ABSTRAK

JUMIATI. NPM : 2022523, Judul "PENGELOLAAN BADAN USAHA MILIK DESA DI DESA BANJARBARU KECAMATAN DAHA SELATAN KABUPATEN HULU SUNGAI SELATAN" dibawah bimbingan Bapak **Barkatullah, S.Sos., M.A** sebagai Pembimbing I dan Bapak **H.Yusran Fahmi, S.IP., M.AP** sebagai Pembimbing II.

Badan Usaha Milik Desa (BUMDes) di Desa Banjarbaru Kecamatan Daha Selatan Kabupaten Hulu Sungai Selatan belum berjalan secara optimal, , khususnya pada tata kelola unit usaha lapangan futsal. Permasalahan utamanya meliputi lemahnya perencanaan bisnis lapangan futsal, minimnya partisipasi masyarakat selaku konsumen, kurangnya pengawasan rutin dari pemerintah desa, serta ketiadaan sarana pengaduan formal untuk tindakan evaluasi. Penelitian ini bertujuan untuk mengetahui secara mendalam mengenai pengelolaan BUMDes di Desa Banjarbaru beserta faktor pendukung dan penghambatnya.

Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan berlandaskan pada Teori Pengelolaan menurut George R. Terry yang mencakup empat fungsi utama manajemen, yaitu perencanaan (*planning*), pengorganisasian (*organizing*), penggerakan (*actuating*), dan pengawasan (*controlling*). Teknik pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi terhadap 12 orang informan yang ditentukan secara *purposive sampling*. Analisis data melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan secara sistematis.

Hasil penelitian menunjukkan bahwa pengelolaan BUMDes di Desa Banjarbaru secara keseluruhan belum optimal. Hal ini dilihat dari empat aspek utama. Pertama, aspek perencanaan pada indikator rencana usaha serta penetapan tujuan dan strategi yang belum optimal. Kedua, aspek pengorganisasian pada indikator pembagian tugas dan struktur organisasi serta kesesuaian penempatan yang telah berjalan optimal. Ketiga, aspek penggerakan pada indikator pelaksanaan kegiatan usaha yang belum optimal akibat minimnya kesadaran warga meskipun pemberian motivasi dan arahan kepada pengelola telah berjalan optimal. Keempat, aspek pengawasan pada indikator monitoring, evaluasi, dan tindakan koreksi yang belum optimal. Faktor pendukung terdiri dari adanya pembagian tugas dan struktur organisasi yang jelas, serta adanya koordinasi dan komunikasi pengelola dengan Pemerintah Desa. Faktor penghambat yaitu lemahnya kapasitas perencanaan bisnis pengurus, rendahnya partisipasi riil masyarakat, serta kelemahan kontrol organisasi dan ketiadaan sarana evaluasi formal.

Untuk meningkatkan pengelolaan BUMDes, disarankan kepada pemerintah desa agar memfasilitasi pelatihan manajerial bisnis, mengalokasikan anggaran pemeliharaan lapangan futsal, dan mengaktifkan fungsi pengawasan berkala. Pengelola diharapkan mampu menyusun rencana bisnis harian, mengaktifkan strategi promosi berupa turnamen, serta menyediakan sarana pengaduan fisik. Kepada masyarakat disarankan untuk memprioritaskan penggunaan fasilitas lapangan futsal desa dan serta aktif memberikan masukan demi kemajuan desa.

ABSTRACT

JUMIATI. NPM: 2022523, Title: "MANAGEMENT OF VILLAGE-OWNED ENTERPRISES IN BANJARBARU VILLAGE, DAHA SELATAN DISTRICT, HULU SUNGAI SELATAN REGENCY" *under the guidance of Mr.* ***Barkatullah, S.Sos., M.A.*** *as Supervisor I and Mr.* ***H. Yusran Fahmi, S.IP., M.AP. as Supervisor II.***

The Village-Owned Enterprise (BUMDes) in Banjarbaru Village, Daha Selatan District, Hulu Sungai Selatan Regency, has not been operating optimally, particularly in the management of its futsal field business unit. Key issues include weak futsal field business planning, minimal community participation as consumers, a lack of routine supervision from the village government, and the absence of a formal complaint mechanism for evaluation. This study aims to gain an in-depth understanding of BUMDes management in Banjarbaru Village, including its supporting and inhibiting factors.

This study used a descriptive qualitative approach based on the Management Theory by George R. Terry, which encompasses four main management functions: planning, organizing, actuating, and controlling. Data collection techniques included interviews, observation, and documentation with 12 informants selected using purposive sampling. Data analysis involved data reduction, data presentation, and systematic conclusion drawing.

The results indicate that overall BUMDes management in Banjarbaru Village is suboptimal. This is evident in four main aspects. First, planning, defined by indicators such as business plans and goal setting, is suboptimal. Second, organization, defined by indicators such as task division, organizational structure, and appropriate placement, has been optimally implemented. Third, the driving aspect, based on the business activity implementation indicator, is suboptimal due to minimal community awareness, despite optimal motivation and direction provided to managers. Fourth, the oversight aspect, based on the monitoring, evaluation, and corrective action indicators, is suboptimal. Supporting factors include a clear division of tasks and organizational structure, as well as coordination and communication between managers and the Village Government. Inhibiting factors include weak business planning capacity among administrators, low real community participation, weak organizational controls, and the lack of formal evaluation tools.

To improve BUMDes management, it is recommended that the village government facilitate business management training, allocate a budget for futsal field maintenance, and activate regular monitoring functions. Managers are expected to develop daily business plans, implement promotional strategies such as tournaments, and provide a physical complaint facility. The community is advised to prioritize the use of the village futsal field facilities and actively provide input for village progress.