

Strategy For Developing Badan Usaha Milik Desa (BUMDes) Garantung Makmur As A Driving Machine For The Rural Economy In Pulang Pisau District, Central Kalimantan Province

Muhammad Irvan Yazid Azhar
Pasaribu ^{1*}

Luci Afiani Oktavia²

Yuli Fatmawati³

^{1,2,3} State Administration Science,
Muhammadiyah University of
Palangkaraya, Palangka Raya,
Central Borneo, Indonesia

email: Irvanyazid10@gmail.com

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Abstract

This research aims to determine the internal factors (strengths and weaknesses) and external factors (opportunities and threats) in the development of BUMDes Garantung Makmur. These factors will be used to formulate an appropriate BUMDes development strategy for managing business units in an effort to increase the income of the surrounding community. The formulation of the development strategy for BUMDes Garantung Makmur will use SWOT analysis. The subjects in this research were BUMDes administrators, local government, village organizations, academics and the community in Garantung Village, Pulang Pisau Regency. The research results show that the strengths and opportunities for developing BUMDes Garantung Makmur are more dominant than the weaknesses and threats, so that the strategy that can be applied in developing BUMDes is to make the best use of strengths and opportunities. The research results show that BUMDes Garantung Makmur needs to maximize the development of the hybrid corn agribusiness business unit because it has great opportunities in the agricultural sector and this business unit is quite prospective and can be absorbed by the village.



INTRODUCTION

One of the government's current missions is to develop rural areas which can be achieved through community empowerment with the aim of increasing the productivity and diversity of existing businesses, providing facilities and facilities to support the improvement of the village economy, building and strengthening institutions that support the production and marketing chain, as well as optimizing human resources as the basis for village economic growth.

Village-Owned Enterprises (BUMDes) are an instrument of local economic empowerment with various types of businesses according to the potential of the village. The existence of BUMDes also has a significant impact on increasing the village's source of original income (PAD), which allows villages to be able to carry out development and also to increase welfare more optimally. Through this BUMDes, village income can be more measurable and productive, in order to support additional sources of income in the form of PAD for the Village Revenue and Expenditure Budget (APBDes).

The village government establishes a Village-Owned Enterprise (paragraph 1). The formation of a Village-Owned Enterprise is stipulated in the village regulations guided by statutory regulations (paragraph 2). The form of a Village-Owned Enterprise must be a legal entity (paragraph 3). Management in BUMDes is fully carried out by the village community, namely from the village, by the village, and for the village. The performance of BUMDes itself is to

accommodate community economic activities in an institution or business entity that is managed professionally in accordance with the existing village potential. With the existence of BUMDes, various kinds of village potential can be created which are characteristic of the village, making existing village community businesses more developed and productive.

Regarding the obligation for each village to develop the potential of the village through Village-Owned Enterprises (BUMDes). Garantung Village established a Village-Owned Enterprise as a forum for developing the potential of its village, the BUMDes institution was named BUMDes Garantung Makmur. The establishment of this BUMDes cannot be separated from the vision and mission, namely to create a village government system that is rooted in the community and increases development in all fields towards a prosperous, just and prosperous village community. So BUMDes Garantung Makmur must develop a strategy to develop its institution so that it can develop and progress quickly.

Pulang Pisau Regency is one of the districts in the province of Central Kalimantan, whose capital is Palangkaraya. This district has an area of 8,997 km² and its motto is "Handep Hapakat" which means unity and integrity of all components of society. Pulang Pisau Regency consists of 4 sub-districts, 8 sub-districts, 94 definitive villages, 1 preparatory village, namely Garantung Village in Maluku sub-district in developing the agribusiness sector.

BUMDes in Pulang Pisau Regency is called "BUMDes Garantung Makmur" which was established in 2016 according to an agreement between the village government and the community, with village regulation no. 01 of 2016. The establishment of this BUMDes cannot be separated from the vision and mission, namely to create a village government system that is rooted in the community and increases development in all fields towards a prosperous, just and prosperous village community.

BUMDes Garantung Makmur has a vision of creating a prosperous village and its mission is to increase Village Budget Revenue (PADes), increase community income, reduce unemployment and improve the welfare of village communities. BUMDes Garantung Makmur has a business or program of superior products which operates in the field of hybrid corn agribusiness, rental of machine tools (agricultural machinery), compost house, village shop, village market, and KUBK (rubber joint venture cooperative).

The aim of this research is what factors are the strengths, weaknesses, opportunities and threats in developing BUMDes Garantung Makmur and what is the right strategy in developing BUMDes Garantung Makmur which should be prioritized in Pulang Pisau Regency, Central Kalimantan Province.

METHOD

A. Research Object

In this research, the Garantung Makmur Village-Owned Enterprise (BUMDes) is located in Garantung Village, Pulang Pisau Regency, Central Kalimantan Province.

B. Research Subjects

In the research were BUMDes administrators, village government, community leaders, academics, village organizations and stakeholders in Garantung Village, Pulang Pisau Regency, Central Kalimantan Province.

C. Data Type

The type of data used in this research is qualitative data. Research with qualitative data is a type of research that obtains findings that cannot be achieved (obtained) using statistical procedures or other means of quantification (Strauss & Corbin, 1997).

D. Sampling technique

The sampling technique is the process of determining a sample from the population in the research (Bungin, 2006). So this is a way to determine a sample whose number corresponds to the sample size that will be used as the actual data source, taking into account the characteristics and distribution of the population in order to obtain a representative sample.

E. Data Collection Techniques

The data collection techniques used in this research were observation, interviews, questionnaires and documentation.

F. Operational Definition

The conceptual definition in (Abdul Wahid, 2015) is an attempt to explain the limitations of understanding between one concept and another so that misunderstandings do not occur. Based on the previous explanation, there are several conceptual definition explanations that can be given, namely Village-Owned Enterprises (BUMDes), the existence of BUMDes as an Economic Strengtheners, Strategy, Village Community Participation and Village Development.

G. Data Analysis Model

SWOT analysis is the systematic identification of various factors to formulate a strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. The results of this analysis can provide recommendations for increasing strengths and maintaining opportunities, while at the same time reducing weaknesses and avoiding potential threats. SWOT analysis also acts as a useful instrument in strategic analysis activities. With this analysis, BUMDes can minimize weaknesses and reduce the impact of threats that must be faced.

RESULT AND DISCUSSION

The factors in table I need to be given a rating for further analysis. To find out the rating of these factors, researchers first used a questionnaire given to BUMDes administrators, local government and the Garantung Village Community.

Tabel I. SWOT analysis

Internal factors
Strength
1. Strategic BUMDes location;
2. Diverse business units;
3. Adequate supporting facilities and infrastructure;
4. Large natural resource potential in the agricultural sector
5. There is a good relationship between the community and the village government;
6. The progress of the hybrid corn agribusiness is quite prospective and can be absorbed by the village
7. Provide quality assurance for the products offered;

8. Machinery service rental business that can help farmer groups manage land efficiently and better;
9. Products from village shops that can compete;
10. Can create work agreements with other parties;
11. Opportunity to develop other business units;
12. Can encourage improvements in community welfare;
13. BUMDes activities can trigger an increase in PADes.

Weakness

1. Management of the compost house business unit is not yet optimal;
2. Limitations of daily management in mastering science and technology;
3. Lack of training such as technical guidance for BUMDes and farmer groups;
4. KUBK business units have not been optimized;
5. The daily capacity of BUMDes administrators is still low.

External Factors

Opportunity

1. Guaranteed regional security conditions for business managers;
2. Product quality has not been fully recognized by consumers;
3. The need and demand for agricultural commodities, especially hybrid corn, is high;
4. Support from central, provincial and regional governments in the areas of capital, product promotion and marketing;
5. Innovation is possible with the welfare of society
6. Economic growth in the Regency is increasingly improving.

Threat

1. Increasing levels of business competition;
2. Consumers tend to give other products in places other than BUMDes;
3. The proliferation of retail stores in the area.

Highest score (xt)	: 4
Lowest score (xr)	: 1
Range Formula	: $R = xt - xr$
	$R = 4 - 1$
	$R = 3$
Interval class length	: $P = R / xt$
	$P = 3 / 4$
	$= 0.75$

Using a class length of 0.75 and the lowest rating of 1, the following criteria can be created:

Tabel II. Strengths, Weaknesses, Opportunities and Threats Criteria

No	Interval	Information
1	3,26 - 4,00	Very high
2	2,51 - 3,25	Tall
3	1,76 - 2,50	Low
4	1,00 - 1,75	Very low

After knowing the length of the interval class, the data can be processed following the criteria as shown in table II Overall, the average result of the threat factor for the development of BUMDes Garantung Makmur is 2.73, which is in the interval 2.51-3.25, including in the high category. The high threat to the development of BUMDes Garantung Makmur needs to be anticipated so that it does not have a significant impact on the development of BUMDes Garantung Makmur.

Strengths - weaknesses :

$$2.1779 - 0.8842 = 1.2937 (X)$$

Opportunities - threats:

$$1.9677 - 1.0323 = 0.9354 (Y)$$

$$X;Y = 1.29;0.93$$

Calculations of internal factors and external factors are the results of IFAS and EFAS calculations that have been processed previously. From the results of the calculations that have been carried out, the total value of opportunities and strengths is greater than weaknesses and threats. In this way, development strategies can be implemented by making maximum use of existing strengths and trying to reduce existing weaknesses.

Based on the SWOT analysis that has been carried out using the SWOT diagram, the development of BUMDes Garantung Makmur is in quadrant I which supports aggressive strategies and based on the SWOT matrix above the alternative strategy that can be carried out in developing BUMDes Garantung Makmur is the SO (Streangths and Opportunities) strategy. SO strategy is a strategy that takes advantage of all the strengths and opportunities that exist in development. From the results of the internal and external environmental analysis above, the development policy for BUMDes Garantung Makmur is:

1. Maximize the development of agribusiness units because they have opportunities in the agricultural sector. The hybrid corn business unit is the main business unit managed by BUMDes Garantung Makmur. The strength in Garantung Village is also in the agricultural sector. The progress of this business unit is quite perspective because hybrid corn cultivation can grow well. BUMDes Garantung Makmur has developed farmer groups with 250 hectares of land and this business unit can be absorbed by the market where BUMDes Garantung Makmur facilitates sales by sending 300 tons of hybrid corn in one harvest season to the animal feed factory, namely PT Comfed in South Kalimantan.
2. Develop agricultural sector business units with better science and technology. Science and technology have become very important needs that influence the lives of the wider community. It becomes more efficient and effective if you utilize science and technology in developing BUMDes in managing their business units. The PAHARI BUMDes application is an instrument in the form of an initial form given by researchers to BUMDes Garantung Makmur in increasing knowledge of science and technology which leads to the use of technology.
3. Collaboration between government and village communities in managing rental of machinery services. To make BUMDes an economic engine, support from the government is very influential both in terms of capital, training and other support. Good management of agricultural machinery will benefit farmers. Farmers really need agricultural machinery to speed up land processing, clearing land, providing water, increasing the planting index, reducing yield losses and so on in the context of farming efficiency. The existence of a machine tool can save the costs of processing land for members of farmer groups and waste less time and energy. Community involvement and support from the village government increasingly gives strength to BUMDes in advancing the local economy.
4. Utilizing technological advances to innovate in encouraging improvements in community welfare. BUMDes business units must be innovative and solution-based, meaning that they carry a spirit of innovation and provide or answer existing problems with a solution. By creating innovative strategies and solutions, BUMDes is present as part of business renewal in the village and answers community problems in order to create community prosperity.
5. Prioritize village funds in developing existing business units so that they can develop other business units that have opportunities such as argotourism to increase Village Regional Revenue. Budget planning will be implemented next year by promoting argotourism in the fields of agriculture, animal husbandry, fisheries and plantations which

will be created as tourist reservoirs. The agrotourism planning for this embung will be combined with fishing and infrastructure development. The existence of BUMDes has a significant impact on increasing the village's original source of income which allows the village to be able to carry out development and also to increase welfare more optimally.

CONCLUSION

Based on the SWOT analysis that has been carried out, the strategy that can be applied in developing the Garantung Makmur Village-Owned Enterprise which must be prioritized is the strategy of making the best use of the strengths and opportunities it has. When existing strengths and opportunities can be utilized properly, weaknesses and threats can be anticipated. One form of strategy that can be applied in developing BUMDes Garantung Makmur is maximizing the development of agribusiness units because they have opportunities in the agricultural sector and creating cooperation between the government and village communities in managing the rental of machinery services. Business units will be innovative and provide solutions by utilizing technological advances to innovate in encouraging improvements in community welfare, while prioritizing village funds in developing existing business units so that they can develop other business units that have opportunities such as argotourism to increase PAD.

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