

ANALISIS PERMASALAHAN PENGELOLAAN BADAN USAHA MILIK DESA (BUMDES) MENGKUANG BERDURI UNTUK MENDUKUNG KEMANDIRIAN DESA DI DESA LUBUK KABUPATEN KARIMUN

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis permasalahan pengelolaan BUMDes (Badan Usaha Milik Desa) Mengkuang Berduri di Desa Lubuk, Kecamatan Kundur, Kabupaten Karimun serta menentukan prioritas faktor yang perlu ditangani untuk mendukung kemandirian desa. Penelitian menggunakan pendekatan *mixed methods* dengan desain *convergent parallel*. Data kualitatif diperoleh melalui wawancara, observasi, dan dokumentasi, sedangkan data kuantitatif diperoleh melalui kuesioner yang dianalisis menggunakan metode *Analytical Hierarchy Process* (AHP). Hasil penelitian menunjukkan bahwa pengelolaan BUMDes Mengkuang Berduri masih menghadapi berbagai kendala, antara lain keterbatasan kualitas sumber daya manusia pengelola, rendahnya kemampuan inovasi dan pengembangan usaha, belum optimalnya partisipasi masyarakat, serta masih terbatasnya dukungan dan pembinaan dari pemerintah desa. Kondisi tersebut menyebabkan pengelolaan unit usaha belum berjalan secara maksimal dan belum memberikan kontribusi optimal terhadap peningkatan ekonomi desa. Hasil analisis AHP menunjukkan bahwa partisipasi masyarakat merupakan faktor prioritas utama yang memengaruhi pengelolaan BUMDes, diikuti oleh kemampuan pengelola dan dukungan pemerintah desa. Temuan ini menunjukkan bahwa keberhasilan pengelolaan BUMDes sangat bergantung pada keterlibatan aktif masyarakat, kapasitas pengelola dalam mengembangkan usaha, serta konsistensi dukungan pemerintah desa melalui pembinaan, pengawasan, dan fasilitasi kebijakan. Penelitian ini menyimpulkan bahwa penguatan partisipasi masyarakat, peningkatan kapasitas pengelola, dan optimalisasi dukungan pemerintah desa menjadi langkah prioritas dalam meningkatkan kinerja BUMDes Mengkuang Berduri guna mewujudkan kemandirian desa yang berkelanjutan.

Kata Kunci: BUMDes, pengelolaan BUMDes, partisipasi masyarakat, *Analytical Hierarchy Process* (AHP), kemandirian desa

**ANALYSIS OF MANAGEMENT ISSUES FACING MENGKUANG
BERDURI VILLAGE-OWNED ENTERPRISE (BUMDES) TO SUPPORT
VILLAGE INDEPENDENCE IN LUBUK VILLAGE, KARIMUN REGENCY**

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ABSTRACT

This study aims to analyze the management problems faced by BUMDes (Village Owned Enterprise) Mengkuang Berduri in Lubuk Village, Kundur District, Karimun Regency, and to determine the priority factors that need to be addressed in supporting village independence. This research employed a mixed-methods approach with a convergent parallel design. Qualitative data were collected through interviews, observations, and documentation, while quantitative data were obtained through questionnaires and analyzed using the Analytical Hierarchy Process (AHP) method. The results indicate that BUMDes Mengkuang Berduri continues to face several obstacles, including limited managerial human resource capacity, low levels of innovation and business development, inadequate community participation, and insufficient support and guidance from the village government. These conditions have hindered the optimal management of business units and limited their contribution to improving the village economy. The AHP analysis revealed that community participation is the highest-priority factor influencing BUMDes management, followed by managerial capability and support from the village government. These findings demonstrate that the success of BUMDes management largely depends on active community involvement, the competence of managers in developing business opportunities, and the consistency of village government support through guidance, supervision, and policy facilitation. This study concludes that strengthening community participation, improving managerial capacity, and optimizing village government support are the main priorities for enhancing the performance of BUMDes Mengkuang Berduri in order to achieve sustainable village independence.

Keywords: Village-Owned Enterprises (BUMDes), BUMDes Management, Community Participation, Analytical Hierarchy Process (AHP), Village Independence.