

ABSTRAK

SYIHABUDDIN, NPM : 2022166, Judul “EFEKTIVITAS BADAN USAHA MILIK DESA BERSAMA (BUMDESMA) SWARGALOKA DALAM PENGELOLAAN PARIWISATA UNTUK MENINGKATKAN PENDAPATAN ASLI DESA (PADES) KECAMATAN HAUR GADING KABUPATEN HULU SUNGAI UTARA” dibawah bimbingan Bapak Agus Surya Dharma , S.Sos., M.AP. sebagai Pembimbing I dan Bapak Ahmad Baihaqi, S.Sos., M.A. sebagai Pembimbing II

BUMDesma Swargaloka mengelola potensi wisata rawa gambut untuk kemandirian ekonomi desa. Namun, pengelolaannya belum optimal akibat keterbatasan infrastruktur, minimnya inovasi, serta rendahnya kontribusi terhadap Pendapatan Asli Desa (PADes) di tengah tantangan ekologis. Penelitian ini bertujuan menganalisis efektivitas pengelolaan pariwisata BUMDesma Swargaloka dalam meningkatkan PADes serta mengidentifikasi faktor pendukung dan penghambatnya.

Penelitian kualitatif deskriptif ini menggunakan data primer dan sekunder yang ditentukan melalui purposive sampling terhadap 10 informan kunci. Teknik pengumpulan data meliputi observasi, wawancara, dan dokumentasi. Analisis data dilakukan menggunakan reduksi data dan penarikan kesimpulan, sedangkan uji keabsahan data dilakukan melalui triangulasi, perpanjangan pengamatan, serta member check.

Hasil penelitian menunjukkan bahwa efektivitas BUMDesma Swargaloka dalam pengelolaan pariwisata berbasis ekosistem rawa gambut belum tercapai secara optimal pada seluruh dimensi pengukuran teori efektivitas organisasi. Secara spesifik, BUMDesma menunjukkan kinerja yang sangat efektif pada indikator batas waktu dan tata cara. Hal ini dibuktikan dengan kedisiplinan pelaksanaan jadwal kegiatan wisata, kecepatan respon petugas dalam pelayanan, serta kepatuhan terhadap Standar Operasional Prosedur (SOP) yang didukung oleh transparansi pelaporan kepada pemerintah desa anggota. Namun, efektivitas organisasi masih terkendala secara signifikan pada indikator sumber daya dan mutu layanan. Keterbatasan kuantitas dan kompetensi Sumber Daya Manusia (SDM) mengakibatkan terjadinya rangkap jabatan yang menghambat fokus operasional, sementara sarana prasarana fisik pendukung wisata masih belum memadai dari aspek keselamatan dan kenyamanan. Selain itu, variasi atraksi wisata masih cenderung monoton tanpa inovasi program yang berkelanjutan, sehingga kepuasan pengunjung belum maksimal. Efektivitas pengelolaan pariwisata BUMDesma Swargaloka dipengaruhi dua sisi. Faktor penghambat meliputi keterbatasan kompetensi SDM, minimnya anggaran operasional, dan infrastruktur yang belum memadai. Sebaliknya, faktor pendukung kuat bersumber dari sinergi dukungan pemerintah desa dan daerah, partisipasi aktif masyarakat, serta besarnya potensi sumber daya alam.

Untuk meningkatkan efektivitas pengelolaan pariwisata BUMDesma Swargaloka. Bagi pengurus, diperlukan perbaikan sarana prasarana, peningkatan kompetensi SDM, dan diversifikasi kegiatan wisata. Pemerintah desa diharapkan memberikan dukungan penuh melalui kebijakan, penyertaan modal, dan promosi. Sementara itu, Dinas PMD disarankan rutin melakukan pendampingan dan evaluasi triwulanan, serta masyarakat diharapkan berpartisipasi aktif dalam menjaga lingkungan dan mendukung operasional wisata guna mengoptimalkan Pendapatan Asli Desa (PADes).

ABSTRACT

SYIHABUDDIN, Student ID: 2022166, Title: “THE EFFECTIVENESS OF THE JOINT VILLAGE-OWNED ENTERPRISE (BUMDESMA) SWARGALOKA IN TOURISM MANAGEMENT TO INCREASE VILLAGE ORIGINAL INCOME (PADES) IN HAUR GADING DISTRICT, NORTH HULU SUNGAI REGENCY,” under the supervision of **Mr. Agus Surya Dharma, S.Sos., M.AP.** as the First Advisor and **Mr. Ahmad Baihaqi, S.Sos., M.A.** as the Second Advisor.

BUMDesma Swargaloka manages the potential of peatland tourism to achieve village economic independence. However, its management remains suboptimal due to infrastructure limitations, minimal innovation, and a low contribution to Village Original Income (Pendapatan Asli Desa or PADes) amidst ecological challenges. This study aims to analyze the effectiveness of tourism management by BUMDesma Swargaloka in increasing PADes, as well as to identify its supporting and inhibiting factors.

This descriptive qualitative research employs primary and secondary data obtained through purposive sampling of 10 key informants. Data collection techniques include observation, interviews, and documentation. Data analysis was conducted using data reduction and conclusion drawing, while data validity was tested through triangulation, prolonged observation, and member checking.

The results indicate that the effectiveness of BUMDesma Swargaloka in managing peatland ecosystem-based tourism has not been optimally achieved across all measurement dimensions of organizational effectiveness theory. Specifically, BUMDesma demonstrates highly effective performance in the indicators of timeliness and procedures. This is evidenced by discipline in executing tourism schedules, staff responsiveness in service delivery, and compliance with Standard Operating Procedures (SOPs), supported by transparent reporting to member village governments. However, organizational effectiveness remains significantly constrained by indicators of resources and service quality. Limitations in the quantity and competence of Human Resources (HR) have led to concurrent positions (rangkap jabatan), which hinder operational focus, while physical infrastructure supporting tourism remains inadequate in terms of safety and comfort. Furthermore, the variety of tourism attractions tends to be monotonous without sustainable program innovation, resulting in suboptimal visitor satisfaction.

The effectiveness of tourism management by BUMDesma Swargaloka is influenced by two aspects. Inhibiting factors include limited HR competence, insufficient operational budget, and inadequate infrastructure. Conversely, strong supporting factors stem from the synergy of support from village and regional governments, active community participation, and the significant potential of natural resources.

To enhance the effectiveness of tourism management at BUMDesma Swargaloka, several recommendations are proposed. For the management board, improvements in infrastructure, enhancement of HR competence, and diversification of tourism activities are necessary. The village government is expected to provide full support through policy, capital participation, and promotion. Meanwhile, the Community and Village Empowerment Office (Dinas PMD) is advised to conduct routine mentoring and quarterly evaluations. Finally, the community is expected to participate actively in environmental preservation and support tourism operations to optimize Village Original Income (PADes).