

STRATEGIC MANAGEMENT AND COMMUNITY-BASED DEVELOPMENT IN OPTIMIZING BUMDES NUSATAPI, MORELLA VILLAGE, CENTRAL MALUKU

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STRATEGIC MANAGEMENT AND COMMUNITY-BASED DEVELOPMENT IN OPTIMIZING BUMDES NUSATAPI, MORELLA VILLAGE, CENTRAL MALUKU

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Abstract

This study aims to analyze the management of the Village-Owned Enterprise (BUMDes) Nusatapi in Morella Village, Leihitu District, Central Maluku Regency, as well as the supporting and inhibiting factors in its implementation. BUMDes was established to increase Village Original Revenue (PAD) and improve community welfare by optimizing the village's abundant natural resources, especially in the agriculture, fisheries, and tourism sectors. However, the management of BUMDes Nusatapi has not yet been fully optimized. This is due to limited capital, lack of training for management personnel, and inadequate infrastructure. These issues are critical because the village's significant economic potential has not been fully utilized to promote local economic growth. This study uses a descriptive qualitative approach, collecting data through interviews, observations, and documentation. The findings indicate that the main challenges in managing BUMDes are limited business capital and the low quality of human resources. On the other hand, abundant natural resources and community support are key supporting factors. This study recommends increasing budget allocation and developing human resource capacity to optimize BUMDes management. This research is essential as it provides insights into how BUMDes can better contribute to improving community welfare through more effective management of local resources.

Keywords: Management, BUMDes, Nusatapi, Morella Village.

1. Introduction

As a country divided into various provinces, districts, and cities, Indonesia has local governments responsible for developing and managing local resources. In the context of regional governance, villages play a strategic role as the smallest unit that can advance the welfare of local communities through the management of local resources (Musyafak, n.d.). According to Law No. 6 of 2014 on Villages, villages can regulate and manage the community's interests based on ancestral rights and customs recognized within Indonesia's governance system. A tangible manifestation of this authority is the establishment of Village-Owned Enterprises (BUMDes) (Rahmadanik, 2018).

BUMDes is established to serve as a primary instrument for driving sustainable local economies and as a means to enhance Village Original Revenue (PAD) (Palupi, 2020). The main goal of forming BUMDes is to utilize and develop the economic potential of the village, from both natural and human resources, to improve the welfare of the village community (Sofyani et al., 2019). Government Regulation No. 47 of 2015 regarding amendments to Government Regulation No. 43 of 2014 on the Implementation of Law No. 6 of 2014 on Villages states that villages can establish BUMDes through village deliberations and agreed-upon regulations (Agunggunanto et al., 2016).



The BUMDes (Village-Owned Enterprise) Nusatapi in Morella Village, Leihitu District, Central Maluku Regency, was established to optimize local potential to increase village original income (PAD) and improve the community's welfare. Morella Village has abundant natural resources, especially in agriculture and fisheries. However, as revealed in the research findings, not all of this potential has been effectively optimized by BUMDes Nusatapi. To understand the management context, it is essential to consider the economic and demographic conditions of the area based on the latest data from the Central Bureau of Statistics (BPS).

According to data from BPS Central Maluku Regency (2023), Morella Village has a population of 3,482 people, with the productive age group (15-64 years old) comprising 65% of the total population. The population growth rate in this area is relatively stable, at about 1.2% per year. The high proportion of productive-age residents should be a potential asset that can be optimized by BUMDes, especially in the management of business units that require labor.

However, the unemployment rate in Morella Village remains significant, reaching 8.4%, slightly higher than the average unemployment rate in Central Maluku Regency, which is 7.8%. This unemployment is mainly due to the limited availability of formal jobs. This condition presents both a challenge and an opportunity for BUMDes Nusatapi to empower the local population by creating employment in the agriculture, fisheries, and tourism sectors, which have not been effectively managed.

Economically, Morella Village has excellent agriculture, fisheries, and tourism potential. Based on BPS (2023) data, the agriculture sector contributes 35% to Central Maluku Regency's Gross Regional Domestic Product (GRDP), making it the dominant industry in the region. Morella Village also has fertile agricultural land covering approximately 270 hectares, mainly used for growing sago, coconut, and nutmeg. This potential is substantial if managed effectively by BUMDes through agribusiness innovations that can add value to the products.

In the fisheries sector, Morella Village, which is located on the coast, has abundant marine resources. However, BUMDes Nusatapi has not optimally utilized these resources due to capital and infrastructure limitations. According to BPS Central Maluku, fisheries contribute around 15% to the regency's GRDP and could become a leading sector if developed with modern technology and better marketing strategies.

The tourism sector in Morella Village also holds significant potential, especially with the beautiful beaches and unique local culture. However, according to observations, this sector has not been well managed due to infrastructure and accessibility limitations. Data from BPS shows that the tourism sector contributes only 3% to the GRDP of Central Maluku. Still, this figure could be increased if tourism access and facilities in Morella Village are improved.

From the data above, it is clear that Morella Village has excellent economic potential. Still, the challenges faced by BUMDes Nusatapi, such as limited capital, lack of human resource training, and inadequate infrastructure, hinder the optimization of this potential. For example, with the relatively high unemployment rate, BUMDes could play a role as a



solution by opening new business units that could absorb the local workforce.

Secondary data from BPS shows a pressing need to improve the managerial and technical skills of BUMDes managers so they can develop these sectors more effectively. Training and mentoring from the government and external parties are crucial to enhancing BUMDes Nusatapi's effectiveness in achieving its primary goal, which is to increase PAD and community welfare.

BUMDes (Nusatapi) in Negeri Morella, Leihitu District, Central Maluku Regency, was established in response to the opportunities and challenges present in the village environment. Morella Village has abundant natural resource potential in agriculture, fisheries, and tourism. However, this potential has not been fully optimized to enhance the village economy. Initial observations revealed several constraints in managing BUMDes Nusatapi, such as budget limitations, inadequate human resources, and a lack of understanding and managerial skills in managing village enterprises.

Established in 2023 with an initial capital of Rp 100,000,000 sourced from the 2023 Village Budget, this capital is used for various needs such as inventory, raw materials, equipment, and operational costs. Nevertheless, the management of BUMDes Nusatapi has not achieved optimal results, with only one of four business units, the trading unit, operating well. The agriculture, tourism, and fisheries units have yet to develop as expected due to capital constraints and a lack of competent human resources.

The main challenge faced by BUMDes Nusatapi is limited business capital, impacting its ability to expand and develop new ventures. Additionally, the scarcity of human resources in terms of quantity and quality poses a significant barrier to effective management. Minimal training and technical assistance for BUMDes managers lead to insufficient knowledge and skills in managing enterprises, resulting in low performance and increasing Village Original Revenue (PAD) and community welfare.

The urgency of this research lies in improving the effectiveness of BUMDes management as a primary instrument for driving village economic growth. BUMDes plays a crucial role in local economic dynamics, yet its realization in many villages, including Negeri Morella, falls short of expectations. The success of BUMDes management depends on financial and resource aspects and a deep understanding of the village's local characteristics, including socio-cultural factors and market potential for locally produced goods and services.

Previous studies show that the success of BUMDes management significantly depends on key factors such as the availability of natural resource potential, adequate budgets, quality human resources, and the commitment of village governments along with cooperation with external parties. In the case of BUMDes Nusatapi, budget, and human resource limitations are the primary obstacles requiring more attention. Therefore, understanding the factors that support and hinder the management of BUMDes Nusatapi is crucial for developing more effective strategies to enhance its performance.

Furthermore, this research is significant as it can provide tangible contributions to developing BUMDes management policies at the local level. By understanding the factors contributing to the success or failure of BUMDes Nusatapi, the village government, and



BUMDes managers can adopt better practices and strategies in managing village enterprises. This will not only help BUMDes Nusatapi grow and deliver more significant economic benefits to the community but could also serve as a model for other villages in Indonesia facing similar challenges in managing their BUMDes.

Although BUMDes Nusatapi in Morella Village, Leihitu District, Central Maluku Regency, was established to utilize the village's abundant natural resources, its management has not been fully optimized. Several challenges, such as limited capital, lack of training for human resources, and inadequate infrastructure, have hindered the progress of this enterprise. Based on these issues, the research questions formulated are :

1. How does BUMDes Nusatapi utilizing the local natural resources in Morella Village?
2. What are the supporting and inhibiting factors in managing BUMDes Nusatapi?
3. What strategies can be applied to optimize the management of BUMDes Nusatapi to increase PAD and improve community welfare?

Additionally, this research emphasizes the importance of enhancing human resource capacity as a key factor in BUMDes management. In the era of globalization and rapid technological advancement, optimally managing and utilizing local resources becomes increasingly important. Therefore, this study will provide recommendations for improving training and assistance for BUMDes managers, ensuring they possess the necessary skills and knowledge to develop enterprises more effectively. Based on the background above, the objectives of this research are as follows:

1. Identify and analyze the management of BUMDes (Nusatapi) in Negeri Morella, Leihitu District, Central Maluku Regency. This research aims to understand the extent to which BUMDes Nusatapi has been well managed and to identify weaknesses and potentials that can be optimized.
2. Explain the factors that support and hinder the management of BUMDes (Nusatapi). This research will identify internal and external factors influencing BUMDes performance, including budget limitations, quality of human resources, and the level of support from the village government.
3. Provide strategic recommendations for improving the management of BUMDes (Nusatapi). Based on the research findings, this study will formulate recommendations that can be used by BUMDes managers, village governments, and other stakeholders to optimize the management of BUMDes Nusatapi, increase village revenue, and enhance the welfare of the local community.

Thus, this research is expected to significantly enhance understanding and practices in BUMDes management in Indonesia, particularly in the context of more effective and sustainable village economic management. This research is also anticipated to serve as a basis for developing better policies and strategies in future BUMDes management.

This research uses a strategic management approach to manage Village-Owned Enterprises (BUMDes) as a theoretical framework. Strategic management relates to how organizations formulate, implement, and evaluate strategies to achieve set objectives (Imanuella et al., 2024). Effective strategies are necessary in the context of BUMDes to optimize the use of local resources, both natural and human, and to face external challenges



such as capital limitations and government support. Strategic management of BUMDes should encompass planning, organizing, implementation, monitoring, and evaluation of results achieved, which are all fundamental management functions (Rahmawati, 2020).

BUMDes management can also be linked to community-based development theory, which emphasizes active local community participation in planning and managing development projects (Korten, 1980). This theory is relevant in the context of BUMDes because the success of managing village enterprises heavily relies on community involvement in decision-making, as well as support from various stakeholders at the local level (Pretty, 1995). In practice, BUMDes needs to adopt a participatory approach involving the community in planning and managing enterprises to ensure that activities align with the local community's needs and aspirations.

Research related to BUMDes management indicates that several critical factors influence its success or failure. For example, a study by Wowor, Singkoh, and Waworundeng (2019) in BUMDes Kamanga, Tompaso District, revealed that BUMDes management implementing principles of transparency, accountability, professionalism, and community participation effectively increased village revenue. This study highlights the importance of principled management, which facilitates community access to information and involvement in decision-making (Wowor et al., 2019).

Another study by Ihsan and Setiyono (2018) in Lerep Village, Ungaran Barat District, Semarang Regency, emphasizes the importance of business diversification in BUMDes to reduce reliance on a single type of business. This study indicates that BUMDes's success heavily depends on utilizing various local potentials and the diversification of enterprises undertaken, such as savings and loans, waste management, livestock, and trade (Ihsan & Setiyono, 2018). These findings are relevant to BUMDes Nusatapi, which faces similar challenges in developing new business units and addressing capital limitations.

Research by Rahmawati (2020) analyzing the role of BUMDes in West Bandung Regency also provides essential insights. Rahmawati found that BUMDes, focusing on the development of local economic enterprises, such as natural tourism, clean water management, and credit, successfully enhanced the welfare of the local community. This success was achieved through a more appropriate approach compared to managing enterprises under cooperatives, as BUMDes has greater flexibility in decision-making and resource allocation (Rahmawati, 2020).

Ego Agus Setyawan (2020), in his research in Kalidawir Village, Tulungagung Regency, emphasizes the importance of managing and utilizing local potential in BUMDes management. Setyawan discovered that good management involves accurate identification of local potential and effective and efficient resource utilization, along with strict control for evaluating BUMDes performance (Setyawan, 2020). This is relevant to the challenges faced by BUMDes Nusatapi, which needs to manage local resources better to achieve the goal of increasing village revenue.

2. Methods

This study uses a qualitative descriptive approach, aiming to gain an in-depth



39 understanding of the Village-Owned Enterprise (BUMDes) Nusatapi management in Morella Village, Leihitu District, Central Maluku Regency. The qualitative approach was chosen because it is suitable for exploring complex social, economic, and cultural phenomena related to BUMDes management in the local community context. This method allows the researcher to delve into the factors that support and hinder BUMDes management and analyze the regional impact of the BUMDes (Creswell, 2014).

The study is designed as a case study, focusing on a single subject, BUMDes Nusatapi, in Morella Village. The case study method allows for in-depth investigation within its original context, identifying specific factors that influence BUMDes management (Yin, 2018). This method was chosen because BUMDes Nusatapi has unique characteristics that are essential to understanding and optimizing its role in improving community welfare.

The data sources used in this study consist of two types: primary data and secondary data. Primary data was obtained directly from the field through in-depth interviews with BUMDes managers, village government officials, and several local community members. Informants were selected using purposive sampling based on their relevance to the research topic and their ability to provide insightful information (Patton, 2002). In addition to interviews, direct observations were conducted on BUMDes activities in the village.

Meanwhile, secondary data was gathered from various relevant documents, such as BUMDes annual reports, village regulations, meeting minutes, and statistical data related to the village's economic and social conditions. These documents were analyzed to complement and verify the data obtained from interviews and observations (Bowen, 2009).

The collected data was then analyzed using thematic analysis. This technique identifies patterns or themes that emerge from the data, providing deep insights into the issues under study (Braun & Clarke, 2006). Thematic analysis also allows the researcher to link the findings with relevant management theories, such as strategic management theory in BUMDes management.

This study ensures data validity through triangulation by comparing information obtained from interviews, observations, and written documents to ensure consistency and accuracy of the data (Denzin, 1978). With this approach, the study is expected to provide a comprehensive and in-depth picture of BUMDes Nusatapi's management and the factors influencing it.

14 3. Results and Discussion

3.1 Results

This research aims to analyze the management of the Village-Owned Enterprise (BUMDes) Nusatapi in Negeri Morella, Leihitu District, Central Maluku Regency. Based on the study results, the management of BUMDes Nusatapi has not been fully optimized, particularly in two main areas: planning and organizing. To better understand these findings, we will explain them using relevant management theory and insights from interviews with key informants directly involved in the management of BUMDes.

The theory used to analyze the management of BUMDes Nusatapi is the management theory proposed by George R. Terry. According to Terry, management consists of four primary functions: planning, organizing, directing, and controlling. Each function plays an



important role in ensuring that the organization's goals, in this case, BUMDes, are achieved effectively and efficiently.

- Planning: This involves selecting goals and determining the actions necessary to achieve them, including both short-term and long-term planning.
- Organizing: Organizing refers to determining and grouping tasks and allocating resources to achieve the goals set.
- Directing: This function focuses on guiding and instructing organization members to ensure they perform their tasks according to the plan.
- Controlling: Controlling involves evaluating and adjusting activities to ensure they stay on track toward achieving the goals.

3.1.1 Implementation of Management Functions in BUMDes Nusatapi

The research shows that out of the four management functions outlined by George R. Terry, two functions—planning and organizing—have not been optimally implemented in BUMDes Nusatapi. On the other hand, the directing and controlling functions show better performance, although there is still room for improvement.

1. Suboptimal Planning

Interviews and field observations reveal that planning at BUMDes Nusatapi is still lacking. During an interview with Mr. Affan Leikawa, the Director of BUMDes, he explained that while a strategic plan has been formulated to develop business units in trade, agriculture, fisheries, and tourism, budget constraints prevent many of these plans from being implemented.

The Treasurer of BUMDes, Mrs. Erni Latukau, also mentioned that some plans to develop key products like nutmeg and kenari nut products have not been realized due to a lack of capital. This aligns with Terry's theory, highlighting that planning is crucial for selecting achievable goals. However, these plans cannot be adequately implemented without sufficient resources, especially capital.

For example, BUMDes' trade unit, which is expected to boost the village economy by selling local products such as nutmeg juice and kenari nut bread, remains limited in scale due to a lack of funds for production expansion. Additionally, the agricultural unit has not reached its full potential due to insufficient funds to purchase necessary farming tools and fertilizers, resulting in low productivity in this sector.

2. Weak Organizing

The organizing function at BUMDes Nusatapi is also underdeveloped. Although there is a clear organizational structure, the ineffective distribution of tasks among the management team has hindered several BUMDes business units from operating optimally. For instance, while the trade unit is functional, the agriculture, fisheries, and tourism units are still in the planning stages and have not been fully implemented.

An interview with one of the BUMDes managers revealed that the main issue in organizing is the lack of skilled personnel and competent human resources to manage the business units. Most of the BUMDes managers are residents who lack sufficient experience in business management. As a result, despite the great potential for BUMDes development, the limited capacity of the management team remains a



significant obstacle.

Terry's theory emphasizes the importance of organizing in achieving organizational goals. Without precise task distribution and effective management, it is difficult for any organization, including BUMDes, to reach its objectives. This is further supported by observations showing that most BUMDes managers have not received adequate training in business management and financial management.

3. Improvement in Directing

Directing or guiding BUMDes managers has improved since the introduction of training programs organized by the village government and external parties. The village government has provided support through training and mentoring for BUMDes managers to enhance their ability to manage existing business units.

Key informants, such as the village head and the head of the BUMDes trade unit, mentioned that guidance provided by external parties like the Central Maluku Cooperative and MSME Agency has helped improve BUMDes managers' understanding of business management. However, despite the guidance, the results have not been fully maximized because the training has not been evenly distributed, and not all BUMDes managers could participate.

4. Consistent Monitoring

The monitoring function in managing BUMDes Nusatapi is relatively better than the other functions. The village government and BUMDes regularly conduct monitoring to ensure that business activities align with the established plans and budgets. In an interview with the Head of Negeri Morella, Mr. Fadil Sialana, quarterly evaluation meetings are held to review BUMDes' performance, including financial reports and business developments.

However, while monitoring is conducted consistently, the recommendations often cannot be immediately implemented due to budget and human resource limitations. In other words, despite consistent monitoring, not all recommendations can be acted upon due to existing constraints.

3.2 Discussion

The management of Village-Owned Enterprises (BUMDes) Nusatapi in Negeri Morella, Leihtu District, Central Maluku Regency, is the focus of this research. Based on George R. Terry's management theory, management encompasses four main functions: planning, organizing, directing, and controlling. In the context of BUMDes Nusatapi, these four functions play an important role in running the enterprise, but several obstacles affect the effectiveness of their implementation.

3.2.1 Less than Optimal Planning

In the management of BUMDes Nusatapi, the planning function has been identified as an area that requires significant improvement. Planning is the foundational management stage, crucial in establishing the organization's vision, mission, and strategic actions to achieve its objectives. According to George R. Terry's management theory, adequate planning



must encompass selecting clear goals and developing strategies to realize these goals. However, the findings from the research indicate that implementing this planning function is not optimal, primarily due to various constraints, with capital shortages being the most critical issue.

Despite formulating a strategic plan to guide BUMDes Nusatapi's activities, the lack of financial resources significantly hampers its execution. An insightful interview with Mrs. Erni Latukau, the treasurer of BUMDes, highlighted the challenges faced in capitalizing on the village's abundant local resources, particularly in managing products like nutmeg and kenari nuts. Although these resources have substantial potential for generating income and boosting the local economy, the inability to secure the necessary funds means that many planned initiatives remain unfulfilled. This situation leads to a disappointing scenario where ambitious plans fail to translate into actionable projects, limiting the overall progress of BUMDes Nusatapi.

In addition to addressing capital constraints, the planning function of BUMDes Nusatapi encompasses the establishment of multiple business units intended to enhance economic activity within the village. The managers have devised plans to create various units focused on trade, agriculture, and tourism. However, without sufficient capital investment, realizing these plans becomes exceedingly difficult. For example, the trade unit, which has the potential to be a primary source of income for the organization, is currently operating at a minimal scale, primarily engaged in small-scale sales of local products. This restricts the potential for expanding business operations and diminishes the village's ability to harness its local economic potential effectively.

Furthermore, the implications of inadequate planning and limited capital are profound. The stagnation in the trade unit exemplifies a broader issue where the village's rich resources are underutilized due to insufficient financial backing. This situation highlights a critical disconnect between the potential opportunities available and BUMDes Nusatapi's actual capacity to leverage these opportunities for economic growth. Without the ability to invest in necessary infrastructure, marketing, and production enhancements, the strategic plans will continue to fall short of their intended impact.

Moreover, the overall effectiveness of BUMDes is intricately linked to its planning function. Effective planning should address current challenges and anticipate future needs and opportunities. Therefore, BUMDes Nusatapi must develop a more robust planning process that includes identifying potential funding sources, training managers to enhance their financial management skills, and fostering partnerships with local businesses and government agencies. This approach could facilitate better access to resources and expertise, enabling the organization to execute its strategic plans more effectively.

The study reveals that the planning and organizing functions in BUMDes Nusatapi are still underdeveloped, mainly due to limited financial resources. This finding is consistent with research by Ihsan and Setiyono (2018), which highlighted similar challenges faced by BUMDes in Lerep Village, Semarang. Their research also identified that limited capital hindered business units' effective planning and diversification. However, the current study contributes new insights by identifying that inadequate human resource skills play a significant role in the suboptimal planning of business units in addition to capital limitations.



This adds a more nuanced understanding of the challenges faced by BUMDes management, especially in rural areas like Morella Village.

3.2.2 Weak Organization

The organization within BUMDes Nusatapi presents significant challenges that hinder its operational efficiency and effectiveness. According to George R. Terry's management theory, organizing is a critical function that entails determining the organizational structure, distributing tasks among members, and allocating resources strategically to achieve goals efficiently. In the case of BUMDes Nusatapi, while an organizational structure has been established, the execution of this organizing function remains inadequate. This shortfall becomes evident through various interviews with the managers, who expressed concerns regarding the clarity of task distribution among members. The results revealed that roles and responsibilities are often ambiguous, leading to overlapping duties that create confusion and contribute to inefficiencies within the organization.

One prominent area where these organizational weaknesses manifest is within the tourism unit of BUMDes Nusatapi. This unit is expected to attract tourists to Negeri Morella, a region rich in natural beauty and cultural heritage. However, the potential of local tourist destinations, such as pristine beaches and lush landscapes, remains largely untapped. The failure to effectively manage these attractions stems primarily from a lack of qualified personnel with the expertise needed to develop and promote the tourism sector. Without skilled professionals to oversee operations, the tourism unit struggles to implement effective marketing strategies, maintain facilities, and provide quality services to potential visitors. This situation not only limits the revenue-generating capabilities of BUMDes but also diminishes the overall appeal of Negeri Morella as a tourist destination.

Furthermore, the challenges of organizing within BUMDes Nusatapi are compounded by insufficient coordination between BUMDes managers and the village government. Effective collaboration between these entities is vital for developing various business units, including tourism. The lack of a cohesive relationship often results in missed opportunities for funding, support, and resource sharing. For instance, if the BUMDes managers do not effectively communicate their needs and objectives to the village government, they may fail to access essential grants or assistance that could facilitate the growth and sustainability of their initiatives. This disconnect illustrates how organizational shortcomings can lead to broader systemic issues, ultimately stunting the growth of BUMDes Nusatapi.

Additionally, the unclear division of tasks within the organization often results in a diluted culture of accountability. When members of BUMDes are unsure about their specific roles, measuring performance and identifying areas needing improvement becomes challenging. This lack of accountability can discourage initiative and reduce overall motivation among members, creating a cycle of underperformance that is difficult to break. Moreover, the absence of clear lines of responsibility can lead to frustration among team members, as individuals may feel overburdened by taking on multiple roles without proper recognition or support.

To address these challenges, BUMDes Nusatapi must revisit its organizational structure and enhance clarity in task allocation. This might involve developing a more



detailed job description for each role, ensuring that all members understand their responsibilities and how they contribute to the organization's objectives. Additionally, investing in training and development programs can equip members with the necessary skills to manage the business units effectively, particularly in tourism, where specialized knowledge is critical. Strengthening communication channels between BUMDes and the village government is also essential, as fostering a collaborative environment can lead to shared success and mutual benefits.

The issue of human resources is a significant barrier for BUMDes Nusatapi, with findings pointing to a lack of quantity and quality in management personnel. Previous research by Wowor, Singkoh, and Waworundeng (2019) also found that inadequate human resources and lack of training negatively impacted the performance of BUMDes in Kamanga Village, Tompaso. What distinguishes the present study is its identification of specific training deficiencies, particularly in managerial and technical skills needed for managing agricultural, fisheries, and tourism business units. This finding adds to the literature by emphasizing the need for targeted training programs tailored to the specific needs of BUMDes managers depending on the business sectors they manage.

3.2.3 Improving Direction

The directing function within BUMDes Nusatapi has begun to exhibit notable improvements, marking a positive shift in how the organization is managed. This function, which is essential in management, entails providing guidance and direction to members so they can effectively align their efforts with the established plans and objectives of the organization. In this context, the role of the village government and various external stakeholders has been pivotal. They have proactively stepped in to offer training and assistance to enhance BUMDes managers' capacities, thereby fostering a more productive and well-organized environment.

The training encompasses critical areas such as business management, marketing of local products, and financial management. These topics are fundamental for empowering BUMDes managers to navigate the complexities of running their respective business units. Interviews with these managers reveal a consensus that the guidance received has been instrumental in refining their management skills and overall operational efficiency. The training sessions impart essential knowledge and instill confidence among the managers, allowing them to make informed decisions and implement strategies that align with their organizational goals. However, it is essential to acknowledge that this training initiative has not been uniformly distributed among all BUMDes members. As a result, some managers have benefited significantly, while others remain without access to these valuable resources.

The chairperson of the BUMDes Trade Unit, Mrs. Erni Latukau, echoed these sentiments during her interview, emphasizing that government support has played a crucial role in enhancing the management of BUMDes. She pointed out that financial assistance and training programs have yielded positive outcomes for the organization. The government funding has enabled BUMDes to invest in various business units, facilitating operational growth and expansion. Additionally, the training has equipped managers with vital skills for promoting local products effectively, allowing them to reach broader markets and increase



their sales potential. This, in turn, has a ripple effect on the local economy, as more income generated from these businesses can be reinvested into the community.

Despite progress, challenges remain in ensuring that the directing function is effectively implemented across the entire organization. One significant issue is the uneven distribution of training opportunities among BUMDes managers. While some have been fortunate enough to participate in comprehensive training sessions, others have been left behind, creating knowledge gaps that can hinder overall performance. This discrepancy can lead to inconsistencies in managing various units, potentially affecting the cohesion and synergy necessary for the organization's success. To address this, there is a pressing need for a more structured approach to training that ensures all managers have equal access to the resources and knowledge essential for their roles.

Moreover, ongoing support from the village government is critical in sustaining the improvements observed in the directing function. Continuous engagement and collaboration between BUMDes managers and governmental entities can further enhance the direction provided to the organization. Regular feedback loops, where managers can express their needs and challenges, can inform the government about necessary adjustments to training programs and support mechanisms. This collaborative framework can foster a culture of continuous improvement, allowing BUMDes to adapt and respond effectively to changing market dynamics.

This study confirms that natural resource potential and community support are crucial factors for the success of BUMDes, consistent with the findings of Sofyani et al. (2019). In Morella Village, the natural resources of agriculture, fisheries, and tourism offer great potential, yet they remain underutilized due to management challenges. This mirrors findings in other rural areas, where, despite resource abundance, BUMDes face operational difficulties. What this study contributes, however, is the context-specific analysis of the local tourism sector, which remains largely untapped due to inadequate infrastructure and lack of professional management. This insight emphasizes the importance of infrastructure development as a key factor in optimizing natural resource-based business units, adding a new layer to the body of knowledge on rural BUMDes management.

3.2.4 Consistent Supervision

The supervision function within the management of BUMDes Nusatapi is showing relative improvement compared to other managerial functions. This function is crucial in ensuring that the organization adheres to its established plans and objectives by involving periodic performance evaluations. Adequate supervision is essential for maintaining accountability, as it helps identify any deviations from the expected outcomes and allows for timely corrective actions. In the context of BUMDes Nusatapi, this supervisory role is executed by the village government and the BUMDes management team. Together, they conduct regular assessments to monitor progress and ensure business operations align with strategic goals.

Evaluation meetings are convened every three months to discuss business developments and review financial reports. These meetings serve as a platform for managers to present their performance metrics, discuss challenges, and highlight achievements. This



structured approach fosters an environment of transparency and open communication, which is vital for effective governance. However, despite consistently implementing these supervisory activities, the outcomes have not reached their full potential. Budget constraints and limited human resources significantly hinder the effectiveness of supervision, preventing the organization from maximizing its operational capacity.

The Head of the Negeri Morella Government, Mr. Fadil Sialana, has pointed out the importance of these evaluations in identifying problems and exploring viable solutions. His emphasis on this aspect reflects a proactive approach to governance, recognizing that continuous assessment is key to enhancing the management of BUMDes. The evaluations aim to track performance and foster an atmosphere of collective responsibility, where all stakeholders are encouraged to contribute to the organization's success. However, while identifying issues is a crucial first step, financial limitations often stymie the subsequent implementation of proposed solutions.

Capital constraints represent a significant barrier to executing the recommendations that arise from these evaluation meetings. Although actionable insights are generated, the inability to allocate the necessary funds for their implementation means that many of these suggestions remain unaddressed. This lack of financial backing can create a cycle of stagnation, where the organization recognizes its challenges but lacks the means to overcome them effectively. Consequently, the potential for growth and improvement within BUMDes Nusatapi is curtailed, limiting the organization's ability to adapt to changing conditions and meet community needs.

Moreover, the human resource factor cannot be overlooked. Supervision's effectiveness also hinges on personnel's capability and availability to carry out the necessary evaluations and follow up on recommendations. Limited human resources can result in an overreliance on a few individuals, creating bottlenecks in decision-making processes. When key personnel are stretched thin, the likelihood of thorough evaluations and effective follow-ups diminishes, further impeding progress.

To enhance the effectiveness of the supervision function, BUMDes Nusatapi may need to explore alternative funding sources or partnerships that could provide additional resources for implementing recommendations. Collaboration with external organizations or government initiatives aimed at capacity building also helps bridge the resource gap. Furthermore, investing in staff training could enhance their skills and efficiency, making the supervision process more robust and effective.

This research aligns with Setyawan's (2020) study, which emphasized the importance of local government support in the success of BUMDes. The support provided by the Morella Village government, mainly through training programs and financial assistance, has been instrumental in the development of specific business units, notably the trading unit. However, this study goes further by identifying gaps in the distribution of government resources, especially training opportunities that have not been evenly provided to all BUMDes managers. This finding provides a more critical view of how government interventions are being implemented and highlights the need for more equitable and targeted capacity-building efforts.



3.2.5 Supporting and Hindering Factors in BUMDes Management

In addition to identifying the implementation of management functions, this research also finds several supporting and hindering factors that affect the performance of BUMDes Nusatapi.

1. Supporting Factors

- a. The local government of Negeri Morella plays a pivotal role in developing BUMDes Nusatapi. The government enhances BUMDes' capacity to manage its business units effectively by providing assistance and financial support. This support can include training for managers, funding for operational expenses, and resources needed to set up various business ventures. A strong partnership with the village government fosters an environment conducive to growth and sustainability for BUMDes.
- b. Negeri Morella is rich in natural resources, particularly products like nutmeg and kenari nuts. Additionally, there is significant potential for tourism development. These resources are critical as they can serve as primary sources of income for BUMDes if utilized effectively. By leveraging these natural assets, BUMDes can create and expand various business units that contribute to the local economy.
- c. The active involvement of the local community in supporting BUMDes is another positive factor. Residents, especially those involved in agriculture and fishing, contribute raw materials necessary to produce local products, such as nutmeg juice and kenari bread. This participation not only provides essential inputs for BUMDes but also fosters a sense of ownership and collaboration within the community, enhancing the overall performance of the enterprise.

2. Hindering Factors

- a. A significant challenge for BUMDes Nusatapi is the lack of sufficient capital to fund its operations and business ventures. This financial constraint restricts the ability to invest in necessary equipment, raw materials, and other operational necessities. Without adequate funding, many planned business initiatives cannot be executed, which hampers the overall growth and effectiveness of BUMDes.
- b. The experience and skills of BUMDes managers in business management are often lacking. Many managers may not have received comprehensive training, and any available training has not been uniformly distributed among all members. This gap in skills and knowledge leads to ineffective management of the business units, making it difficult to achieve operational efficiency and long-term sustainability.
- c. The potential for tourism development in Negeri Morella is further hindered by inadequate infrastructure. Poor road access to tourist destinations can limit visitor traffic, making it challenging for BUMDes to capitalize on its tourism offerings. This lack of proper infrastructure not only affects tourism but can also impact the overall logistics and supply chain necessary for other business operations.

The tourism sector in Morella Village presents unique challenges that have not been fully explored in prior studies on BUMDes. While other research, such as Rahmawati (2020), explored the role of BUMDes in tourism development, this study delves deeper into the specific obstacles of limited infrastructure and poor accessibility in Morella. These issues



prevent the village from capitalizing on its natural beauty and cultural heritage to attract visitors. This contribution is important as it highlights how infrastructure, a less emphasized factor in previous BUMDes studies, plays a pivotal role in unlocking the tourism potential of rural areas. Hence, this study advances the conversation on how tourism-based BUMDes can thrive in regions with similar geographic challenges.

4. Conclusion

This study analyzed the management of BUMDes Nusatapi in Morella Village using George R. Terry's management theory, which includes four main functions: planning, organizing, directing, and controlling. Based on the research findings, the management of BUMDes Nusatapi is not yet optimal, especially in terms of planning and organizing. Limited capital and inadequate human resource capacity are the main obstacles to implementing strategic planning and effective organizing. However, the functions of directing and controlling have shown improvement, particularly with the support of training provided by the village government and external organizations.

In terms of planning, Terry's theory emphasizes the importance of selecting clear goals and planning actions to achieve them. However, the limited capital faced by BUMDes Nusatapi has hindered the execution of strategic plans, particularly in the development of agricultural, fisheries, and tourism business units. Therefore, improving access to capital through collaboration with financial institutions or government assistance programs is crucial for better planning execution.

BUMDes Nusatapi faces task allocation and human resource development challenges for the organizing function. According to Terry's theory, effective organizing requires clear task distribution and adequate management training. Therefore, this study recommends improving managerial and technical training for BUMDes managers, especially in high-potential business units such as tourism. This can be achieved by expanding more equitable and sustainable training programs involving competent external parties.

The directing and controlling functions in BUMDes Nusatapi have shown progress, particularly with regular evaluations by the village government. However, an additional recommendation to strengthen these functions is to ensure follow-up on evaluation results through better resource allocation and increased coordination between the village government and BUMDes managers. This aligns with Terry's theory, emphasizing the importance of consistent direction and structured control to achieve organizational goals.

Overall, strategies focusing on increasing capital, developing human resource capacity, and improving infrastructure, especially in the tourism sector, are needed to optimize BUMDes Nusatapi's management. By overcoming these obstacles, BUMDes Nusatapi is expected to more effectively utilize the village's natural resource potential and make a more significant contribution to Village Original Revenue (PAD) and community welfare.

Based on the findings, this research provides several recommendations to improve the management of BUMDes Nusatapi. First, human resource capacity needs to be enhanced by organizing more intensive training and mentoring programs aimed at improving managerial, financial, and marketing skills. Capacity development should be prioritized to



ensure that BUMDes managers have the necessary knowledge and capabilities to operate and grow village enterprises effectively.

Additionally, diversifying capital sources is essential. BUMDes Nusatapi should seek additional financial resources through partnerships with external entities, such as local governments, financial institutions, and government aid programs. This strategy would help overcome current budget limitations, which have been identified as a significant obstacle to the development of business units.

Moreover, developing a comprehensive business plan is crucial. This plan should include market analysis, risk assessment, opportunities, and marketing strategies while ensuring active community participation. BUMDes Nusatapi can create a more sustainable and inclusive growth model by aligning business development with local needs and aspirations.

Improving infrastructure and accessibility is another important recommendation. The village government needs to collaborate with local authorities to enhance road access and other infrastructure related to business units, particularly in the agriculture and tourism sectors. Better infrastructure will boost BUMDes' operational efficiency and facilitate the marketing of local products, helping the village tap into new opportunities.

Finally, BUMDes Nusatapi must develop a business diversification strategy that capitalizes on local potential. This approach would reduce the village's dependence on a single type of business and strengthen the local economy's resilience against market fluctuations. By diversifying its business portfolio, BUMDes Nusatapi could contribute more significantly to Village Income (PAD) and create a more robust economic foundation for the community.

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