ABSTRAK

ADIYATUL HUSNA, NPM : 212308371, Judul **"EFEKTIVITAS PENGELOLAAN BADAN USAHA MILIK DESA (BUMDES) DI DESA GALAGAH KECAMATAN SUNGAI TABUKAN KABUPATEN HULU SUNGAI UTARA"**. Di bawah bimbingan Bapak **Arif Budiman, S.Sos, M.A.P** selaku Dosen Pembimbing I dan **Bapak Barkatullah, S.Sos, M.A** selaku Dosen Pembimbing II.

BUMDes Desa Galagah mengembangkan usaha peternakan itik petelur sebagai salah satu upaya pemanfaatan potensi lokal untuk meningkatkan Pendapatan Asli Desa (PADes) dan kesejahteraan masyarakat. Namun, dalam pelaksanaannya, pengelolaan BUMDes masih menghadapi berbagai kendala sehingga efektivitasnya perlu dikaji lebih mendalam. Penelitian ini bertujuan untuk menganalisis efektivitas pengelolaan BUMDes dalam meningkatkan pemasaran hasil produksi telur itik serta mengidentifikasi faktor-faktor yang memengaruhinya, dengan mengacu pada tiga dimensi efektivitas organisasi menurut Richard M. Steers (1985), yaitu pencapaian tujuan (*goal attainment*), integrasi (*integration*), dan adaptasi (*adaptation*). Penelitian menggunakan pendekatan kualitatif dengan tipe deskriptif. Informan penelitian berjumlah 12 orang yang dipilih menggunakan teknik purposive sampling, meliputi Kepala Desa, aparat desa (Sekretaris Desa, Kaur Umum, dan Kaur Keuangan), Ketua BUMDes, Sekretaris BUMDes, Bendahara BUMDes, Ketua BPD, Wakil Ketua BPD, Sekretaris BPD, serta masyarakat umum Desa Galagah. Data dikumpulkan melalui observasi, wawancara mendalam, dan dokumentasi, kemudian dianalisis menggunakan model interaktif Miles dan Huberman yang meliputi reduksi data, penyajian data, serta penarikan kesimpulan dan verifikasi. Keabsahan data diuji melalui teknik triangulasi sumber, triangulasi teknik, dan triangulasi waktu.

Hasil penelitian menunjukkan bahwa efektivitas pengelolaan BUMDes di Desa Galagah belum sepenuhnya optimal. Pada aspek pencapaian tujuan, kegiatan operasional seperti pemberian pakan, perawatan kandang, dan pemanenan telur telah berjalan tepat waktu dengan kualitas dan kuantitas produksi yang cukup baik, meskipun efisiensi biaya dan pelaporan administrasi masih perlu ditingkatkan. Pada aspek integrasi, sosialisasi, komunikasi, dan konsensus antara pengurus BUMDes, pemerintah desa, BPD, dan masyarakat berjalan cukup efektif, namun keterlibatan masyarakat secara langsung dalam pengelolaan usaha masih rendah. Pada aspek adaptasi, pengurus menunjukkan fleksibilitas dan kemampuan penanganan masalah yang cukup baik dalam menghadapi kendala operasional, tetapi inovasi usaha dan strategi pemasaran produk masih tergolong belum efektif karena masih mengandalkan cara konvensional dan belum memanfaatkan teknologi digital secara optimal.

Efektivitas pengelolaan BUMDes dipengaruhi oleh sejumlah faktor penghambat, yaitu keterbatasan modal usaha, keterbatasan kapasitas sumber daya manusia pengelola, pemasaran yang masih terbatas pada pasar lokal, kurangnya inisiatif pengembangan produk dan inovasi, serta ketergantungan pada kondisi alam dan kesehatan itik. Di sisi lain, terdapat pula faktor pendukung berupa potensi sumber daya alam desa, dukungan aktif dari pemerintah desa dan BPD, tradisi masyarakat dalam beternak itik, serta antusiasme dan partisipasi masyarakat dalam mendukung keberadaan BUMDes. Berdasarkan temuan tersebut, penelitian ini merekomendasikan perlunya peningkatan kapasitas pengelola melalui pelatihan, penguatan inovasi produk dan pemasaran digital, serta perluasan partisipasi masyarakat agar pengelolaan BUMDes Desa Galagah dapat berjalan lebih efektif dan berkelanjutan dalam mendukung perekonomian desa.

ABSTRACT

ADIYATUL HUSNA, NPM: 212308371, Title "EFFECTIVENESS OF THE MANAGEMENT OF VILLAGE-OWNED ENTERPRISES (BUMDES) IN GALAGAH VILLAGE, SUNGAI TABUKAN SUB-DISTRICT, NORTH HULU SUNGAI REGENCY". Under the guidance of Mr. Arif Budiman, S.Sos, M.A.P as Supervisor I and Mr. Barkatullah, S.Sos, M.A as Supervisor II.

The Galagah Village-Owned Enterprise (BUMDes) has developed a laying duck farming business as an effort to utilize local potential in order to increase Village Original Revenue (PADes) and community welfare. In practice, however, the management of the BUMDes still faces various obstacles, making a more in-depth assessment of its effectiveness necessary. This study aims to analyze the effectiveness of BUMDes management in improving the marketing of duck egg products and to identify the factors that influence it, referring to Richard M. Steers' (1985) three dimensions of organizational effectiveness, namely goal attainment, integration, and adaptation. The study used a qualitative approach with a descriptive type. Twelve informants were selected using a purposive sampling technique, comprising the Village Head, village officials (Village Secretary, Head of General Affairs, and Head of Finance), BUMDes management (Chair, Secretary, and Treasurer), Village Consultative Body (BPD) officials (Chair, Vice-Chair, and Secretary), and members of the general public of Galagah Village. Data were collected through observation, in-depth interviews, and documentation, then analyzed using the Miles and Huberman interactive model, which includes data reduction, data display, and conclusion drawing and verification. Data validity was tested through source, technique, and time triangulation.

The results show that the effectiveness of BUMDes management in Galagah Village is not yet fully optimal. In terms of goal attainment, operational activities such as feeding, coop maintenance, and egg harvesting have been carried out on schedule with fairly good production quality and quantity, although cost efficiency and administrative reporting still need improvement. In terms of integration, socialization, communication, and consensus among BUMDes management, the village government, the BPD, and the community have run reasonably well, although direct community involvement in business management remains low. In terms of adaptation, the management shows fairly good flexibility and problem-handling ability in facing operational obstacles, but business innovation and product marketing strategies are still considered ineffective, as they still rely on conventional methods and have not yet made optimal use of digital technology.

The effectiveness of BUMDes management is influenced by several inhibiting factors, namely limited business capital, limited human resource capacity among managers, marketing that is still confined to the local market, a lack of initiative in product development and innovation, and dependence on natural conditions and duck health. On the other hand, there are also supporting factors, including the village's natural resource potential, active support from the village government and the BPD, the community's tradition of duck farming, and community enthusiasm and participation in supporting the existence of the BUMDes. Based on these findings, this study recommends the need to improve management capacity through training, strengthen product innovation and digital marketing, and expand community participation so that the management of the Galagah Village BUMDes can run more effectively and sustainably in supporting the village economy.