easy to realize, run smoothly and produce maximum results if the implementers (HR) have the competence and knowledge according to their

field of work. However, many BUMDes managements are still found to be handled by people who aim to devote themselves and not people who have competence and experience. This condition is also experienced by BUMDes Wukirraya which is located in Imogiri District, Bantul Regency, Yogyakarta.

BUMDes Wukirraya was born on the initiative of the Wukirsari village government in 2017 and has been operating for about 8 years in the implementation of its work program, the majority of which is supplied by the allocation of village funds (DD). The management of BUMDes consists of a Director, Treasurer and Secretary and is assisted by 4 operational employees. Until now there are 5 (five) business units managed by BUMDes, namely; Tourism, Catering, Restaurant, Pertashop and Gas Station. Judging from the geographical conditions of Wukirsari village, it has very potential natural capital to support the development of BUMDes optimally. The natural capital (natural resources) owned are in the form of agriculture, nature tourism and there are also many crafts which are the work of the village community. However, based on the results of direct eye contact at the stage of observation of the natural potential which is currently part of the business unit managed by BUMDes, it has not been managed professionally and based on the results of interviews conducted with one of the BUMDes administrators, it can be seen that not all business units that are run can produce productivity as expected. There is less professional governance and relatively low business productivity, so this is impact on the acquisition of relatively small turnover and ultimately the income received by the village government sourced from BUMDes is also relatively small. The impact above actually boils down to the competence of BUMDes management which is not in accordance with their field of work. In fact, the business unit continues to be developed, but due to the limited competence and experience of several BUMDes managers, there are business units that are less productive. Limited competence from HR does not always have fatal consequences for an institution as long as the HR continues to strive to carry out personal development by participating in various training that is relevant to the field of work. However, the reality is that the motivation of BUMDes managers to participating in training programs is also relatively low. relatively low support from the village government and relatively low welfare guarantees for BUMDes administrators. The existence of unprofessional governance and relatively low business productivity has an impact on the acquisition of relatively small turnover and ultimately the income received by the village government from BUMDes is also relatively small. This condition is certainly a concern because it can hinder the realization of village community welfare. lack of knowledge of managers in business management, minimal innovation in exploring local potential, and lack of understanding of the latest policies in BUMDes management (Aziza et al., 2024); (Kartiwa & Djuwendah, 2016). This has the potential to cause negative impacts, such as increasing unemployment and poverty in the village.

PKM is carried out because it wants to contribute to the community by providing solutions to various problems or obstacles faced by BUMDes through training and mentoring for BUMDes administrators and the community in managing businesses. This effort is expected to increase or improve the knowledge and skills needed to realize a professional BUMDes and a business that is run more productively and profitably.

II. METHODS

The implementation of this PKM is carried out through three stages which include the Survey, Discussion and training methods.

1. Survey Method

The implementation of PKM began with a direct visit to BumDes Wukirraya located in Wukirsari Village, Imogiri District, Bantul Regency on Tuesday, May 20, 2025 from 08.00 WIB to 16.00 WIB. This process was carried out with the aim of conducting observations in order to get a direct picture and get to know the BUMDes operations better. In addition, through this method, the PKM team can also get to know the characteristics of the BUMDes management better. Observations were carried out by visiting 5 (five) business units run by BUMDes which include: tourist attractions, catering, restaurants, pertashops and gas stations.

2. Discussion Method

The discussion method is carried out with the intention of exploring information on how BUMDes is managed, especially HR management and business management and identifying any problems or obstacles faced by BUMDes to realize professional and productive governance. This stage is facilitated through the Focus Group Discussion (FGD) method with parties who truly understand and comprehend the ins and outs of BUMDes Wukirraya, these parties consist of BumDes administrators, representatives of the village government, and the community represented by the youth organization. The FGD method is a very appropriate medium for sharing information, experiences and discussion forums so that the PKM team can identify and provide solutions related to the needs and problems or obstacles faced in relation to human resource management in BUMDes.

3. Training

The training method is a solution offered to BUMDes for the problems faced related to BUMDes governance, especially to improve the competence of BUMDes management so that BUMDes becomes a professional and productive Business Entity so that the goal of BUMDes to improve the welfare of village communities can be achieved with proud results.

III. RESULT AND DISCUSSION

PKM related to professional and productive BUMDes Governance to realize the welfare of village communities in Wukirsari Village, Imogiri District, Bantul Regency was held briefly because it only took 1 day, precisely on Tuesday, May 20, 2025 starting at 08.00 to 16.00 WIB. Several parties who attended this activity were BUMDes administrators, representatives of the village government and the community represented by the Karang Taruna youth. PKM was held at the Pendopo Aula Kelurahan Village of Wukirsari. The PKM team was welcomed very warmly and enthusiastically by the BUMDes director and other bumdes managers.



Picture 1: Greetings from the Director of BUMDes



Picture 2: FGD Activities

Community Service Activities with the theme of Improving BUMDes Governance towards a professional and productive BUMDes and its main focus is related to the human resource aspect. Based on the stages of interviews that have been conducted with the management, several problems originating from human resources can be identified which are obstacles for BUMDes to become professional and productive, these problems include:

1. Competence of Human Resources in BUMDes

BUMDes Wukirraya is managed by 3 administrators consisting of a director, secretary and treasurer. And in its operations, this BUMDes is assisted by 4 employees, so the total is 7 employees. Based on information obtained from the BUMDes administrators, it is known that not all human resources in BUMDes have the competence and experience according to their field of work. For example, for the ideal treasurer position, human resources have a basic knowledge of accounting, but the BUMDes Wukirraya Treasurer's basic knowledge is biology. The mismatch between the field of knowledge and the competency possessed can certainly have an impact on work performance that is not optimal. Human resources who do not have business competencies also do not know how to make a business plan, how to capture business opportunities, how to innovate, how the business being run continues to grow and be productive. Furthermore, from the aspect of the business activities carried out, that BUMDes Wukirraya has 5 business units such as: tourism, pertashop, catering, restaurant, and gas station.



Picture 3: Imogiri reservoir business unit



Picture 4: Imogiri reservoir tourist location



Picture 5: Mini market business unit



Picture 6: BUMDes coffee shop business unit

Based on information provided by the management, all of these business sectors are still operating and of course generating turnover. However, from all types of businesses, the turnover received has not been as expected and the productivity is relatively low. For example, for the reservoir tourist attraction. Based on the results of observations in the field, it is known that the appeal of the reservoir as a tourist attraction itself is relatively low because when tourists visit, they are only presented with views of reservoirs or artificial water pools without any other spots that can be enjoyed. The reservoir can provide high turnover when there are certain events, but for everyday life the turnover obtained is relatively low. The low appeal/allure of the reservoir can be an indicator that the tourist attraction has not been properly managed, the manager has not been able to conceptualize how to make this reservoir attractive to visit and there could also be low support from the village government. In fact, the tourism sector can currently be a great opportunity for a source of income considering that people's interest in traveling lately has been relatively high.

2. Low motivation for self-development

An organization that has incompetent human resources in their field is actually not the end of everything, as long as the human resources have the will to continue to develop themselves such as attending training to explore/add relevant knowledge according to their field of work. However, incompetent human resources will be a big problem for the organization if they do not have the motivation for self-development. There will be many difficulties experienced in carrying out their work due to a lack of understanding of the work and the work results shown will also be less than optimal. From the existing problems, there are several solutions that will be contributed, including:

- a. To improve the competence of administrators, this can be done by involving administrators in various training that is relevant to their field of work. Rewards and punishments also need to be implemented for administrators who are willing and unwilling to be included in the training program. This is a form of motivation given by the organization to its employees and this training is very important because as a long-term investment in the HR aspect, training is also an effort to increase organizational capacity. By increasing the competence of administrators, it can have a positive impact on the development of BUMDes and support BUMDes to become a professional and productive Business Entity. The types of training that can be recommended include, training in preparing BUMDes financial reports, digital marketing training, BUMDes governance and management training, BUMDes Business Unit Development Training.
- b. To overcome the problem related to low employee self-development motivation, the solution that can be proposed is direct support from the organization. The form of support can be in the form of providing feedback on improving employee work skills. The low interest of employees to carry out self-development is usually because it is not balanced with the provision of feedback on improving employee work skills. Most employees think that if they become more competent, the workload will increase and if it is not balanced with increasing employee welfare, employees will be lazy to carry out self-development. The majority of workers hope that the workload they bear is at least equivalent to the income they receive. So to motivate employee enthusiasm in self-development efforts, the form of motivation that

can be given is, increasing employee wages/salaries, providing incentives and other forms that can be felt directly by employees that are pleasant in nature.

3. The relatively low level of welfare of BUMDes managers

Every worker hopes that their work life will provide happiness or welfare. Employees whose welfare is guaranteed will have good work morale and work ethic. The majority of workers work to earn income that can meet their living needs. Based on information provided by BUMDes managers, it is known that the wages received by managers in one month are still below the Bantul Regency UMK. Therefore, in carrying out their work, there is no target setting for achieving work results. And one of the reasons why BUMDes is less productive is because there is no such target.

The solution that can be proposed to this problem is to improve employee welfare by providing standard UMK wages/salaries. This possibility is difficult but it needs to be understood that if employee welfare is guaranteed, employee morale will also be high and this can also have an impact on high productivity. To realize professional and productive BUMDes and achieve the main goal of improving the welfare of village communities, support from the village government and the community is a must. In essence, BUMDes, the village government and the community must be able to synergize well.

IV. CONCLUSION

Wukirraya BUMDes located in Wukirsari Village, Imogiri District, Bantul Regency faces problems related to the mismatch of management competencies with their fields of work, thus hindering the realization of a professional and productive BUMDes. The PKM Team tried to provide a solution to the problem, the solution was given based on the results of a survey and FGD with BUMDes managers, the village government and community representatives. The solution proposed to improve the competence of management is through training programs that are relevant to the field of work and improve the welfare of BUMDes managers. It is hoped that by improving the competence and welfare of BUMDes managers, it will raise the enthusiasm of the management in managing BUMDes and the businesses they run so that the goal of BUMDes to improve the welfare of the village community can become something real.

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