

Community Empowerment Through the Village-Owned Enterprise (BUMDes) “Maju Makmur Sejahtera Global” in Sukomulyo Village, Manyar District, Gresik Regency

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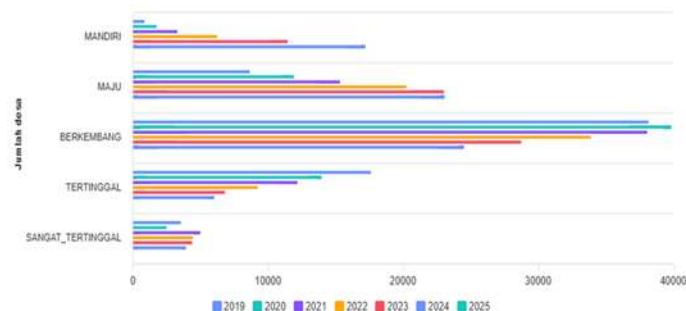
ABSTRACT

This study aims to analyze community empowerment carried out by the Village-Owned Enterprise “Maju Makmur Sejahtera Global” based on four empowerment dimensions: human development, business development, environmental development, and institutional development. Using a qualitative descriptive approach, data were collected through interviews, observations, and documentation with BUMDes administrators, business unit managers, and community members from June to November 2025. The findings show that empowerment programs have strengthened community capacity through training, business assistance, environmental management, and institutional coordination, although challenges remain in participation, digital literacy, and business unit sustainability. This study contributes to understanding empowerment practices in rural contexts and highlights the need for continuous support, improved management, and community involvement for sustainable village development.

INTRODUCTION

Indonesia has a large territory and abundant natural resources that serve as capital for development. Development aims to improve the welfare of the people evenly, both materially and spiritually (Purwanti, 2023), as well as to realize fair and equitable prosperity (Purnamasari & Ma'ruf, 2022). In Indonesia, areas smaller than cities, such as villages, are often viewed as poor, and the government has an obligation to improve the quality of life of rural communities, as stipulated in Law No. 4 of 2014. High rural poverty is an indicator of a developing country (Sari & Tukiman, 2023), influenced by educational disparities, high basic needs, unequal access to resources, and income distribution. BPS 2024 recorded 25.22 million poor people (9.03 percent), with the highest number in rural areas (13.58 percent).

This condition encourages community empowerment to independently utilize local potential (Ristiana & Yusuf, 2020), in line with the views of Mardikanto and Soebianto (2017) on the importance of increasing community capacity. Efforts to improve villages have been strengthened through Law No. 6 of 2014, which encourages the establishment of village business institutions and human resource development. Permendesa No. 2 of 2016 also serves as a guideline for village development through the Village Development Index (IDM), which groups villages based on their level of progress (Bachrudin & Darma, 2020).



Source : <https://idm.kemendes.go.id/> (2025)

Figure 1. Data on the Village Development Index (IDM) in Indonesia for 2019-2024

The data above shows that developing villages dominated the 2019–2024 period, while the number of independent and advanced villages continued to increase. To strengthen the local economy, village governments formed BUMDes to maximize resource potential and improve welfare through Village Consultative Meetings (Sugiarta, 2023). As social institutions and business units, BUMDes promote economic independence based on local potential with joint capital ownership in accordance with Permendagri No. 39 of 2010. Their role is strengthened by PP No. 11 of 2021 regarding the management of businesses, assets, and public services. Minister of Villages Decree No. 174 of 2023 records 2,800 independent villages, 3,674 advanced villages, and 1,247 developing villages. BUMDes drives the village economy by optimizing local resources to increase local revenue and support development (Tyas & Hertati, 2023). An example of its application can be seen in Gresik Regency, which is dominated by

the agricultural sector, a condition similar to that of developing countries where two-thirds of the population depends on low-income agriculture. BPS data shows an increase in the poor population of Gresik by 0.9 percent in 2023 and 0.11 percent in 2024, so the optimization of village potential through monitoring and evaluation continues to be carried out.

The establishment of BUMDes in East Java, including Gresik, is part of the government's strategy to boost the village economy and community independence as stated in the 2021-2024 Gresik RPJMD. In Manyar District, there are 23 advanced BUMDes, one of which is BUMDes Maju Makmur Sejahtera Global Sukomulyo, which was established in 2016 and strengthened through Village Regulation No. 5 of 2018. Sukomulyo Village has great potential in the agriculture, livestock, and micro-business sectors.

BUMDes Sukomulyo manages three business units: HIPPAM as a provider of artesian clean water, a mutual savings and loan cooperative, and a tourism unit in the form of a culinary market and MSMEs that produce catfish crackers, longan and passion fruit sweets, ecoprinting batik, and Sang Vendis banana products. This village is also part of the Brilliant Village program and in 2023 won the award for Best Entrepreneurial Development Village (Iskandar in Putra Jaya et al., 2023). This success demonstrates the role of BUMDes in creating new economic sources (Farid, 2021). Village empowerment is carried out by considering four aspects: Human Development, Business Development, Environmental Development, and Institutional Development (Mardikanto & Soebianto, 2017).

Based on the four dimensions of empowerment identified by Mardikanto & Soebianto, BUMDes Maju Makmur Sejahtera Global still faces obstacles that prevent the empowerment process from being optimal, especially in the areas of Human Development and Business Development. In terms of Human Development, the training provided is actually aimed at increasing the capacity of the community, but its implementation has not been effective. This was confirmed by Mrs. Lailatul, Secretary of BUMDes, who stated that training "has been carried out extensively," but the community "is not interested if the results are not yet visible," and the existing training "lacks adequate follow-up, so it is not running optimally" (Interview, June 2, 2025).

The results of the pre-research interviews also show that skills and entrepreneurship training is routinely carried out, but participants are still limited to certain groups such as PKK members or active village administrators, so community participation is not yet evenly distributed. The following are training activities that have been held in Sukomulyo Village:

Table 1. Types of Training Activities and Number of Participants

No	Types of Training Activities	Number of Participants
1	Banana Processing Training (Banana Chips)	25
2	Product Packaging Design Training	30
3	Creative video production training for Tourism Villages	15

4	Packaging and MSME product training	35
5	Eco Print Workshop	20
6	Processing training for plantation crops	25
7	Socialization of digital payment systems (Qris & EDC)	30

Source: BUMDes “Maju Makmur Sejahtera Global Sukomulyo”, compiled by the author in 2025

The data in the table shows that only a small number of participants attended the eco-print training, even though it was intended for the entire Batik Eco Print community and PKK members. The number of participants also decreased from around 20 people in 2022 to only 8 people in 2025, so this declining participation has the potential to hamper the development of skills and the sustainability of the eco-print batik business in Sukomulyo Village. In terms of business development, challenges are evident in the tourism sector, particularly the food market, which does not operate consistently. This market was designed as a means of promoting the village's superior products and a platform for increasing community income. The inconsistency in operations has prevented these objectives from being achieved and caused the village's economic potential to stagnate. This is reinforced by the results of pre-research observations, which indicate the need for improvements in infrastructure, management, and awareness of management so that business units can operate sustainably.



Source: Author's Documentation, 2025

Figure 2. Sukomulyo Village Culinary Market Conditions, 2025

In terms of Community Development, the development of Damar Segaran Global Floating Tourism (Wadasglow) demonstrates efforts to preserve and utilize natural resources productively. The lake, which was previously underutilized, has now become an educational, recreational, and culinary tourist attraction, with activities such as fish farming, fishing ponds, and floating food stalls that involve the community in maintaining environmental cleanliness and sustainability. In terms of Institutional Development, the effectiveness of BUMDes organizations is key to successful empowerment. Although they function as social institutions that promote village independence, various obstacles indicate the need for institutional strengthening so that coordination, supervision, and education can run more optimally to support human development, business development, and environmental development.

Referring to the background, it can be seen that community empowerment through BUMDes Maju Makmur Sejahtera Global still faces challenges in

community participation, program sustainability, and institutional effectiveness. Previous studies have discussed community empowerment through BUMDes, including program effectiveness (Yulita & Supriyanto, 2022), the 5P empowerment approach (Atie & Widiyarta, 2024), strengthening social capital (Kirowati et al., 2018), and the role of BUMDes in improving community welfare (Fatmawati & Prathama, 2021). However, there is still a gap in studies that specifically examine the empowerment process based on the four dimensions proposed by Mardikanto & Soebianto (2017), namely human, business, environmental, and institutional development, especially in relation to practical challenges such as low participation, business sustainability, and operational constraints.

This study focuses on BUMDes Maju Makmur Sejahtera Global Sukomulyo as a unique case due to its local resource management, integration of business units, and its achievement in the BRILIAN Village program. This research contributes to strengthening the literature on BUMDes-based community empowerment and provides practical input for village governments and policymakers in improving empowerment programs. Therefore, this study aims to analyze the community empowerment process through BUMDes Maju Makmur Sejahtera Global and to identify supporting and inhibiting factors in its implementation to improve community welfare. This research is entitled "Community Empowerment Through the Maju Makmur Sejahtera Global Village-Owned Enterprise (BUMDes) in Sukomulyo Village, Manyar District, Gresik Regency."

THEORETICAL REVIEW

Community Empowerment

Community empowerment is the process of increasing independence through strengthening capacity, knowledge, and skills so that communities can escape from conditions of powerlessness (Zainal et al., 2021). According to Mardikanto & Soebianto (2017), empowerment is an approach that improves social, economic, and political aspects through active community participation. The main objectives are to improve the quality of life, productivity, and the community's ability to manage local potential independently.

- a. Scope of Community Empowerment According to Mardikanto & Soebianto (2017), there are four dimensions of empowerment:
 - 1) Human Development is improving the quality of life through education and individual capacity.
 - 2) Business Development is developing businesses based on local potential.
 - 3) Environmental Development is the sustainable improvement of the physical and social environment.
 - 4) Institutional Development is the strengthening of organizations and partnership networks to support the sustainability of empowerment.

- b. Empowerment activities aim to increase productivity, income, education, accessibility, capacity for action, institutional capacity, environmental quality, and the social life of the community (Lubis et al., 2024; Mardikanto & Soebianto, 2017).

- c. Stages of Community Empowerment Activities

Lippit (1966) in Mardikanto & Soebianto (2017) mentions seven stages: awareness, problem identification, problem solving, emphasizing the importance of change, testing, information dissemination, and community capacity building.

The Concept of Village

According to Law No. 6 of 2014, a village is a legal entity that has the authority to regulate its interests based on ancestral rights, community initiatives, and local traditions. Villages play an important role in national development because they are home to the majority of the population and determine social stability (Ariadi & Andi, 2019). Village autonomy is realized through the establishment of Village Regulations and the election of village heads, so that villages have the space to develop their potential and manage the needs of their citizens.

BUMDes (Village-Owned Enterprises)

BUMDes are economic institutions formed by villages and managed collaboratively to strengthen the local economy (Amir et al., 2018). Government Regulation No. 11 of 2021 stipulates that BUMDes is a legal entity that can manage businesses, optimize village assets, provide services, and increase community business productivity.

- a. Objectives of BUMDes

Government Regulation No. 11 of 2021 stipulates five objectives of BUMDes:

- 1) Manage village businesses and investments.
- 2) Provide goods and services to the community
- 3) Generating profits for the village revenue (PAD)
- 4) Managing village assets to have economic value.
- 5) Promoting the village digital economy ecosystem.

- b. Types of BUMDes Businesses:

BUMDes can manage six types of businesses, including social businesses, financial businesses, rentals, brokerage, production-trade, and joint ventures (Pamungkas, 2023).

- c. Principles of BUMDes Management

BUMDes management is based on the principles of cooperation, participation, emancipation, transparency, accountability, and sustainability (Amir et al., 2018). These principles ensure that BUMDes are managed professionally, openly, and with the interests of the village community as a priority.

METHODOLOGY

This study uses a descriptive qualitative approach to obtain an in-depth description of the community empowerment process. Qualitative research produces data in the form of words from individuals and observed behavior (Abdussamad, 2021), and is conducted in natural conditions with the researcher as the main instrument (Sugiyono, 2018). Data collection was carried out through interviews, observations, and documentation, in line with the view that qualitative analysis focuses on in-depth interpretation of social phenomena (Susanto, Sari, & Widiyanto, 2024).

Informants were determined using purposive sampling and snowball sampling, where purposive sampling was selected based on certain relevant criteria (Sugiyono, 2013), while snowball sampling was carried out by adding informants from the recommendations of previous informants. The main informants in this study were the Director of BUMDes Maju Makmur Sejahtera Global Sukomulyo, followed by the BUMDes secretary, business unit managers, and village residents. Data analysis was conducted using the Miles & Huberman interactive model, which includes data collection, data condensation, data presentation, and conclusion drawing (Miles, Huberman, & Saldaña, 2014). Data validity was tested using source, technique, and time triangulation as recommended by (Moleong, 2019; Nurfajriani, Putri, & Rahman, 2024).

RESULTS

Human Development

Human development is a fundamental aspect of empowerment because it emphasizes improving the quality of human resources so that they are more adaptive, productive, and capable of managing local potential (Mardikanto & Soebianto, 2017). In Sukomulyo Village, the BUMDes “Maju Makmur Sejahtera Global Sukomulyo” conducts training, discussions, and mentoring as a strategy to strengthen the capacity of village entrepreneurs. This effort is expected to encourage positive change and economic independence in the community. This was also confirmed by Mr. Ahmad Muhfid, Director of BUMDes and key informant, who said:

"So, ma'am, at BUMDes, we are trying to help people who already have businesses as well as those who are unemployed. We often hold coaching and training sessions tailored to their type of business and the potential of the village. The goal is for them to gain knowledge and skills that can be directly applied in their daily businesses. We usually invite speakers who are experts in their fields. The training varies, such as how to manage village plantation products, create packaging designs, process village specialty foods, and even training on making creative videos to support village tourism. All of these activities are actually part of our efforts to foster the community. Because in our opinion, business is not only about capital or goods sold, but also about the people who run it. If the human resources are strong, the business can also grow and help improve the village economy." (Interview results, November 10, 2025).

The Sukomulyo Village community also revealed that BUMDes has provided community empowerment efforts in terms of human development through training programs. The impact of these training activities was also

reinforced by a statement from Mrs. Ela, the head of the tourism business unit. After consistent training and coaching programs through collaboration with the village government, private institutions, and universities, the community began to show positive changes. She said the following:

"Alhamdulillah, since there have been various training programs facilitated by BUMDes through collaboration with the village, the private sector, and universities, the community has really felt the benefits. Residents who used to be shy or hesitant to start a business are now more confident in selling their products. In fact, several residents' products are often included in MSME activities at the sub-district and regency levels. In the past, many did not dare to try because they felt they lacked the ability, but now they are actively asking questions and asking for help in the marketing process. I see many changes, especially among women whose education only reached elementary or high school level, but now they can open home businesses such as selling food at culinary markets, to starting online businesses ranging from making handicrafts to producing processed agricultural products that are directly guided by BUMDes. The change is very noticeable and greatly helps the community's economic condition." (Interview results, November 10, 2025)

In addition, BUMDes also strengthens human development through the development of partnership networks. In this case, BUMDes "Maju Makmur Sejahtera Global" has built partnership networks with various parties such as UIIS, UNAIR, PT Lautan Luas Group, PT Smelting, and Bank BRI. Through these partnerships, the community gains access to training, facility support, and entrepreneurship and digital payment assistance, including the introduction of the QRIS system for business actors. This collaboration has had a positive impact as more and more residents are able to participate directly in empowerment activities.

Business Development

Business development plays an important role in supporting business actors to be able to develop their economic activities independently. BUMDes "Maju Makmur Sejahtera Global" carries out business development through business planning assistance, periodic monitoring, and guidance to increase creativity and innovation in product marketing. This effort is carried out as a form of BUMDes' commitment to empowering the community to be more capable, productive, and able to optimize business opportunities. This is in line with what was stated by Mr. Ahmad Muhfid as the Director of BUMDes and key informant:

"For every business development we do, it is through a coaching process for people who want to start and develop a business. BUMDes provides guidance for several business units, namely HIPAM, shop rentals for the culinary market unit, the tourism business unit, the BUMDes MSME product unit, and the savings and loan unit. Through these business units, we provide guidance and training, such as managing business finances, creating attractive product packaging, and promoting products through social media." (Interview results, November 10, 2025).



Source: BUMDes Documentation, 2025

Figure 3. Products of the Community in Collaboration with BUMDes

With these coaching activities, it is clear that BUMDes has had a real impact on MSME players. The community has begun to understand the importance of improving product quality, particularly in terms of packaging, service, and promotional strategies. The training has also encouraged business owners to utilize social media as a marketing tool, making their businesses more attractive and competitive. This shows that BUMDes' assistance has been effective in improving the skills and professionalism of MSME players in Sukomulyo Village.

In an effort to improve community business development, in addition to training and guidance, BUMDes also provides capital assistance. This is done through internal capital through the Savings and Loan Unit and external capital through partnership collaborations, one of which is with Bank BRI in the BRILiaN Village program. This was revealed by Mr. Ahmad Muhfid as the Director of BUMDes and key informant, who said:

"It's not just guidance, ma'am. Our village once won the Desa Brilian event, and from that, we received capital assistance of Rp. 200,000,000. We then channeled this capital assistance to several business units in the village to develop business units in the village" (Interview Results, November 10, 2025).

BUMDes "Maju Makmur Sejahtera Global Sukomulyo" strengthens business development through capital facilities with simple procedures and low interest rates, so that the community can start or develop businesses without heavy burdens. This support, along with training, mentoring, and the provision of facilities such as culinary market stalls and workshop galleries, helps MSME players improve product quality, improve packaging, and develop village superior products.

Additionally, BUMDes optimizes marketing through digital promotions and village events such as the Damar Segaran Festival, enabling businesses to access broader promotional opportunities both online and offline. These efforts significantly contribute to enhancing productivity, marketing, and income for the community of Sukomulyo Village. However, there are still several obstacles in managing the culinary market kiosks. This is in line with the statement made by Mrs. Lilik, Coordinator of the MSME Management Unit in the tourism business unit, who said:

"In terms of benefits, this culinary market clearly helps residents increase their income. But in terms of management, we still face several obstacles. Mainly, it's about public awareness of paying kiosk rental fees. Some are punctual, but others often delay payments"

or even accumulate them for several months. As a result, we often have to remind them, which is quite challenging because the market operations must continue. Meanwhile, the rental fees are used for cleaning, electricity, and facility maintenance. Therefore, we hope that business operators can be more disciplined in the future so that everyone can benefit equally.” (Interview conducted on November 12, 2025)



Source: BUMDes Documentation, 2025

Figure 4. BUMDes Efforts to Develop Business Development

Based on the results of interviews, observations, and documentation above, it can be concluded that BUMDes “Maju Makmur Sejahtera Global” has carried out business development through training, mentoring, digital promotion, access to capital, and the provision of marketing facilities. This program helps MSME players improve product quality, expand marketing, and foster business independence. However, there are still obstacles such as kiosk payment discipline and low digital literacy. Overall, BUMDes business development contributes positively to the development of MSMEs and the strengthening of the rural economy.

Environmental Development

The environment and community empowerment processes are closely linked because they support each other. Empowerment efforts cannot run optimally without good environmental conditions, both physically and socially. A well-maintained environment is an important foundation for the sustainability of business activities and the improvement of residents' welfare. The presence of BUMDes also gives new hope for villages to preserve the environment while maintaining the quality of people's living spaces.

BUMDes implements environmental management by utilizing village land for productive activities that have tangible benefits for residents. This management not only generates economic value but also serves as a means of educating the community about the importance of preserving the environment. In addition, the commitment to environmental preservation is also realized through routine activities to maintain the cleanliness of the business unit area, create orderly, safe, and comfortable environmental conditions, and foster community awareness of the importance of caring for the environment. This is in line with what Mr. Ahmad Muhfid, Director of BUMDes and key informant, said: *"When it comes to maintaining cleanliness, that is already our priority. We continue to ensure that the areas surrounding our business units, especially in Wadaglow and the*

culinary market, remain tidy and comfortable for visitors. Not only in the business unit area, ma'am, we also conduct training and socialization regarding environmental cleanliness, such as plastic waste management, so that the village residential environment is also kept clean. In this case, we usually collaborate with external parties to carry out socialization" (Interview Results, November 10, 2025).

In addition to waste management education, BUMDes also developed a productive environmental program through the construction of a greenhouse in collaboration with PT Petronas. This demonstrates the success of community empowerment. This facility not only increases agricultural productivity through more efficient methods, but also serves as an educational tool for residents. As a result, the community has gained a place for learning and production that directly benefits the improvement of the village's welfare.



Source: Author's documentation, 2025

Figure 5. Green House at Desaa Tourist Park

Based on the environmental conditions in Sukomulyo Village, the community also said the same thing, that the BUMDes “Maju Makmur Sejahtera Global” has been able to manage the village land well. This is in line with the opinion expressed by Mrs. Tutik, a member of the Sukomulyo Village community, who said:

"The BUMDes has also made good use of the environment in this tourist area. There are also regular staff who clean the area, and the same applies to the culinary market. So, in my opinion, cleanliness here is well maintained. In the Wadasglow area, trash bins have also been provided, so visitors to the tourist area can be disciplined in maintaining environmental cleanliness" (Interview Results, November 12, 2025).

The “Maju Makmur Sejahtera Global” BUMDes has successfully managed village land and the surrounding environment, especially in tourist areas and culinary markets. These efforts include providing sanitation facilities, managing organic and non-organic waste, and involving the community in maintaining environmental cleanliness and order. Organic waste is processed into compost to support agriculture, while non-organic waste is used for crafts or sold to collectors. BUMDes also creates a cleaning schedule to maintain cleanliness in various business units to maintain cleanliness and order.

Based on interviews and observations, it can be concluded that BUMDes Sukomulyo's environmental management efforts have been successful and have had a positive impact on the quality of the village environment. Through waste bank training, the community has become accustomed to sorting waste and processing organic waste into compost that is used by farmer groups. The construction of greenhouses in collaboration with partners is also a form of productive land use as well as a means of educating residents about

environmentally friendly agriculture. In addition, the implementation of a cleanliness duty roster involving various elements of the community helps maintain the cleanliness of tourist areas and village business units. Overall, these various measures show that BUMDes Sukomulyo is capable of promoting a cleaner, more organized village environment that supports the sustainability of community empowerment activities.

Institutional Development

Community empowerment through Human Development, Business Development, and Environmental Development requires effective institutions. The Sukomulyo Global Prosperous Welfare Village-Owned Enterprise (BUMDes) implements Institutional Development by forming working groups according to business units and holding monthly meetings for discussions, program evaluations, financial reports, and problem solving so that empowerment can be carried out optimally. As stated by Mr. Ahmad Muhfid, Director of BUMDes and key informant:

"Of course, ma'am, we implement institutional development through regular meetings, clear division of tasks, and monthly evaluations. The evaluation involves not only BUMDes administrators, but also employees, business actors, and community groups such as POKDARWIS, POKTAN groups, Karang Taruna, and PKK women. Through this evaluation, we can identify areas for improvement, whether in terms of operations, inter-unit coordination, or financial reporting. Thus, everything can continue to run smoothly and support one another." (Interview Results, November 10, 2025).

The efforts of the "Maju Makmur Sejahtera Global" BUMDes to strengthen its institutional capacity are evident in its monthly meetings for program evaluation and coordination. In addition, participation in coaching activities organized by the Gresik Regency Empowerment and Village Agency (DPMD) has helped improve financial management and business development capabilities, thereby strengthening the BUMDes institution and supporting effective community empowerment. The regular meetings held by BUMDes "Maju Makmur Sejahtera Global" have increased community involvement. Residents have become more aware of BUMDes programs, are able to convey their suggestions directly, and feel that BUMDes is more open and responsive to community input, thereby creating more effective two-way communication in the empowerment process.



Source: BUMDes Documentation, 2025

Figure 6. Regular community meetings and BUMDes activities

DISCUSSION

The community empowerment process through the Village-Owned Enterprise (BUMDes) “Maju Makmur Sejahtera Global” in Sukomulyo Village, Manyar District, Gresik Regency, is not only oriented toward improving skills and capacities, but also functions as a mechanism for strengthening community resilience in responding to social, economic, and environmental changes through a participatory approach (Mardikanto & Soebianto, 2017). This process indicates a shift from a dependence-based model to a more self-reliant community structure, reflected in behavioral changes at the individual, group, and institutional levels that support sustainable local development.

Human Development

Human development within BUMDes Sukomulyo can be understood as a strategic intervention to transform residents from passive actors into active economic agents. Training activities in agricultural product processing, eco printing, financial management, creative video production, and packaging design do not merely transfer skills, but also reshape mindsets toward entrepreneurship and self-confidence. The involvement of external institutions such as BRI (Desa BRILiaN), UIIS, UNAIR, PT Smelting, and PT Lautan Luas illustrates a collaborative governance model that expands learning access and accelerates capacity building, consistent with the findings of Ristiana & Yusuf (2020) and Fitriyanti (2019). However, persistent barriers in digital literacy, limited time availability, and low self-confidence indicate that the empowerment process has not been fully inclusive, suggesting the need for differentiated learning strategies and more intensive mentoring.

Business Development

Business development through BUMDes functions as an economic institutionalization process that strengthens the sustainability of community livelihoods. Guidance to HIPAM units, culinary markets, tourism units, MSMEs, and savings and loan services demonstrates an effort to integrate fragmented economic activities into a more structured local economic system. The provision of capital access through savings and loan schemes (2.5% interest) and support from the BRILiaN Village program (IDR 200,000,000) has expanded business opportunities and reduced financial barriers, reinforcing the findings of Fitriyanti (2019). Nevertheless, problems such as low discipline in kiosk rent payments, weak digital mastery, and limited product innovation indicate structural constraints in business governance and entrepreneurial culture, which may limit the long-term competitiveness of local products (Putra Jaya et al., 2023).

Community (Environmental) Development

Community development in the environmental dimension reflects an effort to integrate ecological awareness into local economic development. Waste management practices, compost production, and recycling-based crafts are not only cleanliness programs, but also represent a shift toward a circular economy at the village level (Putra Jaya et al., 2023). The establishment of a greenhouse in

collaboration with PT Petronas strengthens environmentally friendly agricultural practices and knowledge transfer regarding resource efficiency. The involvement of multiple community groups in cleaning duty schedules demonstrates the emergence of collective responsibility, although the sustainability of these practices remains dependent on consistent participation and leadership reinforcement.

Institutional Development

Institutional development shows how BUMDes functions as a local governance instrument that bridges community initiatives and formal administrative structures. Monthly evaluations, assistance from the PMD Office, and the formation of working groups reflect an adaptive management approach aimed at improving organizational learning and accountability (Fitriyanti, 2019). Partnerships with financial institutions, universities, and private companies have widened access to resources and innovation, but limitations in human resources and coordination indicate that institutional capacity is still vulnerable, especially in ensuring program continuity and knowledge regeneration (Ristiana & Yusuf, 2020).

Overall, the empowerment model implemented by BUMDes “Maju Makmur Sejahtera Global” demonstrates a multidimensional integration of human, business, environmental, and institutional development. Rather than operating as isolated programs, these dimensions interact to form a local empowerment ecosystem. However, persistent challenges related to participation quality, institutional capacity, and innovation capability suggest that the sustainability of this empowerment process depends not only on program availability, but also on continuous strengthening of local leadership, community ownership, and adaptive governance mechanisms.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of this study, community empowerment through BUMDes “Maju Makmur Sejahtera Global” in Sukomulyo Village has been implemented through the four dimensions proposed by Mardikanto & Soebianto (2017), namely human development, business development, environmental development, and institutional development. This study specifically answers the research problem regarding how the empowerment process is implemented and what factors support and inhibit its implementation.

1. The empowerment process in the human development dimension has been carried out through various training and mentoring activities. These activities have succeeded in increasing community skills and encouraging entrepreneurial attitudes. However, the process has not been fully optimal due to inhibiting factors such as limited time availability of participants, low digital literacy, weak self-confidence, and the absence of sustainable follow-up after training.
2. In the business development dimension, the empowerment process is implemented through business unit guidance, access to capital, and marketing facilitation. Supporting factors include the availability of capital through savings and loans and partnerships with Bank BRI. Inhibiting factors that limit

effectiveness include low product innovation, weak utilization of digital marketing, and low discipline in kiosk rental payments, which affect the stability of business units.

3. Environmental development has been implemented through waste management, environmental cleanliness programs, waste banks, and greenhouse development. The main supporting factor is the active participation of community groups and collaboration with private partners, which strengthens environmental awareness. However, the sustainability of these activities is still highly dependent on community participation and consistent institutional supervision
4. Institutional development has been realized through coordination mechanisms, routine evaluations, and partnerships with external institutions. Supporting factors include strong collaboration with universities, government agencies, and financial institutions. Meanwhile, inhibiting factors include limited human resources and managerial capacity, which affect coordination efficiency and long-term institutional sustainability.

Overall, this study concludes that community empowerment through BUMDes “Maju Makmur Sejahtera Global” has been implemented and has produced tangible impacts. However, the effectiveness of the empowerment process is still influenced by the balance between supporting factors (partnerships, community participation, and institutional structures) and inhibiting factors (low participation quality, limited innovation, and weak managerial capacity). Therefore, strengthening human resources, improving digital literacy, increasing innovation capacity, and reinforcing institutional governance are key to optimizing the sustainability of community empowerment.

FURTHER STUDY

This study has several limitations that can be improved and developed in future studies, including:

1. This study is still limited to one village and one BUMDes, so future research could expand the scope by comparing different BUMDes or villages to see the differences in community empowerment models.
2. The empowerment process studied only focused on four aspects according to Mardikanto, so that subsequent studies could add other approaches or combine them with different empowerment evaluation models to produce a more comprehensive analysis.
3. Most of the research data was obtained through interviews and observations within a certain period of time; subsequent studies could use a longer research period in order to capture the dynamics of changes in community participation and business unit development more accurately.
4. Given the constraints in the areas of human development (low community participation) and business development (consistency in the operation of the culinary market), future research could focus more deeply on analyzing the social, economic, and cultural factors that influence low participation and the sustainability of village business units.

5. Subsequent research could also expand the methods used, such as using quantitative or mixed methods approaches to measure the impact of empowerment in a more structured manner on increasing the income, skills, and welfare of rural communities.

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