

Management Strategy for the Luhur Sepakat Village-Owned Enterprise (BUMDes) Business Unit to Improve Community Welfare

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Artikel info

Abstract. Penelitian pengabdian kepada masyarakat ini bertujuan untuk menganalisis dan mengimplementasikan strategi penguatan manajemen Badan Usaha Milik Desa (BUMDes) Luhur Sepakat dalam meningkatkan kesejahteraan masyarakat. Kegiatan ini menggunakan pendekatan kualitatif berbasis partisipatif dengan orientasi tindakan (action-oriented approach), yang menekankan pada proses pendampingan kolaboratif antara tim pengabdian dan pengelola BUMDes. Data dikumpulkan melalui wawancara mendalam, observasi partisipatif, dan studi dokumentasi, kemudian dianalisis menggunakan model interaktif yang bersifat siklik dan reflektif. Hasil kegiatan menunjukkan adanya transformasi signifikan dalam kapasitas manajerial, khususnya dalam aspek perencanaan usaha, administrasi keuangan, dan pengambilan keputusan strategis. Selain itu, terjadi perubahan dalam orientasi pengelolaan unit usaha dari yang bersifat reaktif menjadi lebih terencana dan berbasis potensi lokal. Dampak awal juga terlihat pada peningkatan kinerja usaha dan partisipasi masyarakat, meskipun masih dalam tahap pengembangan. Temuan ini menegaskan bahwa pendekatan partisipatif dan kontekstual efektif dalam mendorong perubahan kelembagaan dan penguatan peran BUMDes sebagai instrumen ekonomi desa. Dengan demikian, penguatan manajemen BUMDes melalui pendampingan berkelanjutan menjadi strategi penting dalam mewujudkan kesejahteraan masyarakat secara inklusif dan berkelanjutan.

Abstract. This community service study aims to analyse and implement management strengthening strategies for the Luhur Sepakat Village-Owned Enterprise (BUMDes) in enhancing community welfare. The study employs a participatory qualitative approach with an action-oriented framework, emphasising a collaborative mentoring process between the service team and BUMDes managers. Data were collected through in-depth interviews, participatory observation, and documentary analysis, and subsequently analysed using an interactive, cyclical, and reflective model. The findings reveal

significant transformation in managerial capacity, particularly in business planning, financial administration, and strategic decision-making. Furthermore, a shift was identified in the orientation of business unit management, evolving from reactive practices towards more structured and locally grounded strategies. Initial impacts were also observed in the form of improved business performance and increased community participation, although these remain in the early stages of development. The study highlights that participatory and context-sensitive approaches are effective in fostering institutional transformation and strengthening the role of BUMDes as a key instrument for local economic development. Therefore, continuous mentoring and adaptive management strategies are essential to ensure sustainable and inclusive improvements in community welfare.

Keywords:

Village-Owned Enterprises; management strategy; community service; participatory approach; community welfare

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INTRODUCTION

Note Village development in Indonesia has undergone a fairly fundamental paradigm shift since the enactment of Law No. 6 of 2014 on Villages. This legislation does not merely treat villages as objects of development, but as subjects possessing the autonomy to determine policy directions based on local potential (Odagiri et al., 2020). Analytically, this change reflects a transition from a centralised development model towards a decentralised-participatory one, in which the village community becomes the primary actor in the process of planning, implementation, and evaluation of development. Consequently, the success of village development is no longer measured solely by physical outputs, but also by the extent to which the community's socio-economic capacity has improved (Hmad & Dukhan, 2021).

Within this framework, the existence of Village-Owned Enterprises (BUMDes) can be understood as an institutional instrument that serves to bridge the gap between market-driven economic logic and social development objectives. BUMDes not only function as business entities, but also as agents of empowerment that embody the values of collectivity and sustainability (Wanga, Hayombe, Agong, & Mossberg, 2014). Conceptually, BUMDes represent a *hybrid institutional* model, namely an institution that combines a profit orientation with a social mission. This means that the management of BUMDes requires a balance between economic efficiency and social inclusivity (Huda et al., 2024).

However, in practice, the implementation of BUMDes still faces various structural and cultural challenges. Structurally, limited human resource capacity, weak financial management, and low adoption of digital technology are the main obstacles. Meanwhile, culturally, low community participation and the lack of *a sense of ownership* towards BUMDes also hinder performance optimisation. Upon closer analysis, the of these issues reveals a gap between policy design and the reality of implementation (Nurdiansyah et al., 2022).

To clarify these dynamics, the following table presents an analysis of the main challenges in the management of BUMDes:

Table 1. Bumdes Management System

Key Issues	Key Indicators	Impact on BUMDes Performance	Strategic Implications
Human Resources	Low managerial competence, minimal training	Suboptimal business management	Capacity building and continuous training
Finance	Non-transparent administration, weak record-keeping	Risk of leakage and low accountability	Implementation of a digital financial system
Technology	Limited use of digitalisation	Limited market access and operational efficiency	Digital transformation based on local needs
Community participation	Low engagement	Lack of social legitimacy	Strengthening participation and economic literacy in villages
Business Networks	Limited partnerships	Stagnant business scale	Development of multi-stakeholder collaboration

In an empirical context, the BUMDes Luhur Sepakat in Sido Luhur Village, North Bengkulu, presents an interesting phenomenon for analysis. This BUMDes has developed various business units such as savings and loans, BRILink, rental services, fisheries, and cooking oil distribution (Imsiyah, Hendrawijaya, & Salsabila, 2024). This business diversification theoretically reflects a *portfolio diversification* strategy aimed at minimising risk and maximising revenue streams. Furthermore, the integration of financial services with the real sector demonstrates efforts to build a more resilient village economic ecosystem (Putra et al., 2025).

Nevertheless, from the perspective of organisational performance, there remains a gap between the organisation's potential and the results achieved. This can be analysed by comparing the ideal conditions with the actual conditions as follows:

Table 2. Organization Performance

Dimension	Ideal Conditions	Actual Conditions	Identified Gap
Business Management	Professional and data-driven	Still conventional	Lack of management information systems
Business Development	Market research-based	Based on short-term opportunities	Minimal business feasibility analysis
Social impact	Equitable improvement in welfare	Still limited to certain groups	Benefit distribution is not yet inclusive
Innovation	Adaptive to digital technology	Low technology adoption	Limited digital literacy

The analysis shows that the success of BUMDes is determined not only by the existence of business units, but also by the quality of governance and the development strategies implemented. In other words, the sustainability of BUMDes depends heavily on its ability to manage resources in an adaptive, innovative and participatory manner (Lausa, Rahman, Puspitasari, & Abdurochman, 2024).

Based on the above, this study is urgently needed to examine in greater depth the management strategies of the Luhur Sepakat Village-Owned Enterprise (BUMDes). The focus of the analysis is not only on describing current practices but also on evaluating performance, identifying obstacles, and formulating more effective and sustainable management strategies. With this approach, it is hoped that the research can make both conceptual and practical contributions to the development of a BUMDes management model that is more responsive to the socio-economic dynamics of villages in the modern era.

Data and Methodology

This The community service implementation method in this study was designed using a participatory qualitative approach oriented towards action (action-oriented approach) (Anugrawati & Pradana, 2021). This approach is not merely intended to gain an in-depth understanding of the empirical conditions of BUMDes management, but also to initiate, implement, and reflect upon management strengthening strategies through a contextualised mentoring process. Accordingly, this community service activity moves beyond the mere description of phenomena towards the transformation of management practices that are adaptive to the dynamic socio-economic conditions of the village. Methodologically, the participatory qualitative approach enables the service team to capture complex and contextual realities, particularly in relation to interactions among actors, decision-making patterns, and institutional dynamics within BUMDes management (Ramadani, Heryanto, Komar, & Hasanah, 2020). The descriptive design in this activity is further developed in an

analytical-reflective direction, such that findings are not interpreted as static conditions, but rather as part of an ongoing process of change occurring throughout the intervention. In this context, community service is positioned as a collaborative space between the service team and partners, where knowledge is not only extracted but also co-constructed through practice and reflection (Wulayalin & Suprihatiningrum, 2024).

The implementation process began with an initial identification and diagnostic stage aimed at mapping the existing condition of the BUMDes, including its potentials, constraints, and managerial capacity development needs. This process was conducted through intensive engagement with BUMDes managers to obtain a comprehensive understanding of the field context (Prarikeslan, Nora, Mariya, Lovani, & Pratama, 2023). The diagnostic results subsequently formed the basis for programme planning that was contextual and grounded in the actual needs of the partners. This planning process encompassed the formulation of governance strengthening strategies, business unit development, and the optimisation of available resources. The subsequent stage involved programme implementation through direct mentoring, emphasising practical management improvements, administrative strengthening, and the enhancement of strategic decision-making capacity. The entire process was carried out in a dynamic and adaptive manner, with continuous evaluation through monitoring mechanisms to ensure the effectiveness of the interventions (Prabowo, Prasetyo, & Ockta, 2024).

Data collection in this community service activity was conducted simultaneously with the mentoring process through in-depth interviews, participatory observation, and documentary analysis. In-depth interviews were employed to explore the subjective perspectives of BUMDes managers regarding their experiences, strategies, and challenges. Participatory observation enabled the service team to directly understand operational practices, patterns of workplace interaction, and organisational behavioural changes occurring during the mentoring process (Nguyen, Nguyen, Cao, Vo, & Kieu, 2024). Meanwhile, documentary analysis served to examine administrative aspects and supporting data, such as financial reports and planning documents, thereby strengthening the validity of the findings. These three techniques complemented one another in generating comprehensive data while also functioning as reflective instruments throughout the service process.

The subjects of this activity were the managers of BUMDes Luhur Sepakat, located in Sido Luhur Village, North Bengkulu Regency, consisting of the Director, Secretary, Treasurer, and business unit managers. They were selected purposively based on their direct involvement in organisational management. This selection was grounded in the consideration that these actors possess strategic knowledge and relevant practical experience, enabling them to provide in-depth information while also acting as agents of change in the implementation of the programme (Rifdan, Indra, Arhas, & Suprianto, 2023). This approach positions partners not merely as objects, but as active subjects in the

process of institutional transformation. Data analysis was conducted using an interactive model comprising data reduction, data display, and conclusion drawing, which took place in a cyclical and iterative manner. In the context of community service, this analysis was not only aimed at interpreting data but also at guiding decision-making processes within the ongoing mentoring activities (Sousa, Neves, & Damásio, 2022). Data that had been reduced and presented were then reflected upon collaboratively with the partners to generate shared understanding and to formulate more appropriate follow-up strategies. Thus, analysis became an integral part of the intervention process rather than merely a final stage of the activity (Shilfani, Taula'bi', Sudarsi, Girik Allo, & Kristanto, 2022).

Data validity was ensured through source and methodological triangulation, conducted by comparing information from various informants and testing the consistency of data obtained through different collection techniques. In addition, member checking and participatory discussions were carried out to ensure that the interpretations accurately represented the realities experienced by the partners. Through this methodological design, the community service activity is expected not only to produce in-depth understanding but also to foster tangible changes in BUMDes management practices, thereby contributing to the sustainable improvement of community welfare (Wittich W, 2024).

Results and Discussion

Explaining The implementation of the community service programme at BUMDes Luhur Sepakat demonstrates that a participatory, action-oriented intervention can generate multidimensional changes encompassing managerial, organisational, and socio-economic aspects. The findings should not be interpreted merely as outputs of a short-term intervention; rather, they reflect an evolving process of institutional transformation shaped by continuous interaction, reflection, and adaptation. In this regard, the results highlight that strengthening BUMDes management is fundamentally contingent upon the capacity of local actors to internalise and operationalise strategic practices within their specific socio-economic context (Nuthanapati, Cherukuri, & Dukkupati, 2022). At the diagnostic stage, the empirical findings revealed several structural and managerial constraints that limited the effectiveness of BUMDes operations (Hmad & Dukhan, 2021). These included the absence of systematic business planning, weak administrative and financial management systems, limited capacity to identify and respond to market opportunities, and a tendency towards reactive rather than strategic decision-making. Such conditions indicate a misalignment between the village's economic potential and the institutional capacity of the BUMDes. From an analytical perspective, this gap reflects a broader issue of capacity deficit at the organisational level, where institutional structures exist formally but are not yet functionally optimized (van Assen, 2021).

Following the implementation of the mentoring programme, significant improvements were observed in managerial practices. BUMDes managers demonstrated an increased ability to formulate structured business plans, develop more organised financial records, and engage in more coordinated internal management processes (Odagiri et al., 2020). Importantly, these changes were not solely technical in nature; they also signified a shift in managerial cognition, particularly in terms of strategic awareness and collective decision-making. This transformation emerged through iterative cycles of

practice and reflection, suggesting that participatory mentoring serves not only as a mechanism for knowledge transfer but also as a catalyst for organisational learning (Lausa et al., 2024).

To illustrate the extent of these changes, a comparative overview of managerial capacity before and after the intervention is presented below:

Table 3. Transformation of Managerial Capacity in BUMDes Luhur Sepakat

Management Aspect	Pre-Intervention Condition	Post-Intervention Condition	Strategic Implication
Business planning	Informal and intuition-based	Structured and needs-based	Clearer strategic direction
Administrative and financial management	Poorly documented and inconsistent	documented, and accountable	Increased transparency and accountability
Decision-making	Reactive and situational	Planned and collective	Improved decision effectiveness
Internal coordination	Fragmented and limited	More integrated and systematic	Enhanced organisational synergy

Beyond managerial improvements, the intervention also contributed to the reconfiguration of business unit strategies. Prior to the programme, business activities were largely undertaken without adequate feasibility analysis, resulting in suboptimal performance and limited contribution to village income. Through the mentoring process, managers began to engage in systematic identification of local potential, basic market segmentation, and the formulation of more contextually grounded business strategies. This shift reflects a transition from operational improvisation towards strategic orientation, which is essential for the sustainability of village-owned enterprises (Purnamasari & Afriansyah, 2021).

Furthermore, early indications of improved business performance were identified, although these remain at an initial stage. Observable changes included more consistent financial recording, increased transaction activities in certain business units, and growing community involvement in BUMDes operations. While these outcomes cannot yet be generalised as long-term economic gains, they provide important evidence of positive organisational momentum generated through the intervention (Chin, Tham, & Noorashid, 2024). From a developmental perspective, such incremental progress is critical, as it establishes the foundational conditions for future scaling and sustainability.

The broader impacts of the programme can be synthesised across institutional, managerial, economic, and social dimensions, as presented in the following table:

Table 4. Multidimensional Impact of the Community Service Programme

Dimension	Indicator of Change	Observed Outcome	Analytical Interpretation
Institutional	Organisational structure and role clarity	More clearly defined and functional roles	Strengthened governance framework
Managerial	Planning and administrative capacity	Significant improvement	Professionalisation of management practices
Economic	Business unit performance	Early signs of growth	Potential for increased revenue generation
Social	Community participation	Increasing involvement	Enhanced social legitimacy and trust

From a theoretical standpoint, these findings reinforce the relevance of participatory and action-oriented approaches in the context of community empowerment and local economic development (Griffin, 2000). The intervention demonstrates that organisational change within BUMDes is not merely a function of external support, but is fundamentally shaped by processes of co-learning, reflexivity, and contextual adaptation. In other words, sustainable transformation is achieved not only through the introduction of new managerial tools, but through the reconfiguration of how actors perceive, interpret, and enact their organisational roles.

Nevertheless, several challenges remain evident. Limitations in human resource capacity, inconsistencies in the application of newly introduced systems, and external market uncertainties continue to constrain the pace of transformation. These challenges suggest that the strengthening of BUMDes should be conceptualised as a long-term developmental process rather than a one-off intervention (Wanga et al., 2014). Continuous mentoring, institutional support from village authorities, and integration with broader local economic policies are therefore essential to sustain and scale the outcomes achieved. In conclusion, the results of this community service programme indicate that management strategies grounded in participatory engagement, contextual relevance, and iterative learning can effectively enhance the capacity and performance of BUMDes. More importantly, such strategies contribute to reinforcing the role of BUMDes as a strategic instrument for promoting inclusive and sustainable community welfare.

Conclusion

Written Based This community service programme demonstrates that a participatory, action-oriented approach to strengthening the management of BUMDes Luhur Sepakat can generate meaningful and multidimensional transformation. The findings indicate that improvements in managerial capacity—particularly in business planning, administrative organisation, and collective decision-making—serve as a critical foundation for enhancing organisational performance. More importantly, these improvements are not merely technical adjustments, but reflect deeper shifts in managerial awareness, strategic orientation, and institutional behaviour among BUMDes actors. The study further confirms that effective management strategies in village-owned enterprises must be

grounded in contextual understanding, collaborative engagement, and iterative learning processes. The mentoring-based intervention enabled the co-construction of knowledge between the service team and local actors, thereby fostering a sense of ownership and increasing the likelihood of sustained implementation. This reinforces the notion that community empowerment initiatives are most effective when local stakeholders are positioned as active agents rather than passive recipients.

In addition, the initial improvements in business unit performance and community participation highlight the potential of BUMDes as a driver of local economic development. Although the economic impacts observed remain at an early stage, they signal a positive trajectory towards increased productivity, organisational sustainability, and broader social legitimacy. These outcomes suggest that strengthening institutional capacity is intrinsically linked to enhancing the welfare of the community. However, the persistence of challenges—such as limited human resource capacity, the need for consistency in implementing management systems, and external market dynamics—underscores that BUMDes development is a long-term process requiring continuous support. Therefore, sustained mentoring, policy alignment, and multi-stakeholder collaboration are essential to ensure that the progress achieved can be maintained and further developed.

In conclusion, this programme contributes both practically and theoretically by demonstrating that participatory and reflective management strategies can effectively strengthen BUMDes as an inclusive economic institution. Future initiatives should focus on scaling these approaches, integrating digital and market-based innovations, and reinforcing institutional ecosystems to maximise the long-term impact on community welfare.

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