

Research Article

Optimizing the Management of Village-owned Enterprises to Increase the Village's Original Income toward Independent Villages in Jepara Regency

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ORCIDZuli Lestari: <https://orcid.org/0000-0003-2258-1187>**Abstract.**

Village-owned Enterprises (BUM Desa) are businesses owned and established by the village. The aim of establishing Village-owned Enterprises includes increasing the Village's Original Income by exploiting the potential in the village. BUM Desa in the Jepara Regency was created in 2012, however, based on the results of classification of the development of BUM Desa in 2023 from 184 BUM Desa in the Regency Jepara only, there are 10 BUM Desa in the advanced category. Problems faced by BUM Desa in the Regency Jepara are the average development of BUM Desa in category base and growth, less than optimal management of BUM Desa, insignificant contribution of BUM Desa to Village Original Income, and not yet visible impact of BUM Desa on village independence. Therefore, optimizing the management of BUM Desa is necessary to increase Village Original Income. This research aims to determine the optimization of BUM Desa management in Jepara Regency, to find out the supporting and inhibiting factors in the direction of BUM Desa in Jepara Regency, and to find out the strategies used to optimize the management of BUM Desa to increase Village Original Income toward an independent village. The research method used is descriptive qualitative with data collection through interviews, observation, and documentation. The data analysis technique was SWOT analysis. The research results show that the management of BUM Desa in the Regency Jepara according to the optimization concept is still not maximized because of supporting and inhibitor factors in the management of BUM Desa in the Regency Jepara. SWOT analysis results show that the strategies that can be implemented to optimize the management of BUM Desa in Jepara Regency are optimizing business promotion by using information technology, building good cooperation with BUM Desa business partners, developing new business units by utilizing village potential, increasing the professionalism of BUM Desa management through education and training, capital support from the District Government and Village Government, utilizing marketing networks both online and offline in introducing and marketing products and new business.

Keywords: BUM Desa management, Village Original Income, Independent Village

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1. Introduction

The state's goals stated in the opening of the 4th Alenia Constitution of 1945 include the welfare of society. One way to improve community welfare is through National Development. Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia (Permendesa PDTT) Number 13 of 2020 states that the first village development target through SDGs (Sustainable Development Goals) is to create a village without poverty. Based on BPS data from Jepara Regency, the number of poor people in Jepara Regency in 2021 is 95.22 thousand people or 7.44 percent. In 2022, it will decrease to 6.88 percent or 89.08 thousand people. (Badan Pusat Statistik Kabupaten Jepara, 2023).

The Jepara Regency Government has and always strives to reduce poverty rates in villages by increasing the quality and quantity of poverty alleviation. These efforts are carried out in various ways, including infrastructure development, social empowerment, rural development, and other efforts to increase the income of village communities. Rural development is expected to optimize the potential of villages in the form of natural resources, human resources, and infrastructure.

Following the mandate of Law Number 23 of 2014 that regional autonomy is implemented, The government adheres to the principle of decentralization. Local Government regulates its government affairs based on the principle of autonomy and internal assistance duties to realize community welfare through community roles, increasing empowerment, and services, and increasing regional competitiveness by paying attention to the principles of democracy, equality, justice, privileges, and uniqueness of a region. The existence of regional autonomy is a momentum for improving the quality of rural development and village independence. Development in villages can be pushed to give authority to the Village Government to manage the village independently by optimally exploring the village's potential through existing economic institutions at the village level. One of the institutions is a BUM Desa.

Based on the mandate of Law Number 32 of 2004 Article 213 which states that Villages can establish Village-Owned Enterprises under the needs and potential of the village. Apart from that, to move the wheels of the community's economy as an effort to increase welfare following the provisions of Article 81 of the Republic of Indonesia Government Regulation Number 72 of 2005 concerning Villages, Jepara Regency has issued Jepara Regency Regional Regulation Number 15 of 2010 concerning Village-Owned Enterprises. Currently, Jepara Regency Regional Regulation Number 15 of 2010 is no longer valid after the publication of a new Regional Regulation, namely Jepara

Regency Regional Regulation Number 8 of 2022 concerning BUM Desa which was only stipulated on December 21, 2022.

Jejara Regency Regional Regulation Number 15 of 2010 initiated the formation of BUM Desa in Jejara Regency. However, in reality, the formation of BUM Desa was implemented in stages in Jejara Regency. Data on the formation of BUM Desa in Jejara Regency are presented in Table 1.1 below :

TABLE 1: List of Years of Establishment of BUM Desa.

No	Year	BUM Desa that has been formed
1	2012	5 villages
2	2013	95 villages
3	2014	58 villages
4	2015	10 villages
5	2016	4 villages
6	2018	1 village
7	2019	4 villages
8	2020	4 villages
9	2021	3 villages
	Total	184 villages

Source: Dinsospermasdes Kabupaten Jejara, 2023

Table 1.1 shows that BUM Desa in Jejara Regency began to be formed in 2012. In 2012, 5 (five) villages formed BUM Desa, namely Sowan Lor Village, Kedung District, Surodadi Village, Kedung District, Bugel Village, Kedung District, Mangunan Village, Tahunan District, and Ngabul Village, Tahunan District. Then gradually from 2012 to 2021, BUM Desa began to be formed in all villages in Jejara Regency.

Based on Law Number 6 of 2014, A Village-Owned Enterprise is a business entity that is wholly capitalized or most of the capital owned by the Village through direct investment in assets Separated villages manage assets, services, and others for maximizing the welfare of the Village community. The objective of BUM Desa is to develop the economy in the village, increase Village Original Income (PADes), provide public services in the form of providing services to village communities, and as a pioneer of economic business activities in the village. Based on the Regulation of the Minister of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia (Permendesa PD TT RI) Number 4 of 2015, one of the objectives of establishing BUM Desa is to increase village original income (PADes).

BUM Desa was established to make the village fund program established by the central government a success. With the existence of BUM Desa, the focus on utilizing village funds is not only on developing village facilities and infrastructure but also on building village facilities and infrastructure for community empowerment as an effort to increase Village Original Income frame and improve the welfare of the village's communities. BUM Desa was formed by the Village Government based on proposals from the village community so BUM Desa was formed based on community needs and existing potential village. Management of BUM Desa does not only aim to gain profit but also as a non-profit institution to empower village communities. The purpose of this community empowerment is to increase the knowledge and skills of village communities in productive economic activities carried out by BUM Desa. This activity is expected to increase village community participation which will have an impact on improving the welfare community.

The ultimate goal of establishing BUM Desa is to create independent villages or autonomous villages. An independent village can be realized through cooperation carried out by all element components in the village including community participation. Community participation is the key to success in realizing an independent village. In developing independent villages, BUM Desa plays a role as a facilitator. BUM Desa became a forum for carrying out productive economic activities of village communities. Through community participation in village economic activities carried out by BUM Desa will improve the community's economy which will have an impact on increasing Village Original Income and community welfare. Public welfare is one form of independence of the village because it is an indicator of an independent village.

TABLE 2: Development of Village Status in Jepara Regency.

No	Village Status	2021	2022	2023
1	Independent	3	10	23
2	Proceed	64	93	99
3	Develop	117	81	62
4	Left behind	0	0	0
5	Very Left Behind	0	0	0
	Amount	184	184	184

Source: *Dinsospermasdes Kabupaten Jepara, 2023*

Table 1.2 above shows the development of village status in Jepara Regency from 2021 to 2023 based on the results of verification of the Village Development Index (IDM) measurement following the Standard Operating Procedure (SOP) for measuring

the development status of IDM villages at the Jepara Regency level which is carried out in stages starting from measurements at the village level accompanied by the Village Local Facilitator, then verified by a team at the sub-district level accompanied by the Village Facilitator after that it was verified by a team at the district level accompanied by the Expert Personnel of the Regency.

TABLE 3: Development of BUM Desa Classification in Jepara Regency 2021 – 2023.

Year	Number of Villages	Number of BUM Desa	Category			
			Base	Grow	Develop	Proceed
2021	184	184	89	86	9	-
2022	184	184	69	96	17	2
2023	184	184	65	91	18	10

Source: Dinsospermasdes Kabupaten Jepara, 2023

Based on table 1.3, shows that out of 184 BUM Desa in the advanced category, there will only be 10 (ten) in 2023, while in 2022 there will only be 2 (two) BUM Desa in the advanced category. This is very far from the expectations of the government, especially Jepara Regency, considering that the BUM Desa in Jepara Regency was formed starting in 2012.

From the table of development of BUM Desa classification in Jepara Regency for 2021 – 2023 above, BUM Desa in Jepara Regency on average is still in the basic and growing category. This is one of the challenges for the Jepara Regency Government to optimize the management of BUM Desa to increase income. Villages have a lot of potential that has not been explored and managed optimally so that they can become one of the BUM Desa.

Several previous studies related to the management of Village-Owned Enterprises (BUM Desa) have been conducted. One of these studies, conducted by Afifa Rachmanda Filya (2018), revealed that there are three elements that need to be identified in optimizing the management of Village-Owned Enterprises: goals, alternative decisions, and limited resources. Goal indicators include an increase in revenue and profit improvement. Alternative decision indicators include activities to achieve goals and activity choices to achieve goals. Limited resource indicators include raw materials, production facilities, labor, capital, market share, and government regulations.

Furthermore, research conducted by Syafruddin (2020) revealed that based on internal and external factor analysis, there are still opportunities for Village-Owned Enterprises (BUM Desa) to develop and progress. Strategies in the management and development of BUM Desa to increase Village Original Income include improving infrastructure, collaborating with relevant parties, and enhancing education and training for BUM Desa management.

Based on the facts above, the researcher intends to examine how to optimize BUM Desa management in Jepara Regency so that it can increase Village Original Income toward village independence. The objectives of the study are:

1. Knowing the optimization of BUM Desa management in Jepara Regency.
2. Knowing the supporting and inhibiting factors in managing BUM Desa in Jepara Regency.
3. Know the strategies used to optimize the management of BUM Desa in order to increase the village's original income towards an independent village.

2. Method

This research uses a qualitative descriptive method. The data sources for this research are primary data and secondary data. The data collection method for this research uses interview, observation and documentation techniques. The data analysis method in this research is carried out through steps, namely starting from data collection, analyzing using SWOT analysis techniques, processing data, drawing conclusions, and creating a report aimed at producing a balanced depiction of a phenomenon in an illustrative narrative. Apart from that, it was enhanced with the support of library research to further sharpen the analysis.

3. Results and Discussion

3.1. Presenting the Results

Jepara Regency has 184 villages spread across 16 sub-districts in Jepara Regency, currently there are 184 BUM Desa that have been formed in Jepara Regency. Based on the results of an interview with Mr. Bambang Supriyanto, SH, MH as *Sub Coordinator of Pengembangan Usaha Ekonomi Masyarakat dan Kawasan Pedesaan* in Dinsospermasdes of Jepara Regency, information was obtained that Jepara Regency

began initiating the establishment of BUM Desa for the first time in 2012 based on Jepara Regency Regional Regulation Number 15 of 2010 concerning Village Owned Enterprises.

Observations of the types of business carried out by many BUM Desa in Jepara Regency show that almost all BUM Desa in Jepara Regency run savings and loan business units. This is based on the results of an interview with Mr. Bambang Supriyanto, SH, MH as *Sub Coordinator of Pengembangan Usaha Ekonomi Masyarakat dan Kawasan Pedesaan* in Dinsospermasdes of Jepara Regency, information was obtained that the Jepara Regency Government recommended that the first business unit to be formed as savings and loan with capital assistance from the Jepara Regency Government of Rp. 25,600,000,- (twenty-five million six hundred rupiah) with details of Rp. 25,000,000,- as initial capital for BUM Desa and Rp. 600,000,- administrative costs for the BUM Desa notarial deed. This assistance was provided in 2014.

TABLE 4: Development of BUM Desa Classification for Each District Year 2023.

Subdistrict	Category				Total
	Base	Grow	Develop	Proceed	
Donorojo	1	5	0	2	8
Rivet	0	2	6	4	12
Flowers	1	7	3	0	11
Bangsri	4	5	1	2	12
Mlonggo	1	7	0	0	8
Aji Fern	2	4	2	0	8
Jepara	2	3	0	0	5
Batealite	6	5	0	0	11
Karimunjawa	0	4	0	0	4
Kedung	12	6	0	0	18
Annual	3	7	3	2	15
Pecangaan	8	4	0	0	12
Kalinyamatan	8	4	0	0	12
Welahan	9	6	0	0	15
Nalumsari	4	9	2	0	15
Mayong	4	13	1	0	18
Total	65	91	18	10	184

Source: Dinsospermasdes Kabupaten Jepara, 2023

Based on Table 3.1 above, it shows that in the developed category in 2023 there will only be 10 BUM Desa, 18 BUM Desa in the developing category, 91 BUM Desa in

the growing category and 65 BUM Desa in the basic category. BUM Desa in Jepara Regency has almost reached 50% in the growth category.

The results of the assessment of the development of the BUM Desa classification are not always the same. Each year, some increased in the category, and some also decreased in the category. For BUM Desa that increase is an achievement for the BUM Desa, however for BUM Desa that experiences a decrease is necessary to review the causes of the degradation in classification. Table 3.2 below is a list of BUM Desa that experienced a degradation in the category in 2023 compared to 2022.

Based on table 3.2 above, it can be concluded that the reason the BUM Desa classification category has decreased on average is because BUM Desa is not active. Based on the results of an interview with Mrs. Wuri Andajani, SIP, MM as *Kabid Pemberdayaan Masyarakat Desa* at the Dinsospermades Jepara Regency, it was stated that BUM Desa was not active because the management of BUM Desa was less than optimal.

There are 3 (three) elements need to be identified for optimizing the management of Village-Owned Enterprises in Jepara Regency , namely objectives, alternative decisions and limiting resources (Filya, 2018).

4. Optimization Concept

4.1. Objective

The purpose of establishing BUM Desa is to increase the income of BUM Desa which has an impact on increasing PADes which is used to improve community welfare. Based on the results of research that has been carried out, it can be seen that not all BUM Desa in Jepara Regency have experienced an increase in income because not all BUM Desa in Jepara Regency are actively running their businesses. From the results of interviews with Mrs. Wuri Andajani, SIP, MM as Head of Community and Village Empowerment at Social Service for Community and Village Empowerment (Dinsospermades) of Jepara Regency, the following information was obtained:

“Based on the results of the classification of BUM Desa in Jepara Regency in 2023, there are still many BUM Desa that still have 1 business unit, namely savings and loans. This savings and loan business was a business that was first recommended by the Jepara Regency Government at the beginning of the formation of BUM Desa with the capital assistance of Rp. 25,000,000,- (twenty-five million rupiah) for each BUM Desa that has been formed. Even now, several BUM Desa receive Rp. 25,000,000,-

TABLE 5: List of BUM Des which experienced a degradation in the BUM Desa Classification Category.

Subdistrict	Village	2022 Classification	2023 Classification	Information
Welahan	Ujungpandan	Grow	Base	BUM Desa is not active, the total score fell from a score of 56.67 to 48.75
Mayong	Kuanyar	Develop	Grow	BUM Desa is not active, the total score fell from a score of 82.92 to 70.83
Mayong	Bandung	Grow	Base	BUM Desa is not active, the total score fell from a score of 50.00 to 48.75
Mayong	Mayong Kidul	Develop	Grow	BUM Desa is not active, the total score fell from a score of 82.92 to 66.67
Jepara	Mulyoharjo	Grow	Base	BUM Desa is not active, the total score fell from a score of 50.00 to 46.25
Jepara	Wonorejo	Grow	Base	BUM Desa is not active, the total score fell from a score of 51.46 to 45.42
Bangsri	Bangsri	Proceed	Develop	Total score fell from a score of 87.92 to 78.33
Bangsri	Wedelan	Grow	Base	Total score fell from a score of 50.63 to 44.58
Keling	Bumiharjo	Develop	Grow	BUM Desa is not active, the total score fell from a score of 75.42 to 60.42
Tahunan	Ngabul	Develop	Grow	Total score fell from a score of 76.88.63 to 70.83
Tahunan	Annual	Grow	Base	Total score fell from a score of 50.42 to 40.00

Source: Dinsospermasdes Kabupaten Jepara, 2023

(twenty-five million rupiah) some of which have been reduced, and some of the asset bookkeeping records are not even known.”

4.2. Alternative Decisions

In order to increase BUM Desa income, BUM Desa managers will make the right decisions before forming new business units that can contribute to increasing BUM Desa income. This is in line with the results of an interview with the Director of BUM Desa Sinau Andandani Ekonomi (SAE), Watuaji Village, Keling District, as one of the BUM Desa with an advanced category in Jepara Regency who stated that:

“All decisions taken in taking steps to advance BUM Desa in Watuaji Village are always guided by the vision and mission of BUM Desa SAE itself.”

4.3. Limited Resources

The results of the interview with Mrs. Nurlailiyani Secretary of BUM Desa Teluk Makmur Teluk Awur Village as one of the BUM Desa in the developing category in Jepara Regency stated that:

“The business unit chosen by BUM Desa Teluk Makmur is a tourism business because Teluk Awur has natural potential, namely the beach that stretches along Teluk Awur Village.”

BUM Desa Teluk Makmur does not experience problems in its business units because BUM Desa utilizes the natural potential in its village, namely the beach. However, the problems often faced by BUM Desa are human resource problems, in this case the management and capital problems. This was expressed by Mrs. Wuri Andajani, SIP, MM as Head of Community and Village Empowerment at Social Service for Community and Village Empowerment (Dinsospermades) of Jepara Regency, who stated that:

“So far, the human resources or administrators who manage BUM Desa have not been fully involved and focused on managing BUM Desa because BUM Desa has been used as a side job in between the main work of the administrators. Besides that, the problem that we often encounter in managing BUM Desa is limited capital.”

5. Principles of Management of Village-Owned Enterprises in Jepara Regency

5.1. Cooperative

The principle of cooperative BUM Desa management means that all components involved in the BUM Desa must be able to work together well for the survival and

development of the BUM Desa business. The components in question are the Regency, Subdistrict, Village Governments, BPD members and all levels of society.

From the results of research in the field, information was obtained that the components involved in BUM Desa had collaborated well in the survival and development of BUM Desa. Mr. Junaidi, Head of Watuaji Village, as a village that has a BUM Desa in the advanced category in Jepara Regency, revealed that:

“So far the communication between the Village Government, BPD, and BUM Desa has been very good. “We from the Village Government fully support the management and development of SAE BUM Desa in Watuaji Village, so that coordination is easier and more cooperative.”

The same thing was also conveyed by Mrs. Nurlailiyani as Secretary of BUM Desa Teluk Makmur, Teluk Awur Village as one of the BUM Desa in the developing category in Jepara Regency, revealing that:

“Communication and coordination between BUM Desa Teluk Makmur and the Village Government is very good, if there is anything we always coordinate with the village, especially with Mr. Carik, he is very helpful in managing BUM Desa in Teluk Awur Village.”

From the explanation above, it can be concluded that the coordination carried out between various components in BUM Desa in Jepara Regency has implemented cooperative principles in the management of BUM Desa in their respective regions.

5.2. Participative

The principle of participatory management is defined as a form of support from all components involved in BUM Desa. The form of support and contribution from the Village Government is demonstrated by the inclusion of BUM Desa capital from the Village Fund budget.

This is according to an interview with Mrs. Siti Muyasaroh as Director of BUM Desa Tegak Makmur Tegalsambi Village is one of the BUM Desa with an advanced category in Jepara Regency, she revealed that:

“The Village Government is very supportive of the management and development of BUM Desa in Tegalsambi Village by providing BUM Desa capital participation every year.”

However, a different expression was conveyed by Mr. Dwi Wahono as Director of BUM Desa Lestari Bangsri Village is one of the BUM Desa with a developing category in Jepara Regency, he stated that:

“So far, the Village Government has not provided maximum support in the management and development of BUM Desa in Bangsri Village. “This is proven by the absence of BUM Desa capital participation from the Bangsri Village Government from its inception until now.”

5.3. Emancipatory

The same treatment and services from the BUM Desa management have been implemented. According to information from Mrs. Hannatun Ikhtiyariyah as Community Empowerment Expert in Jepara Regency, she stated that:

“The emancipatory principle is demonstrated by the existence of equal treatment in each component of the BUM Desa.”

This is based on information from an interview with Mrs. Nurlailiyani, Secretary of BUM Desa Teluk Makmur, Teluk Awur Village, as one of the BUM Desa with the developing category in Jepara Regency stated that:

“We treat all people the same when entering the Teluk Awur Beach tourist attraction, namely having to pay an entry ticket.”

The same thing was also expressed by Mr. Ahmad Sholeh, Director of BUM Desa SAE, Watuaji Village as one of the BUM Desa in the advanced category in Jepara Regency, that:

“The relationship between the components is very good, at least once every 2 (two) months a joint prayer is held to establish an emotionally close relationship between the components.”

5.4. Transparent

The principle of transparency means that all components in BUM Desa are open to each other. This was expressed by Mrs. Wuri Andajani, SIP, MM as Head of Community and Village Empowerment at Social Service for Community and Village Empowerment (Dinsospermades) of Jepara Regency that:

“All the information we want to get from BUM Desa is reported clearly by the BUM Desa management without anything being covered up.”

The researcher felt this himself in interviews and observations with several BUM Desa in Jepara Regency, all questions were answered truthfully and he was even happy to show the financial reports of BUM Desa.

5.5. Accountable

The principle of accountability can be seen from the Accountability Reports that are made routinely by the BUM Desa management. This was expressed by Mr. Dwi Wahono, Director of BUM Desa of Lestari Bangsri Village as one of the BUM Desa in the developing category in Jepara Regency, who stated that:

“We routinely make BUM Desa reports every semester and annually. “Even now the BPK also directly requests the BUM Desa annual report via the BPK link.”

5.6. Sustainable

The principle of sustainability is defined as all business activities carried out by BUM Desa must be developed to be able to survive in business competition. BUM Desa is expected to continue to innovate and maintain the quality of business and services.

The results of an interview with Mr. Budi Purnanto, Director of BUM Desa Maju Makmur, Jlegong Village as one of the BUM Desa in the advanced category in Jepara Regency, revealed that:

“To increase the sales turnover of our trading business unit, we are implementing a pick-up strategy, thereby making things easier for people who need household goods. “We are placing advertisements on social media such as Facebook and Instagram for the BUM Desa Mart belonging to BUM Desa Maju Makmur, Jlegong Village.”

6. Supporting and Inhibiting Factors in the Management of Village-Owned Enterprises in Jepara Regency

6.1. Supporting factors

The results of an interview with Mrs. Nurlailiyani, Secretary of BUM Desa Teluk Makmur, Teluk Awur Village as one of the BUM Desa in the developing category in Jepara Regency, revealed that:

“Supporting factors for managing BUM Desa in Teluk Awur Village are the enthusiasm of the administrators, available natural resources, and the Village Government’s support in the form of capital and policies.”

The same thing was also expressed by Mrs. Siti Muyasaroh, Director of BUM Desa Tegal Makmur, Tegal Sambi Village, as one of the BUM Desa with an advanced category in Jepara Regency, who stated that:

“The supporting factors for managing BUM Desa in Tegal Sambi Village are the management itself, the Village Government, and support from the surrounding community.”

Meanwhile, the results of the interview with Mr. Ahmad Sholeh, Director of BUM Desa SAE, Watuaji Village, one of the BUM Desa with an advanced category in Jepara Regency, stated that:

“The supporting factor in the management of BUM Desa SAE from the building shop trade sector is community support by purchasing materials for buildings at the BUM Desa SAE shop, from the Brilink sector which is a long distance from the city so that online payments use the Brilink service at BUM Desa SAE, from in the livestock sector, the community has a lot of livestock to fill the stock at BUM Desa SAE, from the culinary business sector in the form of natural attractions or nice views around the cafe, then from the savings and loan sector in Watuaji Village they have many businesses so they need loans for capital in addition to human resources from the management adequate.”

6.2. Inhibiting factor

Based on the results of an interview with Mr. Bambang Supriyanto, SH, MH as Sub-Coordinator of Development of Community Economic Enterprises and Rural Areas in Social Services for Community and Village Empowerment (Dinsospermasdes) of Jepara Regency, he stated that:

“The inhibiting factors in managing BUM Desa are human resources, limited capital, and lack of support from the Village Government.”

The inhibiting factors in managing BUM Desa were also expressed by Mrs. Siti Muyasaroh, Director of BUM Desa Tegal Makmur, Tegalsambi Village, as one of the BUM Desa with an advanced category in Jepara Regency, stating that:

“Inhibiting factors of the management of BUM Desa include insufficient human resources, the administrators themselves managing BUM Desa as a sideline to their main job, inadequate infrastructure and quiet business locations.”

The same thing was also expressed by Mr. Ahmad Sholeh, Director of BUM Desa SAE, Watuaji Village, as one of the BUM Desa with an advanced category in Jepara Regency, that:

“Inhibiting factors include minimal capital, difficulties in marketing for local products in terms of promotion, insufficient administrative management training, inadequate infrastructure.”

7. Strategy for Optimizing the Management of Village-Owned Enterprises to Increase the Income of Village-Owned Enterprises

Strategy is a work plan to achieve a goal by trying to minimize obstacles as possible by taking into the aspects of strengths, weaknesses, opportunities, and threats. To analyze the management strategy of Village-Owned Enterprises in increasing Village Original Income towards an Independent Village using SWOT analysis. This analysis is based on logic by maximizing strengths and opportunities and minimizing weaknesses and threats.

7.1. Identify Internal Factors

7.1.1. Strength

Based on the results of an interview with Mrs. Wuri Andajani, SIP, MM as Head of Community and Village Empowerment at Social Service for Community and Village Empowerment (Dinsospermades) Jepara Regency, stated that:

“Strength in management of BUM Desa in the Jepara Regency is strong legal protection among them Constitution Number 6 of 2014 concerning Villages, Permendesa PDTT RI Number 4 of 2015 concerning Establishment, Management And Management, and Dissolution Owned Business Entity Villages, PDTT RI Ministerial Decree Number 3 of 2021 concerning Registration, Data Collection And Ranking, Coaching And Development, and Procurement Goods and/or Service Owned Business Entity Village / Owned Enterprise _ Village Together as well as Regional Regulation Regency Jepara Number 8 of 2022 concerning Owned Business Entity Village. Besides, that exists commitment and strong spirit from the administrator for managing BUM Desa, and exists support from government Good Government Regency nor Government Village.”

Besides that's the result interview with Father Bambang Supriyanto , SH, MH as Sub-Coordinator of Development of Community Economic Enterprises and Rural Areas in Social Services for Community and Village Empowerment (Dinsospermasdes) of Jepara Regency mention that :

“The strength factor of BUM Desa in the Regency Jepara is existing legal protection or clear rules in the management of BUM Desa, existence support from government both capital and policy, aside That support from public very influential to the success of BUM Desa.”

Factors that become strengths must be demonstrated and their use maximized. This is done to improve management, service quality, and facilities.

7.1.2. Weakness

The results of an interview with Mrs. Wuri Andajani, SIP, MM as head of village community empowerment at the office of Social Services for Community and Village Empowerment (Dinsospermasdes) of Jepara Regency stated that:

“Weaknesses in managing BUM Desa in Jepara Regency include inadequate human resources in managing BUM Desa, usually administrators are less focused on managing BUM Desa and only use it as a side job, lack of facilities and infrastructure, there are still Village Governments who do not support the existence of BUM Desa, especially in terms of capital, BUM Desa has not been able to compete with the same business units that already exist in the Village both in terms of promotion and marketing.”

Mr. Bambang Supriyanto, SH, MH as Sub Coordinator of Development of Community Economic Enterprises and Rural Areas in the Office of Social Service for Community and Village Empowerment (Dinsospermasdes) of Jepara Regency from the results of the interview stated:

“The management of BUM Desa in Jepara Regency includes the quality of human resources which is still low, the management of BUM Desa is less professional, especially in preparing financial reports, as well as a lack of capital because there is no support from the Village Government for capital participation of BUM Desa.”

Weaknesses are being able to help an organization in this case, namely BUM Desa, to avoid failures and mistakes that might occur.

7.2. Identify External Factors

7.2.1. Opportunity (Opportunity)

The results of an interview with Mrs. Wuri Andajani, SIP, MM as Head of Community and Village Empowerment at the Office of Social Service for Community and Village Empowerment (Dinsospermades) of Jepara Regency stated that:

“ One of the opportunities that BUM Desa in Jepara Regency is the potential for villages to be developed into business units, the existence of capital support from the Village Government, the increasing development of technology, especially the use of social media, making it easier for BUM Desa to promote business, full support, and community participation. in the management of BUM Desa.”

Mr. Bambang Supriyanto, SH, MH as Sub-Coordinator of Development of Community and Village Economic Enterprises in Social Service for Community and Village Empowerment (Dinsospermades) of Jepara Regency from the results of the interview stated that:

“The opportunity factors that BUM Desa has in Jepara Regency are that there are many local village products that can be developed into one of the business units that are characteristic of a village, good cooperation with business partners, for example, the BRILINK business has good cooperation with BRI Bank, the Samsat business “Online collaborates with SAMSAT, the supply of goods is easy to obtain because of the BUM Village principle from the community for the community so that the business that is developed is a business that is supplied by the community and what the community needs.”

7.2.2. Threat (Threat)

The results of an interview with Mrs. Wuri Andajani, SIP, MM as Head of Community and Village Empowerment at the Social Service for Community and Village Empowerment (Dinsospermades) of Jepara Regency stated that:

“Threats in the management of BUM Desa in Jepara Regency include human resources not being able to utilize technology optimally, the existence of competitors in the Village with the same type of business.”

Meanwhile, the results of the interview with Mr. Bambang Supriyanto, SH, MH as Sub-Coordinator of Development of Community and Village Economic Enterprises in

Social Service for Community and Village Empowerment (Dinsospermasdes) of Jepara Regency stated that:

“The threat in managing BUM Desa in Jepara Regency is that there are many businesses that are the same as businesses managed by BUM Desa with larger capital, public awareness in developing BUM Desa is still lacking, bad credit in savings and loan business units.”

7.3. Strategy Formulation

TABLE 6: SWOT Matrix Formulation of BUM Desa Management Strategy in Jepara Regency.

Factor	Strength Have a legal protection or clear rules Support from the District Government and Village Government in terms of policies and capital Commitment and enthusiasm of management in managing BUM Desa Community support for the existence of BUM Desa	Weakness The management of BUM Desa is less than professional Limited capital because there is no support from the Village Government Inadequate human resources Inadequate facilities and infrastructure Promotion and marketing are still limited to local villages
Opportunity Technological developments, especially the use of social media for business promotion Good collaboration with business partners Support from both Regency and Village Governments There is potential for villages that can be developed into business units Easy supply of goods There is community support and participation in the management of BUM Desa	SO Strategy Optimizing performance for business promotion with technological developments Building good cooperation with BUM Desa business partners Maximize the facilities provided by the Regency Government and Village Government Develop new business units by exploiting the potential that exists in the village Increase sales by increasing the supply of goods that are easy to obtain Providing convenience for the community in using BUM Desa services	WO Strategy Increasing the professionalism of BUM Desa management through various education and training Request capital support from the Regency Government and Village Government Apply for a stand business to the relevant Department so as to obtain ease in borrowing Improving BUM Desa facilities and infrastructure with support from the Regency Government and Village Government Capitalize on developments technology For developing marketing both online and offline in introducing and marketing new products and new businesses
Threat (Threat) Human Resources who cannot yet utilize technology There are competitors with the same type of business with greater capital Public awareness in developing BUM Desa is still lacking Bad credit in the savings and loan business unit	ST Strategy Establish cooperation with related departments in terms of coaching and training regarding online BUM Desa marketing Building collaborations with government or private agencies to become business partners Actively conduct outreach to the community regarding the existence of BUM Desa Increasing cooperation with related parties, for example Babinsa and Bhabinkamtibmas in reducing bad credit	WT Strategy Recruit management human resources according to competency Creating new business units that are not the same as competitors Actively promotes to the public by utilizing technological developments Forming a BUM Desa association in order to share information and experiences with BUM Desa in their respective regions

Source: data is processed

7.4. Increasing Original Village Income Towards an Independent Village

Based on the results of the SWOT analysis regarding strategies for optimizing the management of BUM Desa in Jepara Regency, it can be seen that there are still opportunities for BUM Desa to develop to become more advanced and increase the income of BUM Desa in Jepara Regency. The increase of BUM Desa income will contribute to the increase of Village Original Income.

Bambang Supriyanto, SH, MH as Sub-Coordinator of Development of Community Economic Enterprises and Rural Areas in Social Service for Community and Village Empowerment (Dinsospermasdes) of Jepara Regency, based on the results of the interview, stated that:

“If BUM Desa is managed optimally, it will increase the income of BUM Desa, which is one of the sources of PADes. Apart from that, in the IDM assessment, what makes a village an independent village is influenced by several resilience indices, namely the Environmental Resilience Index, Social Resilience Index, and Economic Resilience Index. One of the elements of the Economic Resilience Index is the existence of BUM Desa, its business units, and the activity of BUM Desa. Apart from that, has the BUM Desa provided PADes which has had an impact on the community? “The impact here is in the form of infrastructure development and economic development.”

Mrs. Hannatun Ikhtiyariyah a Community Empowerment Expert in Jepara Regency also revealed that:

“The higher increase in BUM Desa income will have an impact on the provision of higher PADes. High PADes can be used to improve the welfare of village communities, even with high PADes, villages no longer depend too much on transfer funds and can be independent because they can meet the village’s funding needs through PADes.”

8. Create a Discussion

Based on the results of research that has been carried out, show that optimizing the management of BUM Desa in Jepara Regency according to the optimization concept is still not completely optimal in terms of objectives, alternative decisions, and limited resources. BUM Desa in Jepara Regency has not made any efforts to increase income and there are even BUM Desa assets whose records are unknown while the BUM Desa administrators themselves have not been able to focus on managing BUM Desa as a side job. Managing BUM Desa is still a side job for BUM Desa administrators.

Based on the results of interviews and observations that have been made, it can be concluded that the supporting factors for managing BUM Desa in Jepara Regency are as follows :

1. Full support from the Village Government in the form of policies and capital;
2. Available natural potential;
3. Human Resources or the spirit of administrators to fight for the management and development of BUM Desa;
4. Community support for the development of BUM Desa.

Meanwhile, the inhibiting factors in the management of BUM Desa in Jepara Regency:

1. Lack of support from the Village Government in the form of direction, policy, and capital:
2. Inadequate human resources related to the management and development of BUM Desa;
3. Inadequate Infrastructure;
4. Promotion and marketing are still limited to local villages.

Results identification internal factors and factor external management of BUM Desa in Jepara Regency, strengths in the management of BUM Desa in the Regency Jepara are as follows :

1. Having legal protection or clear rules;
2. Support from the District Government and Village Government in terms of policy and capital;
3. Commitment and enthusiasm of management in managing BUM Desa;
4. Community support for the existence of BUM Desa.

The weaknesses in the management of BUM Desa in Jepara Regency based on the results of interviews and observations are as follows:

1. Unprofessional management of BUM Desa;
2. Limited capital due to no support from the Village Government;
3. inadequate human resources;

4. Inadequate facilities and infrastructure;
5. Promotion and marketing are still limited to local villages.

The existing opportunities are an advantage for the management of BUM Desa in Jepara Regency, including :

1. Technological developments, especially the use of social media to promote business;
2. Good cooperation with business partners;
3. Full support from both Regency and Village Governments;
4. There is village potential that can be developed into a business unit;
5. Easy supply of goods;
6. There is community support and participation in the management of BUM Desa.

The threats that exist in the management of BUM Desa in Jepara Regency based on the results of interviews and observations are:

1. Human Resources who cannot yet utilize technology;
2. The existence of competitors with the same type of business with greater capital;
3. Public awareness in developing BUM Desa is still lacking;
4. Bad credit in the savings and loan business unit.

Based on the results of the SWOT analysis in Table 3.3 of the SWOT matrix above, several strategies have been obtained which can be explained as follows:

1. **S-O Strategy**

This strategy was created by using the internal strengths of BUM Desa management to take advantage of external opportunities in BUM Desa management in Jepara Regency to create the following strategy:

1. Optimizing business promotion by utilizing information technology;
2. Building good cooperation with BUM Desa business partners;
3. Maximizing the facilities provided by the Regency Government and Village Government;

4. Developing new business units by utilizing the potential that exists in the village ;
5. Increase sales by increasing the supply of goods that are easy to obtain;
6. Providing convenience for the community in using BUM Desa services.

7. **S-T Strategy**

This strategy uses the internal strengths of BUM Desa to reduce the impact of external threats to obtain the following strategy:

1. Establishing cooperation with related departments in terms of coaching and training regarding online BUM Desa marketing;
2. Building collaborations with government or private agencies to become business partners;
3. Actively conducting outreach to the community regarding the existence of BUM Desa;
4. Increasing cooperation with related parties, for example Babinsa and Bhabinkamtibmas in reducing bad credit.

5. **W-O Strategy**

This strategy aims to reduce internal weaknesses by exploiting external opportunities in the management of BUM Desa in Jepara Regency so that the following strategy is obtained:

1. Increasing the professionalism of BUM Desa management through various education and training;
2. Request capital support from the Regency Government and Village Government;
3. Apply for business establishment to the relevant Departments so that they can get convenience in borrowing;
4. Improving BUM Desa facilities and infrastructure with support from the Regency Government and Village Government;
5. Capitalize on developments technology for developing marketing both online and offline in introducing and marketing new products and new businesses.

6. **W-T Strategy**

This strategy aims to reduce internal weaknesses by avoiding external threats that exist in the management of BUM Desa in Jepara Regency so that the following strategy is obtained:

1. Recruit management human resources according to competency;
2. Creating new business units that are not the same as competitors;
3. Actively promote to the public by utilizing technological developments;
4. Forming a BUM Desa association to share information and experiences with BUM Desa in their respective regions.

Based on the results of the SWOT analysis above, the strategy for optimizing BUM Desa management that can be carried out in Jepara Regency is by optimizing business promotion by utilizing information technology, building good cooperation with BUM Desa business partners, maximizing the facilities provided by the Regency Government and Village Government, developing units new business by utilizing the potential that exists in the village, increasing sales by increasing the supply of goods that are easy to obtain, making it easier for the community to use BUM Desa services. Increasing BUM Desa income will contribute to increasing Village Original Income which will bring the village to become an Independent Village.

9. Conclusion

Based on the research results and discussions that have been described on Regarding the optimization of BUM Desa management in Jepara Regency in order to increase Village Original Income, the following conclusions can be drawn:

1. The management of BUM Desa in Jepara Regency to increase Village Original Income is not yet optimal. This is because there is one optimization concept that has not been fulfilled, including limited resources. Judging from this concept, human resources or BUM Desa administrators themselves have not yet focused on managing BUM Desa and have only used it as a side job. Apart from the Human Resources problem, there is the problem of BUM Desa's capital which is still limited. Regarding the principles of managing BUM Desa itself, there are still principles that have not been fulfilled, namely the principle of participation, there are still Village Governments that have not supported the existence of BUM Desa both in terms of capital and policy.

2. Supporting factors in the management of BUM Desa in Jepara Regency include full support from the Village Government in the form of policies and capital, available natural potential, human resources, or the enthusiasm of administrators to fight for the management and development of BUM Desa and community support for the development of BUM Desa. Meanwhile, the inhibiting factors for BUM Desa in Jepara Regency are the lack of support from the Village Government in the form of direction, policy, and capital, inadequate human resources, inadequate infrastructure, and promotion and marketing which are still limited to local villages.
3. Based on the analysis of internal and external factors as well as drawing conclusions from the SWOT analysis, the strategies that can be implemented in optimizing the management of BUM Desa in Jepara Regency include optimizing business promotion by utilizing information technology, building good cooperation with BUM Desa business partners, developing new business units by utilizing the potential that exists in the village, increasing the professionalism of BUM Desa management through various education and training, asking for capital support from the Regency Government and Village Government, utilizing marketing networks both online and offline in introducing, and marketing new products and new businesses.
4. Optimal BUM Desa management can increase BUM Desa income which will directly contribute to increasing Village Original Income which will lead the village to become an Independent Village.

The suggestions that can be given in this research are as follows:

1. For Regency Government or Village Government

Optimizing the management of BUM Desa in Jepara Regency in increasing PADes should consider the strategies that have been created by researchers to develop and manage BUM Desa in Jepara Regency in the future.

1. For Society

The community is expected to always participate and support in the development and management of BUM Desa in Jepara Regency.

2. For Further Researchers

Hopefully, the results of this research will become reference material for future researchers to study the management of BUM Desa in Jepara Regency.

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