

ABSTRAK

HALIDAH, NPM:2022070, judul “EFEKTIVITAS PROGRAM PENGELOLAAN BADAN USAHA MILIK DESA (BUMDes) DI DESA BANUA HANYAR KECAMATAN DAHA SELATAN KABUPATEN HULU SUNGAI SELATAN” di bawah bimbingan **Ibu Anna Maryati, S. Sos., M.AP** sebagai Pembimbing I dan **Ibu Mawarti, S. Sos., MA** sebagai Pembimbing II

Penelitian ini dilakukan pada Badan Usaha Milik Desa (BUMDes) di Desa Banua Hanyar Kecamatan Daha Selatan Kabupaten Hulu Sungai Selatan dengan fenomena masalah menurunnya jumlah unit usaha, rendahnya kontribusi keuntungan terhadap pendapatan desa, keterbatasan kualitas sumber daya manusia pengelola, serta belum optimalnya perencanaan, inovasi, dan evaluasi pengelolaan usaha. Penelitian ini bertujuan untuk mengetahui efektivitas Program Pengelolaan Badan Usaha Milik Desa (BUMDes) di Desa Banua Hanyar Kecamatan Daha Selatan Kabupaten Hulu Sungai Selatan serta faktor-faktor yang mempengaruhinya.

Penelitian ini menggunakan metode deskriptif kualitatif. Teknik pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi. Penentuan informan menggunakan teknik *purposive sampling*. Jumlah informan dalam penelitian ini sebanyak 11 orang. Analisis data dilakukan melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Uji kredibilitas data dilakukan melalui perpanjangan keterlibatan, pengamatan terus-menerus, triangulasi, *peer debriefing*, analisis kasus negatif, kecukupan referensial, dan *member check*.

Hasil penelitian menunjukkan bahwa efektivitas Program Pengelolaan BUMDes di Desa Banua Hanyar secara keseluruhan dikategorikan cukup efektif. Penilaian ini didasarkan pada sepuluh indikator efektivitas mengacu pada teori Campbell J.P. Indikator yang berada pada kategori cukup efektif meliputi kemampuan operasional, kemampuan pelaksana, tingkat output program, kualitas pelayanan, kepuasan masyarakat, dampak program, dan pencapaian tujuan. Sementara itu, indikator pencapaian target, perbandingan input dan output, serta keuntungan masih kurang efektif karena target belum tercapai secara optimal dan hasil usaha belum memberikan kontribusi yang signifikan terhadap peningkatan pendapatan desa maupun kesejahteraan masyarakat. Faktor pendorong meliputi tingginya kebutuhan masyarakat terhadap layanan usaha BUMDes, dukungan pemerintah desa, serta potensi sumber daya desa. Sedangkan faktor penghambatnya meliputi kurangnya modal usaha, keterbatasan kualitas sumber daya manusia pengelola, serta kurangnya inovasi dan pengelolaan administrasi.

Untuk meningkatkan efektivitas pengelolaan BUMDes di Desa Banua Hanyar disarankan agar Pemerintah Desa meningkatkan dukungan melalui penambahan modal usaha, pembinaan, dan evaluasi secara berkala. Pengelola BUMDes perlu meningkatkan kemampuan manajerial serta mengembangkan inovasi usaha, sedangkan masyarakat diharapkan terus berpartisipasi dalam mendukung pengembangan BUMDes.

ABSTRACT

HALIDAH, NPM: 2022070, with the title "**The Effectiveness of the Management Program of Village-Owned Enterprises (BUMDes) in Banua Hanyar Village, Daha Selatan District, Hulu Sungai Selatan Regency.**" Under the supervision of **Anna Maryati, S.Sos., M.AP.** as Supervisor I and **Mawarti, S.Sos., M.A.** as Supervisor II.

This research was conducted at the Village-Owned Enterprise (BUMDes) in Banua Hanyar Village, Daha Selatan District, Hulu Sungai Selatan Regency. The study was motivated by several issues, including the declining number of active business units, the low contribution of BUMDes profits to village revenue, the limited quality of human resources managing the BUMDes, and the suboptimal planning, innovation, and evaluation of business management. This study aimed to determine the effectiveness of the management of the Village-Owned Enterprise (BUMDes) in Banua Hanyar Village, Daha Selatan District, Hulu Sungai Selatan Regency, as well as the factors influencing its effectiveness.

This study employed a descriptive qualitative method. Data were collected through interviews, observations, and documentation. Informants were selected using a purposive sampling technique, involving 11 informants. Data were analyzed through the stages of data reduction, data presentation, and conclusion drawing. The credibility of the data was established through prolonged engagement, persistent observation, triangulation, peer debriefing, negative case analysis, referential adequacy, and member checking.

The results showed that the effectiveness of BUMDes management in Banua Hanyar Village was generally categorized as fairly effective. This assessment was based on ten effectiveness indicators referring to Campbell's theory. The indicators categorized as fairly effective included operational capability, implementers' capability, program output, service quality, community satisfaction, program impact, and goal achievement. Meanwhile, the indicators of target achievement, input-output comparison, and profit were categorized as less effective because the planned targets had not been fully achieved and business results had not made a significant contribution to increasing village revenue and community welfare. Supporting factors included the high community demand for BUMDes services, support from the village government, and the potential of village resources. In contrast, the inhibiting factors included limited business capital, inadequate quality of human resources, and the lack of innovation and administrative management.

To improve the effectiveness of BUMDes management in Banua Hanyar Village, it is recommended that the village government strengthen its support through additional business capital, guidance, and regular evaluations. BUMDes managers are expected to improve their managerial skills and develop business innovations, while the community is encouraged to actively participate in supporting the development of BUMDes.