

Strategies For Developing Human Resources At Bumdes Bersama Jaya To Optimize The Economic Potential Of Village

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Abstract

Human Resources (HR) are a strategic factor that determines the success and sustainability of an organization. Katua Village in Dompu Regency has significant economic potential, but the management of the Bersama Jaya Village-Owned Enterprise (BUMDes) is not optimal due to limited HR capacity, particularly in the managerial, administrative, and financial management aspects. This study aims to analyze human resource development strategies at BUMDes Bersama Jaya in order to optimize the economic potential of the village. The research approach used is qualitative with data collection techniques through in-depth interviews, observation, focus group discussions (FGD), and documentation studies. There were nine informants in this study, consisting of government officials, BUMDes managers, and community members involved, namely village and regional government officials, BUMDes administrators, and BUMDes partner communities. Data analysis was performed using Force Field Analysis (FFA) to identify and map the driving and restraining factors of BUMDes HR development. The results of the study show that the main driving factors for BUMDes human resource development come from external and social factors. Meanwhile, the dominant inhibiting factors include dysfunctional organizational structures, limited technical capacity of administrators, lack of ongoing training, non-standardized financial administration and reporting systems, and weak supervision and evaluation. Based on the FFA results, the human resource development strategy for BUMDes Bersama Jaya is directed at two main focuses, namely maintaining driving factors and weakening inhibiting factors through role classification strategies, financial and administrative capability strategies, institutional strategies, continuous learning strategies, and human resource strategies oriented towards governance.

INTRODUCTION

Human resources (HR) are a strategic factor that plays a key role in determining the success and sustainability of an organization organisasi (S.Retno & Ferils, 2025; Wiguna et al., 2026). HRM not only acts as an implementer, but also as a key driver and planner that contributes directly to the achievement of the organization's vision and mission (Ainiyah et al., 2025; Armstrong & Taylor, 2023; S.Retno & Ferils, 2025). In this context, effective HR management is crucial, as it encompasses the systematic processes of planning, organizing, directing, developing, and controlling the workforce (Bratton et al., 2021; Ediarman et al., 2026).

Human resource development strategies are a crucial element in improving work quality, productivity, and organizational competitiveness amid ever-evolving global dynamics (Hasibuan, 2017; Paruli & Santosa, 2023). Within the framework of local economic development, the existence of Village-Owned Enterprises (BUMDes) is an important instrument for realizing village economic independence. BUMDes were established as a manifestation of economic democracy at the village level, aiming to improve community welfare through the management of local potential. However, data from the Central Statistics Agency (2024) shows that the poverty rate in rural Indonesia is still 12.22%, higher than in urban areas. In West Nusa Tenggara Province, the poverty

rate reaches 11.91%, including in Dompu Regency, where most of the area is rural. This condition indicates that the optimization of village economic institutions, including BUMDes, still faces various structural and managerial challenges.

Katua Village, located in Dompu Regency, is an area with considerable economic potential, particularly in the agriculture, tourism, and natural resources sectors, such as stone and sand. Its geographical advantages and natural wealth should be the main assets in driving local economic growth. Therefore, the existence of Village-Owned Enterprises (BUMDes) should be the driving force in managing the village's potential in a productive and sustainable manner. However, management has not been optimal due to limited human resources capacity.

Although the organizational structure has been established (director, secretary, treasurer, and business unit manager), managerial, administrative, and financial management competencies are still limited. The educational background of most of the administrators is not relevant to business management, so administration and financial record-keeping are still manual and unfocused, resulting in weak transparency, accountability, and public trust.

Table 1. Management of BUMDes Bersama Jaya

Position	Last Education
Director	Bachelor's Degree of Economics
Secretary	High School
Treasurer	Bachelor of Health
Business Unit Manager	Bachelor of Agriculture

This condition differs from the success of BUMDes in O'o Village, Dompu Regency, in Nurhalidah (2023) research, which shows that strengthening human resources, system innovation, and good governance can increase Village Original Income (PAD). A number of previous studies also confirm that optimizing human resources through education, training, and strengthening institutional capacity are key factors in the success of BUMDes in improving community welfare (Chikmawati, 2019; Mustofa et al., 2024).

The phenomenon of the gap between the economic potential of Katua Village Katua Village and the weak management of the Bersama Jaya Village-Owned Enterprise (BUMDes) demonstrates the urgency of implementing a systematic and targeted human resource development strategy. Strategy is understood as the process of determining organizational goals and how to achieve them effectively by balancing internal strengths with environmental challenges (Julia & Masyrroh, 2022). In this context, human resource development strategies play a role in enhancing the competency, skills, and commitment of managers, considered key organizational assets (Paruli & Santosa, 2023; Suryani et al., 2017).

The capacity building approach by Grindle (1997) is relevant through capacity building at the individual, institutional, and system levels, enabling BUMDes to be managed professionally and sustainably. This needs to be supported by participatory community empowerment (Rappaport, 1984) and the application of good governance principles such as transparency, accountability, and effectiveness so that BUMDes performance is not only optimal internally, but also has an impact on community welfare (Rahim et al., 2023; Utama, 2024).

Based on these issues, this study focuses on "Human Resource Development Strategies of BUMDes Bersama Jaya in Optimizing Village Economic Potential," with the hope of contributing to the strengthening of BUMDes institutions, increasing village revenue, and realizing the sustainable economic independence of Katua Village.

METHODS

Type of Research

This study uses a qualitative approach with a case study design. A qualitative approach was chosen because it aims to gain an in-depth understanding of phenomena occurring in their natural context, particularly those related to human resource development strategies in the management of BUMDes Bersama Jaya in Katua Village, Dompus Regency. This method produces descriptive data in the form of words, narratives, and meanings obtained directly from informants, enabling researchers to capture social reality holistically.

The case study design was used because the research focused on one specific case, namely the low capacity of BUMDes managers, which has resulted in the suboptimal management of the village's economic potential. The problems identified include the mismatch between educational backgrounds and management tasks, weak administrative and financial recording capabilities that are still manual, low professionalism, and limited community participation.

Research Informants

Participants in this study consisted of individuals who were directly involved in the management of the Joint Village-Owned Enterprise (BUMdes) Bersama Jaya Desa Katua in Dompus Regency. Participants were selected using purposive sampling, as described by Sugiyono (2020), who states that purposive sampling is a method of sampling based on specific considerations.

In this study, participants were selected based on several criteria, such as their involvement in government, in-depth understanding of regional needs, experience in participating in open selection, their involvement in providing training, and experience in implementing policies related to the recruitment and selection process.

Table 2. List of Informants

No	Category Informant	Position	Institution	Number Informants
1	Official Government	Head of Department DPMPD	Empowerment Agency Community and Village Affairs Agency (DPMD) of Dompus Regency	1
2	Officials Government	Sub-district Head/Head Village	District/Head Related Village	2
3	Administrator Village-Owned Enterprise	Director/Manager BUMdes Bersama Jaya	BUMdes Bersama Jaya Katua Village	2
4	Community involved	Farmers, Traders, Livestock Farmers, Business People	Working Community Same as BUMdes	4

Data Collection Techniques

Data collection techniques to obtain accurate, reliable, and comprehensive data in accordance with the context of the research include in-depth interviews and focus group discussions (FGD).

Data Analysis Techniques

The data analysis technique used in this study is FFA (Force Field Analysis). Force field analysis was developed by Kurt Lewin in the 1940s to identify and assess the forces that influence change, both driving forces and restraining forces. This analysis is based on the assumption that every process of change is always influenced by two opposing forces, namely factors that accelerate

change and factors that resist it. To obtain a more systematic understanding, the data analysis process using Force Field Analysis (FFA) is carried out through the following stages:

1. Basis of Analysis

- Problems always have two conditions: the current situation (status quo) and the desired situation.
- These conditions are influenced by the balance between driving forces and restraining forces.

2. FFA Analysis Steps

a. Problem Identification

- Identifying strategic/critical issues.
- Defining strategic issues.
- Identifying key actors involved.
- Identifying the dominant problems that influence the issue.
- Establishing the issues considered most important.

b. Problem Analysis

- Outlining the driving factors and inhibiting factors.
- Assigning weights/ratings to each factor (scale of 1–5: very small to very large).
- Visualize in the form of a balance of power diagram (driving vs. restraining forces).

c. Planned Change

- Change strategies can be implemented by strengthening driving factors or weakening restraining factors.
- It is more advisable to minimize inhibiting factors while maintaining or slightly strengthening driving factors.

3. Change Strategy Development

a. The change plan is outlined through:

- Change objectives
- Required resources
- Change mechanisms/processes (resource allocation & interaction)
- Performance indicators to be achieved

b. The format of the change plan includes:

- Rationale/background
- Objectives
- Mechanism and design
- Resources
- Implementation schedule
- Performance indicators
- Sustainability

RESULTS AND DISCUSSION

Results

Instrument Development Stages

The initial stage of the research began with the development of instruments in the form of semi-structured interview guidelines and FGD guidelines. The instruments were developed based on the main research issue, namely the human resource development strategy of BUMDes Bersama Jaya in optimizing the economic potential of the village. The instruments were designed to explore five main aspects:

- Actual condition of human resource capacity
- Organizational structure and division of tasks

- Administration and reporting system
- Government support and community participation
- Barriers and development needs

Research findings indicate that, in general, the condition of BUMDes human resources can be categorized as developing, but not yet optimal. Quantitatively, the number of administrators is relatively sufficient to carry out basic operations. However, qualitatively, there are still significant limitations in terms of managerial competence, financial administration, business planning, and technology utilization. The performance of BUMDes Bersama Jaya still faces a number of challenges, particularly related to the capacity of human resources managers.

In-depth Interviews and Focus Group Discussion (FGD) Stages

Interviews and FGDs were conducted with 9 informants consisting of government officials, BUMDes managers, and community members. Interviews were conducted to explore in greater depth the factors driving and restraining BumDes Bersama Jaya. FGDs were conducted to confirm the preliminary findings from the interviews. Based on the results of interviews and FGDs with all informants, several driving and inhibiting factors were identified as follows:

1. Driving Factors
 - 1) High Community Needs and Demand in Rural Areas
 - 2) Economic Potential of the Village in the Agriculture and Livestock Sectors
 - 3) Village Government Support in the Form of Capital and Policies
 - 4) Social Trust and Community Closeness
 - 5) Field Guidance from DPMPD as a Technical Driver
2. Restraining Factors
 - 1) Lack of Continuous Training and Human Resource Development
 - 2) Weak Administrative and Technological Literacy
 - 3) Non-functional Management Structure and Centralized Workload
 - 4) Unclear Business Systems and Communication with the Community
 - 5) Weak Supervision and Coordination Between Institutions

Force Field Analysis (FFA) Stages

The next stage is the formulation of recommendations for human resource development strategies, based on the results of the Force Field Analysis (FFA). The Force Field Analysis (FFA) in this study was based on the subjective assessments of informants through interviews and FGDs, which were then converted into weights and scores. The following are the results obtained based on the FFA analysis.

Table 3. Evaluation of Driving Factors for BUMDes Bersama Jaya

No	Driving Factors Human Resource Development	BF	ND	NRK	NBD	NBK	TNB	FKK
D1	High of the community for BUMDes services (farming tools, medicine, savings and loans)	0.24	4	4.10	0.96	0.98	1.94	*
D2	The economic potential of villages in the agriculture and livestock	0.22	4	3.95	0.88	0.87	1.75	
D3	Government support through participation APBDes capital	0.19	3	3.80	0.57	0.72	1.29	
D4	Social trust and village community closeness	0.18	3	3.70	0.54	0.67	1.21	

No	Driving Factors Human Resource Development	BF	ND	NRK	NBD	NBK	TNB	FKK
D5	Field coaching by DPMDP through routine monitoring	0.17	2	3.60	0.34	0.61	0.95	
		1.00			3.29		7.14	

Description: BF = Factor Weight; ND = Support Value; NRK = Average Correlation Value; NBD = Support Weight Value; NBK = Correlation Weight Value; TNB = Total Weight Value; FKK = Key Success Factor (*)

Table 4. Evaluation of Restaining Factors for BUMDes Bersama Jaya

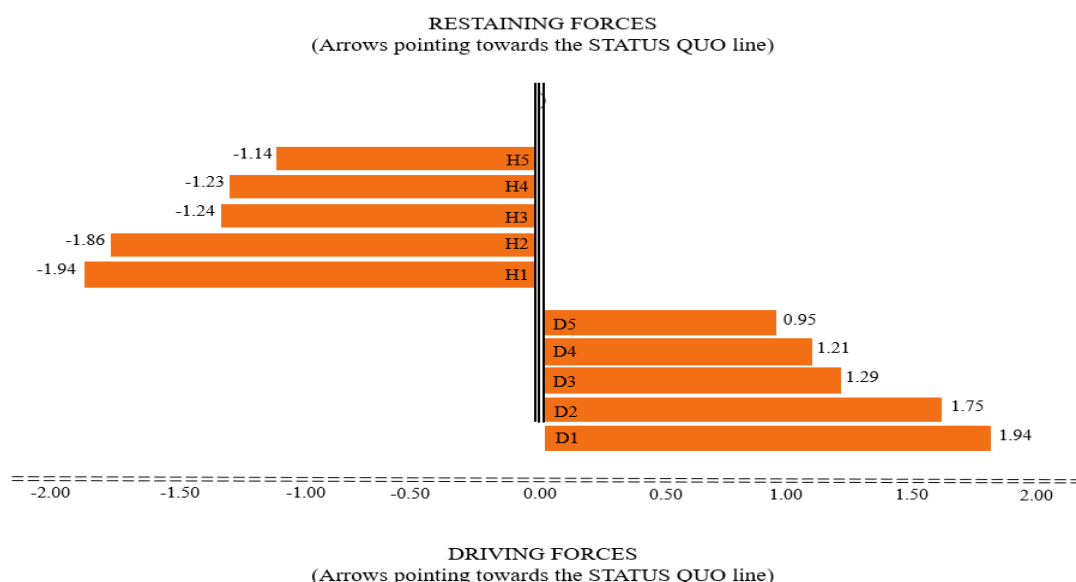
No	Restaining Factors Human Resource Development	BF	ND	NRK	NBD	NBK	TNB	FKK
H1	Structure Organization BUMDes is not functioning and the workload is centralized	0.24	4	4.10	0.96	0.98	1.94	*
H2	Capacity Human Resources Management BUMDes with low administrative and financial capacity	0.23	4	4.10	0.92	0.94	1.86	
H3	System Administration and reporting financial not yet standardized	0.18	3	3.90	0.54	0.70	1.24	
H4	Lack of ongoing HR training and development	0.18	3	3.85	0.54	0.69	1.23	
H5	Weak supervision and evaluation by BPD and the village government	0.17	3	3.70	0.51	0.63	1.14	
		1.00			3.47		7.41	

Description: BF = Factor Weight; ND = Support Value; NRK = Average Correlation Value; NBD = Support Weight Value; NBK = Correlation Weight Value; TNB = Total Weight Value; FKK = Key Success Factor (*)

The results in Table 3 show that the key factor driving the success of the development of BUM Desa Bersama Jaya is factor D1, namely the high community demand for BUMDes services such as farming tools, medicines, and savings and loans, while the key inhibiting factor is shown in Table 4, namely factor H1, where the BUMDes organizational structure is not functioning and the workload is concentrated on one member only. Based on the evaluation results of the driving factors (D) and inhibiting factors (H) for BUM Desa development in the previous stage, the strengths and weaknesses of BUM Desa Bersama Jaya in the seventh stage (FFA diagram visualization) are shown in Figure 2 below:

Figure 2. Strengths and Weaknesses of BUM Desa Development

Source: Research data, processed (2026)



The figure above shows the direction and value of each driving factor (D) and restaining factors (H) for the development of BUM Desa Bersama Jaya. The length of the histogram shows the magnitude of the TNB value for each factor, while the direction of the arrow (opposite) represents the pull between the driving factors and the inhibiting factors. The total TNB value of the driving factors is 7.14, while the TNB value of the inhibiting factors is 7.41. This condition shows that the strength of the driving factors is smaller than that of the inhibiting factors, so it can be concluded that the development of BUM Desa Bersama Jaya faces many obstacles, requiring solutions or the organization will tend to weaken.

Discussion

Current Condition of the Bersama Jaya Village-Owned Enterprise (BUMDes)

The main objective of this study is to analyze the actual condition of human resources (HR) managing BUMDes Bersama Jaya in Katua Village. Based on the results of in-depth interviews, field observations, and FGDs, the findings show that the HR capacity of BUMDes Bersama Jaya is at a developing stage, but has not yet reached an optimal level to support professional and sustainable village business management. This condition confirms the relevance of Hasibuan (2016) view that the success of an organization is not only determined by the availability of facilities, capital, or technology, but also depends heavily on the quality of the people who run the organization. This condition can be analyzed comprehensively through the perspective of capacity building. Within the framework of capacity building, capacity development is understood as a process of improving the abilities of individuals, organizations, and systems to be able to carry out their functions effectively, efficiently, and sustainably (Davila & Murillo, 2021). Based on the above analysis, the current condition of the human resources managing BUMDes Bersama Jaya shows:

1. The capacity of individual administrators is still limited to basic operational skills and has not yet reached managerial competence.
2. Organizational capacity is not yet optimal due to weak division of tasks, work systems, and internal supervision.
3. Institutional capacity remains low, as reflected in the ineffective management of businesses and partnerships with the community.

Driving Forces in the Development of Human Resources for BUMDes Management in Katua Village

1. High Community Needs as a Driver of Adaptive HR Capacity

The high needs and demands of the village community for services the economy of BUMDes is the most dominant driving factor. This need is routine, recurring, and inherent in the livelihood structure of the Katua Village community, which is dominated by the agriculture and livestock sectors. Within the framework of Capacity Building, this condition creates a pressure environment that encourages BUMDes human resources to continue to adapt and learn, even without the support of a formal training system.

Stable market demand serves as a learning space for BUMDes administrators. Administrators are encouraged to carry out service functions, record transactions, and manage businesses in a practical manner. However, the capacity that has been formed is still technical-operational in nature and has not developed towards managerial and strategic competencies. Thus, community needs serve as an external reason for maintaining the existence of human resources, but do not automatically improve the quality of capacity in a systematic manner. As stated by Morgan (2006), external pressure without internal system strengthening will only produce short-term adaptive capacity, not strategic capacity.

2. The Economic Potential of Villages as a Commitment of Administrators

The relatively strong economic potential of Katua Village is an important driving factor in building the internal motivation of BUMDes administrators. The findings of the study show that the administrators' awareness of the magnitude of local economic opportunities fosters moral commitment and social responsibility to keep BUMDes active. This commitment or motivation serves as a reason for human resource development, as it encourages administrators to persevere and carry out their roles despite limited competencies and a high workload. However, without the support of a structured learning and mentoring system, this motivation has the potential to remain static and not be converted into sustainable competency improvement. This is in line with Muarsarsar (2022), view that motivation without a structured capacity building system has the potential to stagnate and not be converted into competency improvement.

3. Village Government Support as a Structural Driver of HR Development

Village government support in the form of capital participation, policies, and institutional legitimacy is a significant structural driver. From an institutional capacity perspective, this support creates organizational stability and a safe space for managers to learn and develop without the pressure of short-term profit targets (Muarsarsar, 2022). The results of the study show that village government support functions more as a buffer to maintain the sustainability of BUMDes, rather than as the main driver of human resource capacity building. The limited integration between policy support and human resource development strategies has resulted in suboptimal capacity building for administrators. This confirms that structural support needs to be directed more strategically to strengthen human resource capacity, not merely to support business operations. This confirms previous research findings that many BUMDes survive because of structural support, but do not develop due to a weak orientation towards capacity building (Windari, 2021).

4. Social Trust and Social Capital as Support for Initial

Capacity Social trust and community closeness have proven to be very strong non-material driver. In the context of social capital, public trust in BUMDes and its management allows this institution to continue functioning even though the formal system is not yet running smoothly. This trust provides room for tolerance of human resource deficiencies. In his study of social capital, Fukuyama (1995) asserts that social trust can reduce transaction costs and enhance collective cooperation. Strong social capital

needs to be managed as a gateway to building a more formal, transparent, and accountable work system, so that trust is not only based on personal relationships, but also on institutional performance.

5. DPMPD Field Coaching as a Technical Driver of Human Resource Capacity

DPMPD field coaching during routine monitoring is a factor a concrete technical driver in the development of BUMDes management human resources. Direct, contextual, and problem-based assistance is in line with the concept of capacity development through practice, where capacity building occurs through solving real problems. These findings indicate that field coaching is effective in improving the basic technical capacity of managers, particularly in the areas of administration and accounting. However, its effectiveness is still short-term and partial in nature, because it has not been integrated into a continuous learning system, as stated by Gangani et al. (2006) and Kumala (2022), capacity building that is not integrated into a continuous learning system will be partial and short-term in nature. Thus, DPMPD coaching serves as a catalyst, but has not yet become a system in the development of BUMDes human resources.

Restraining Forces in the Development of BUMDes Management Human Resources in Katua Village

1. Absence of a Sustainable HR Training and Development System

The most fundamental obstacle in the development of BUMDes Bersama Jaya's human resources is the absence of a sustainable, structured training and development system based on the real needs of the business. The research findings show that the process of improving human resource capacity has not been designed as an integral part of the BUMDes development strategy. From a capacity building perspective, this condition indicates the absence of a development resource framework capable of mapping competency needs, designing training interventions, and systematically evaluating capacity improvements. As a result, managers carry out business activities by relying on personal experience and self-taught learning. This pattern does allow BUMDes to continue operating, but it is not sufficient to encourage long-term professionalism and accountability (Rahmayanti & Misral, 2024). These findings confirm the view of Gangani et al. (2006) that human resource development that is not competency-based will result in fragmented capacity building.

2. Weak Administrative and Technological Literacy as a Structural Barrier

Low administrative literacy and technology utilization emerge as a very dominant and far-reaching inhibiting factor affecting the performance of BUMDes human resources. The findings show that these limitations not only impact work efficiency, but also weaken managerial functions, internal control, and institutional accountability. In the framework of organizational capacity, administration and technology are the main instruments for building a transparent and measurable work system. When records are still kept manually without a standard format and without digital archives, the monitoring, evaluation, and decision-making processes cannot run effectively. As a result, BUMDes leaders do not have an adequate database to formulate business strategies, while supervisory agencies find it difficult to exercise continuous control. Furthermore, weak administrative and technological literacy also limits the opportunities for administrators to develop new competencies.

3. Dysfunctional Management Structure and Dependence on Key Individuals

Further research findings show that the management structure of BUMDes Bersama Jaya is not functioning properly. The division of tasks is not carried out collectively, so that almost all operational and administrative activities are centered on one individual. This condition reflects weak institutional design and unclear job descriptions. From a good governance perspective, this situation is highly problematic because it negates the principles of separation of functions and checks and balances (Mardiasmo, 2009). High

dependence on one individual makes the organization highly vulnerable to work fatigue, operational errors, and potential internal conflicts. From an HR development perspective, this dysfunctional structure directly hinders the organizational learning process. When some administrators are not actively involved, opportunities to improve competence through practice, discussion, and joint evaluation become very limited. As a result, human resource capacity develops unevenly and individually, rather than collectively.

4. Unclear Business Systems and Weak Communication with the Community

Another significant obstacle is the unclear business systems and weak institutional communication between BUMDes and the community as business partners. The findings of this study indicate that the absence of SOPs, written agreements, and clear socialization mechanisms has led to the community having a misunderstanding of the BUMDes business scheme. In this context, the ambiguity has a direct impact on low payment discipline, hampered capital turnover, and decreased trust between parties.

From a good governance perspective, this issue shows that the principle of transparency has not been optimally implemented in the management of BUMDes. Transparency requires information that is easily accessible, clear, and understandable to all stakeholders, especially the community as partners and beneficiaries. This is consistent when linked to the performance of public organizations, as the lack of clarity in the business system indicates weak strategic planning and communication capacity of human resources. This condition shows that the limitations of BUMDes human resources not only affect internal performance but also influence the economic behavior of the community.

5. Weak Supervision and Coordination Between Institutions

The final inhibiting factor that strongly influences the development of BUMDes Bersama Jaya's human resources is the weak supervision and coordination between institutions, both between the DPMPD, the village government, the BPD, and the BUMDes management. The research findings show that guidance, supervision, and evaluation have not been integrated into a comprehensive governance system. Upon closer examination, the absence of standard operating procedures (SOPs), reporting standards, and regular coordination forums has resulted in a passive and reactive oversight process (Muarsarsar, 2022). As a result, various human resource and operational issues are not identified early on, but only emerge when they have already had a significant impact on business performance. This weak coordination also hinders the learning process of Bum Desa administrators, as there is no joint evaluation between stakeholders.

Force Field Analysis (FFA) in the Development of BUMDes Human Resources Jaya

The FFA results in Tables 3 and 4 show that the total strength of the restraining factors (7.41) is greater than that of the driving factors (7.14). In organizational change theory, this condition indicates that the system is in a defensive status quo position, where the organization tends to stick to old work patterns even though there are opportunities for change. Thus, effective HR development strategies as recommended by Lewin's theory are not merely about adding incentives (e.g., capital or policies), but must focus on weakening structural barriers, such as:

1. Organizational restructuring
2. Development of SOPs
3. Strengthening the administrative system
4. Improving coordination between institutions

The results of the analysis of driving factors show that the main strength of the development of BUMDes Bersama Jaya actually comes from external and social factors, such as high community needs, village economic potential, village government support, and social trust. In community-based development theory, these conditions can be understood as social capital and economic capital, which are important prerequisites for the sustainability of local organizations. However, capacity building theory asserts that social and economic capital will only have an

optimal impact if it is converted into institutional capacity. The findings of this study show that even though community needs are high (factor D1 as FKK), administrators have not been able to respond to them with a professional work system. Thus, strong driving factors actually function as a buffer for sustainability, rather than as a driver of institutional change. These findings reinforce previous research results which state that many BUMDes survive because of market demand, but do not develop due to the weak capacity of their managers (Windari, 2021). This study shows that independent local economic development based on production is the key to improving the welfare of rural communities and ensuring food security.

Furthermore, the main inhibiting factor identified was the dysfunctional organizational structure and centralized workload, which theoretically reflects a failure in the dimension of organizational governance. From an organizational management perspective, a dysfunctional structure results in a lack of role division, control mechanisms, and organizational learning processes. The FFA results show that factor H1 is the key restraining factor with the highest TNB value. This finding is in line with Lewin's theory in Force Field Analysis, which asserts that structural barriers have greater resistance than individual barriers. As long as the organizational structure is not functioning, efforts to increase individual capacity through training will not have a significant impact. In addition, low administrative and technological literacy reflects weak technological capacity, which according to the UNDP is a basic prerequisite for organizational accountability and transparency. When financial data is not well documented, oversight, evaluation, and strategic decision-making functions cannot be carried out.

The findings of this study are consistent with various previous studies which state that the main problems of BUMDes lie in human resource capacity and institutional governance, not in the economic potential of the village. The difference in this study lies in the use of Force Field Analysis, which is able to quantitatively show that structural inhibiting factors have almost equal or even greater strength than driving factors. From an organizational change perspective, this condition confirms that the success of transformation is not only determined by strengthening driving forces, but also by the organization's ability to weaken restraining forces (Lewin, 1951). Thus, the theoretical contribution of this study is to reinforce the argument that BUMDes human resource capacity building must be understood as a process of institutional change, not merely individual training. Meanwhile, its practical contribution lies in the formulation of HR development strategies based on weakening the main inhibiting factors, as identified through FFA.

Based on the results of the FFA analysis, it can be concluded that the current development of BUMDes Bersama Jaya's human resources is more survival-oriented than growth-oriented. The sustainability of the business is still supported by community needs and village government support, while the internal capacity of the organization is not yet capable of becoming the main driving force. Therefore, the BUMDes human resource development strategy is not sufficient to only strengthen the driving factors, but must simultaneously be directed at weakening key inhibiting factors, particularly through the following strategies:

1. Role Clarification Strategy

This strategy was formulated to address the issue of unclear organizational structure and division of tasks in BUMDes. Theoretically, this step is in line with the elements of strategy formulation and strategy implementation in the strategic management model according to Hunger dan Wheelen (2003), which emphasizes the importance of formulating a clear structure, policies, and implementation mechanisms so that organizational goals can be achieved effectively. This strategy includes:

- Organizational restructuring
- Preparation of job descriptions
- Establishment of performance indicators

2. Financial & Administrative Capability Strategy

This strategy is aimed at addressing the low level of administrative and financial literacy among managers. Conceptually, this strategy is rooted in the competency-based

human resource development approach proposed by Gangani et al. (2006), which emphasizes that human resource development must be based on core competencies, including technical and managerial competencies. This strategy includes:

- Financial training
- Digitization of record keeping
- Report mentoring

3. Institutionalization Strategy

This strategy focuses on developing SOPs and standardizing work systems. Theoretically, this step is part of strategy implementation according to Hunger dan Wheelen (2003), in which strategy must be translated into clear policies and operational procedures. In the context of capacity building, this strategy falls under the dimension of institutional reform, as emphasized by Grindle, who states that institutional reform is necessary to create a system that does not depend on individuals. This strategy includes:

- Development of SOPs
- Standardization of services
- Documentation of procedures

4. Continuous Learning Strategy

This strategy was formulated to address the weakness of ongoing coaching and training. Theoretically, this strategy is in line with the views Doz dan Hamel (1995), who emphasize the importance of developing core competencies and continuous learning in order to respond to future challenges. From a capacity building perspective, this strategy falls under the dimension of individual development, namely increasing individual capacity through training, mentoring, and practice-based learning. This strategy includes:

- Mentoring
- Coaching
- Training needs assessment
- Learning by doing

5. Governance-Oriented HR Strategy

This strategy aims to strengthen monitoring, evaluation, and coordination functions. In the perspective of good governance according to the State Administration Agency (2003), the principles of participation, transparency, and accountability are the main foundations of public organization governance. This also strengthens the function of BUMDes as a community-based economic institution. This strategy includes:

- Governance training
- Monitoring and evaluation
- Regular coordination meetings

CONCLUSION

Conclusion

Based on the results of the research, field data analysis, and discussions related to the theory, several main conclusions can be drawn as follows:

1. The human resources (HR) of the Bersama Jaya BUMDes management in Katua Village are at a developing stage but are not yet optimal. HR capacity is still dominated by basic operational skills and is highly dependent on individual experience (learning by doing), without the support of a training system, SOPs, or structured performance evaluation mechanisms. From a capacity building perspective, new capacity development is only taking place at the individual level, while organizational and institutional capacity remains weak. A formal organizational structure has been established, but it is not yet functioning effectively, as evidenced by the unequal distribution of tasks and the concentration of

workload on certain individuals. This situation has prevented the increase in HR capacity from being internalized into sustainable organizational performance.

2. The results of the study show that the driving factors for human resource development at BUMDes Bersama Jaya are stronger when they come from external and social factors, such as high community needs, village economic potential, village government support, social trust, and field guidance from the DPMPD. These factors play an important role in maintaining the sustainability of BUMDes, but have not been able to drive significant institutional change. Conversely, the inhibiting factors are structural and systemic in nature, including the absence of a continuous training system, low administrative and technological literacy, dysfunctional organizational structures, non-standardized administrative systems, and minimal supervision and coordination between institutions. These obstacles are the main causes of low human resource capacity and limited professionalism in BUMDes management.
3. Based on the results of the Force Field Analysis, the total strength of the inhibiting factors is greater than that of the driving factors, indicating that the human resource development of BUMDes Bersama Jaya is still in a survival-oriented state, rather than a growth-oriented one. An effective human resource development strategy involves maintaining the driving factors and focusing on weakening the key inhibiting factors, particularly structural and institutional barriers. The formulated HRD strategy includes reorganizing the organizational structure, developing SOPs and standard operating procedures, strengthening administrative and financial literacy, providing continuous and needs-based HRD, and strengthening the supervisory and coordination functions between institutions. This strategy is expected to convert the economic potential and social capital of the village into sustainable institutional capacity.

Suggestions

Based on the research conclusions, several suggestions can be made, as follows:

1. BUMDes managers are advised to reorganize the organizational structure and division of tasks in a clearer and more proportional manner. Each manager needs to have a clear job description so that the learning and capacity building process takes place collectively, not individually. In addition, managers need to start implementing simple but standard administration and bookkeeping as a first step towards professionalizing village business management.
2. The village government is expected to not only act as a provider of capital and institutional legitimacy, but also as a strategic director of BUMDes human resource development. The village government needs to encourage the preparation of SOPs, annual work plans, and performance evaluation mechanisms for BUMDes so that the support provided can improve human resource capacity in a sustainable manner, rather than merely supporting short-term operations.
3. The DPMPD and related institutions are advised to develop a model of guidance and assistance that is sustainable, scheduled, and based on the real needs of BUMDes. Assistance should not only be in the form of administrative monitoring, but should be directed at strengthening the managerial capacity, governance, and business systems of BUMDes. The integration of training, field assistance, and periodic evaluation is the key to successful human resource development.
4. The village community is expected to improve their understanding that BUMDes is a business institution, not a social assistance institution. Therefore, collective awareness is needed to comply with the business system, capital return mechanism, and transaction

recording that have been agreed upon, so that the sustainability of BUMDes businesses can be maintained.

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