

Development Strategies Village Owned Enterprises Case Study on BUMDes Mutiara Arta

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Abstract

The village is a legal community unit that has territorial boundaries that are authorized to regulate and manage the interests of the local community, the village is also the lowest regional unit in the Indonesian state administration. Village-Owned Enterprises (BUMDes) as an institution owned by the village and are village economic institutions are expected to help rural communities to improve their economy. This study aims to determine the policy priorities that can be taken as a strategy for developing BUMDes, where BUMDes Mutiara Arta is the object of this study. This study uses Analytical Hierarchy Process (AHP) analysis to determine the strategy for developing BUMDes in the study in Batur Village, Getasan District, Semarang. Several limitations in this study such as research object which only includes 1 BUMDes, there were many other criteria factors that influenced the development of BUMDes and there were also limitations to research using a questionnaire, namely that sometimes the answers given by the sample did not show the actual situation Researchers also have not involved the community in the interview process. The results showed that the marketing factor was prioritized at (0.102). An alternative strategy for the second priority of developing BUMDes Mutiara Arta Batur Village, Getasan District, Semarang Regency is training of workers in increasing business innovation (0.083). An alternative strategy for the third priority of developing BUMDes Mutiara Arta Batur Village, Getasan District, Semarang Regency is the absorption of local workers (0.74). Therefore, the regional government, sub-district government and village government must be able to support, encourage and facilitate the development of BUMDes in Batur Village, Getasan District.

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INTRODUCTION

Development is a process of change in a country that includes various elements of life, development is a step towards a better direction so that people's welfare can be achieved. Development is divided into physical and non-physical development, physical development includes the construction of infrastructure or buildings that can be felt directly by the community. Non-physical development is development that is driven by encouragement from the community, such as improving the economy. One of the village development processes is the goal of the development of a country. The economic development of rural areas is now a top priority for policymakers in Indonesia and other emerging nations. To develop Indonesia from its rural and rural areas, which have poor accessibility, a negative migration balance, and low levels of education, is one of the government's development agendas (Naldi et al., 2015). The Indonesian government created the Village Fund Program in 2015, which has a budget of IDR 268 trillion (\$19.14 billion) for the period of 2015 to 2019. By permitting communities to use village money as investment capital for BUMDES, this program encourages the creation of village-owned businesses (BUMDes) (Arifin et al., 2020). Village-Owned Enterprises are business entities whose capital is mostly owned by the village through direct participation from village assets, namely, separated in the context of managing services, assets, and other businesses in the context of increasing the welfare of the community in the area. The purpose of this kind of corporation is to increase local revenue and the village economy (PADES). (Prafitri et al., 2018)

Local community entrepreneurship is frequently mentioned as a viable approach to advancing development objectives in rural areas (Ranjan, 2015). Other studies, however, focus on some of the key difficulties faced by local businesses, such as ambiguous ownership, membership issues, governance, relatively lower human capital quality, difficulty creating economies of scale, lack of access to financial resources, and limited access to technology (Tunberg, 2014). As a result, a local community company's future performance is dependent on its management, finances, human resources, and technology.

Sulaksana & Nuryanti (2019) in his research in Cibunut Village which is an agricultural area and mountain slopes shows that BUMDES takes advantage of the village's potential by leasing mountain land to the surrounding community, managing agricultural kiosks to accommodate the needs of the community, most of whom work as farmers, and managing automotive circuits carried out in collaboration with youth organizations. Furthermore, research conducted by Sukarta et al., (2020) shows that BUMDES is a place that needs to be considered to raise the community's economy with local products supported by the strength of Traditional Villages in Karangasem Regency. Research by Lumentut et al. (2017) which is located in Gunung Village Malang as an Entrepreneurial Village demonstrates that this labeling must coincide with the investigation of business organizations like BUMDES in an effort to support community productive companies, particularly goods made from bamboo. These studies often demonstrate that the assets or resources of the village have a significant impact on the primary reason for the formation of the BUMDES.

Opportunities for parties with authority in policy or decision-making from community groups are provided by empowerment. The foundation for initiatives to increase the capacity of local communities will be the application of democratic and participatory principles with an emphasis on local wisdom. Strengthening individuals, as well as community members and institutions, is another goal of community empowerment. The primary strategy for implementing the concept of empowerment is to position the community as both a subject and an agent of development, rather than just as an object. BUMDES wants to make the neighborhood economically successful and autonomous. BUMDES needs to be able to advance the business divisions it oversees in order to succeed.

Utilizing social media is a low-cost method of promotion in today's technologically advanced world because it relies on the internet network. Traditional marketing is when businesses use print and electronic media, also known as traditional media, to reach out to consumers through advertising, direct marketing, personal selling, sales promotion, and public relations. (Nhema, 2015)

Throughout the world the role of small and medium enterprises is increasingly prominent, this type of business can be established in urban or rural areas. The two main reasons for the existence of these small and medium enterprises are to provide goods and services to meet customer needs and recommend goods and services to companies and to create the desired goods and services so that they become self-investment for the business (Khan Wasim Jan, 2014).

Therefore, empowering the people's economy is necessary for the state, especially for developing countries. During being hit by the global economic crisis storm and intense competition in business, the economic transformation of a country will occur and lead to progress or lagging and even destruction depending on the strength to respond to these demands.

Rural community development primarily aims to raise the community's overall level of living so that it is better, more pleasurable, and more comfortable for the community members than the prior condition (Kurnia, 2018). Rural development has a very important and strategic role in the framework of national development and regional development, because it contains elements of equitable development and the results can touch directly the interests of the majority of people who live in rural areas in an effort to improve welfare (Atmojo, 2017). Village development will run optimally if the program created aims to achieve a state of growth and increase in welfare in the form of income, increase and realize an independent, advanced, prosperous and just community life (Akbar et al., 2019). The strategy for developing village economic potential through BUMDes is an alternative solution mandated by law to reduce dependence on government assistance and be able to become an independent village (Syarifudin & Astuti, 2020).

One of the crucial factors for directing village community initiatives toward developing village potential, managing, and utilizing village natural resource potential, maximizing human resources (villagers) in its management, and having capital participation from the village government in the form of village wealth and financing. as part of BUMDes, submitted for management (Iyan et al., 2020).

Many Village-Owned Enterprises (BUMDes) have been established but after the establishment of the BUMDes operational activities did not run due to several factors. Therefore, it is necessary to have a strategy that is used by each BUMDes so that operational activities can run and can develop village potential through BUMDes. Strategy is needed with a strategy to achieve goals in the long term. When BUMDes face problems that arise, a strategy is needed to solve them. In choosing a strategy, it is seen from various aspects with the scope of the problems encountered in order to be able to use the right strategy in BUMDes development (Zandri et al., 2018).

Each region or village certainly has different geographical and social conditions. This causes the policies taken in the development of the region will be different from other regions. As is the case with BUMDes where the development strategy cannot be equated with others due to different conditions. Therefore, the purpose of this research is to find out the strategy in developing Mutiara Arta Village Owned Enterprises (BUMDes) in improving the economy and in utilizing the potential in the village in Batur Village, Getasan District, Semarang Regency, Central Java Province.

In research conducted by Hasanah (2019), researchers have not found any a clear strategy both in business development (business) or corporateits (institution) because in determining the strategy required stages analysis, choice, and strategy implementation.

In running a business, the factors of production will influence the growth and development of the business and this is related to the theory of the production function. The production function is a relationship between input and output. Inputs are goods that are used to produce other goods. Output is the goods produced from these combinations of inputs. The production function can be expressed as $Y = f(L, K, R, T, S)$. Where Y is the amount of output, L is the amount/amount of labor, K is the available capital, R indicates the number of real sources, T indicates the technology used, while S influences socio-cultural characteristics. There are four types of production factors available in the economy, namely natural resources, labor, capital and entrepreneurial skills. Based on observations made by the author, it can be seen that some of the fundamental problems that cause BUMDES Mutiara Arta have difficulties in developing are the following causes.

To accelerate the economy in rural areas, institutions are needed which supports, especially for the development of the agricultural sector and products its derivatives. The government program for developing BUMDes in every village is very important related to community economic improvement programs (Setiana et al., 2021). Based on previous research that links it to the development strategy of Village-Owned Enterprises Iyan et al., (2020) which revealed that the strategy that can be implemented is Utilizing village potential by forming new business fields, adding quality human resources, becoming a trading business. In addition, the key to developing BUMDES is that it also requires guidance and direction from the local government. Meanwhile research conducted by Hanila (2019) suggests that the problems in BUMDES include weak financial and management governance, limited market access, and the similarity of business fields that are similar to other villages. Research conducted by Wirandini & Prasetyia (2022) the results show that the first BUMDes development strategy is to increase resources Humans both quantity and quality, that is the second is to increase BUM DES and village finances and the third is to increase village potential by exploring and utilizing it properly and correctly.

The problem in terms of human resources is the low quality of human resources in BUMDesa Mutiara Arta. As an example in management, there is only 1 employee in BUMDES who is a bachelor's degree and many BUMDes workers do not know computers in terms of recording data or bookkeeping. The next problem is in terms of marketing such as the marketing process which is still traditional and still not optimal, because there are no regular buyers and there is no promotion carried out by the BUMDes. The next problem is in terms of capital owned by village-owned enterprises, Mutiara Arta BUMDes admits that they have difficulty obtaining capital loans, so that to develop their business they are still experiencing several difficulties coupled with the support from Batur Village which is still not optimal. The last problem is technology. The problem in technology is that there is still limited ownership of appropriate technology used for the production process so that most of them still use traditional tools, for example in planting and harvesting potato seeds which is one of their business units, they still use manual methods, namely by using human power so that production is still limited. less efficient besides that the internet quality in BUMDES and its surroundings is still very slow, reducing the productivity of BUMDES.

Based on the above background, the research problem that can be taken in this study is to see how the process of economic development through BUMDes in Batur Village, Getasan District, Semarang Regency and how the right priority policy strategy in developing BUMDes Mutiara Arta with the AHP method.

METHODS

In this study the data inuse is qualitative data by data primary. The sampling technique used is purposive sampling, which is a method of determining the research sample, not based on area or strata, but based on considerations that focus on certain goals.

Data collection is done in two ways, namely through primary data and secondary data. Secondary data was obtained through literature, as well as research related to strategy, innovation and BUMDes. Then the primary data obtained through observation, interviews and questionnaires using the Analytical Hierarchy Model (AHP) method. AHP is a decision-making method developed by Thomas L. Saaty. In order to obtain a development strategy using the Analytical Hierarchy Model (AHP) method, it is necessary to carry out the following steps.

In the first stage, the problem and decision goals created in a hierarchical model. In the second step and to do a pair comparison, a questionnaire should be designed and distributed among the respondents. then the assessment of each respondent was changed to a group assessment using geometryaverage. The scale ranges from one to nine whereone implies that the two elements are equal orjust as important. On the other hand, numbertnine implies that one element is greatly more important than any other in the pairwise matrix (Taherdoost, 2017).

The pairwise scale and the importance value attributed to each number are illustrated in the Table.

Table 1. Scores for the importance of variable

Importance Scale	Definition of Importance Scale
1	Equally Important Preferred
2	Equally to Moderately Important Preferred
3	Moderately Important Preferred
4	Moderately to Strongly Important Preferred
5	Strongly Important Preferred
6	Strongly to Very Strongly Important Preferred
7	Very Strongly Important Preferred
8	Very Strongly to Extremely Important Preferred
9	Extremely Important Preferred

Calculating the Consistency Index (CI) with the formula

$$CI = (\max - n)/n$$

n is the amount of criteria non-respondents; λ is the average of vector consistency

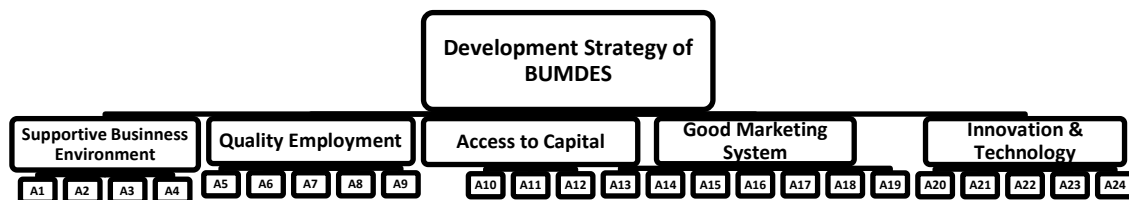
Next calculate the Consistency Ratio with the formula

$$CR = CI/IR$$

CR is the Cocsistency Ratio, CI is the Consistency Index, IR is the Indeks Random Consistency

Checking the consistency of the hierarchy

If the Cocsistency Ratio $(CI/IR) \leq 0.1$, then the calculation results can be declared correct.

**Figure 1.** Hierarchy Model

Description

Goal: Development Strategy of BUMDES

Criteria:

1. Supportive Business Environment
2. Quality Employment
3. Access to Capital
4. Good Marketing System
5. Innovation & Tecnology

Alternative Criteria :

1. A1 conducive environment.
2. A2 minimizes social unrest.
3. A3 local government policies make the environment conducive.
4. A4 ease of licensing services.
5. A5 same minimum wage policy.
6. A6 Local governments facilitate job search fairs.
7. A7 Local governments facilitate labor training.
8. A8 BUMDes organizes manpower training.
9. A9 Absorption of local labor.
10. A10 access to capital from banks.
11. A11 access to capital from non-banks.
12. A12 local government policy on mediation of BUMDes with funding parties.
13. A13 the importance of associations for marketing.
14. A14 the importance of marketing cooperative.
15. A15 Marketing export oriented.
16. A16 marketing innovation training.
17. A17 Local government facilitates market with BUMDes.
18. A18 the importance of marketing effectiveness and efficiency.
19. A19 marketing factors are prioritized.
20. A20 BUMDes must have production technology.
21. A21 mastery of marketing technology.
22. A22 local government provides incentives.
23. A23 local government provides training to build a business.
24. A24 workforce training in enhancing innovation.

The hierarchy above shows that there are 5 factors in this research method which consist of a supportive business environment, quality employment, access to capital, good marketing system, and Advanced Technology and Innovation. By using AHP, a problem will be solved in an organized frame of mind, so that it is possible to express it to make an effective decision on the problem. Complex issues can be simplified and the decision-making process accelerated (Maghfiroh, 2011).

RESULTS AND DISCUSSIONS

The Profile of Batur Village

Batur Village is in Getasan District, Semarang Regency with an area of around 1,087.75 ha, located at an altitude of 1,350 m above sea level with a highland topography and an average temperature of 300C. The soil conditions in Batur Village are quite fertile with an average rainfall of 2,500 mm/year making it very suitable for agriculture, especially horticulture.

Batur Village has 19 hamlets namely Thekelan, Seloduwur, Nglelo, Tawang, Batur Kidul, Batur Wetan, Gondang, Dukuh, Selongisor, Kaliduren, Madu, Ngiringin, Kalitengah, Sanggar, Diwak, Senden, Rejosari, Wonosari, and Krangkeng. Batur Village has 55 neighborhood associations (RT) and 19 community associations (RW).

There are 7,337 people living in Batur Village, 3,710 of whom are male and 3,627 of whom are female. The people of Batur Village work in agriculture, industry, self-employment, daily laborers, and other fields of work. It can be seen that the work that is mostly carried out by the people of Batur Village, which is located in the highlands, is agriculture, especially horticulture, with a total of 3,263 farmers. In addition, in Batur Village there are various religions such as Islam, Buddhism, Christianity, Hinduism which live side by side and highly uphold the unity and unity of Indonesia without distinguishing differences in beliefs and the village is known as Dusun Thekelan which is an example of a small NKRI in Batur Village.

BUMDes as Strengthening the Village Economy and Community Participation

BUMDes is anticipated to become a new economic force in the rural and serve as a potential institution for village development. Establishing a Village Owned Enterprise (BUMDes) as a village economic institution to use and utilize local resources and assets owned by the village for sustainable development in order to increase welfare is one method of development to strengthen the village economy. In accordance with Law No. 6 of 2014, BUMDes is a company whose capital is entirely or largely held by the community through direct participation from divided communal assets to enhance village welfare (Lumintang & Waani, 2019).

The real form of community involvement in various regional activities is community participation. Where community participation can be used as a benchmark for the development of a region and determines the ability of the region to explore its potential. Public participation must be valued and supported by the government in creating a democratic environment.

Community participation has a meaning as community empowerment with participation in the activities of preparing development program planning which is actualized in the community's contribution to existing programs. Community involvement is based on community knowledge regarding problems and needs (social environmental conditions) in their respective village areas. (Mega Diarti & Legowo, 2020)

Management of Village Owned Enterprises

There are 6 principles in managing BUMDes, the first BUMDes management principle is mutual cooperation, which states that all BUMDes components must be able to work well together for the growth and continuity of their business. The second is participatory, meaning that all parts of BUMDes must be willing to help the community. self-growing or solicited businesses. The third is emancipatory, in which all BUMDes components must be treated the same regardless of ethnicity, class or religion. Fourth, there needs to be openness and accessibility to all levels of society regarding activities that have an impact on the interests of the wider community. The fifth is accountable, which regulates that every business activity must be accountable technically and administratively. The latter is sustainable, and within the BUMDes framework, business activities must be able to be developed and preserved by the community (Kamaroesid, 2016).

The village community, namely from the village, by the village, and for the village, totally manages BUMDes. The BUMDes model depends on the original potential of the village while accommodating community economic activities in an institutional setting or company organization. Businesses in the neighborhood may become more effective and productive as a result. Future BUMDes will serve as a pillar of national independence and as an organization that accommodates village-specific community economic activities that grow to enhance the welfare of rural communities (Pariyanti, 2020).

The Profile of BUMDes Mutiara Arta

Mutiara Arta BUMDes is a Village Owned Enterprise located in Batur Village, Getasan District. Batur village itself is in the highlands with an altitude of ± 1200 m2. BUMDes which was established in 2015 has received a legal certificate in 2021 so that it can start its management well. There are several business units under the auspices of this BUMDes Mutiara Arta, such as Savings and Loan Services Business, Pertashop, Provision of Internet Network Installation, ATK Shop, and Provision of Agricultural Infrastructure. As an area located in the highlands, the potential in Batur Village is engaged in agriculture and plantations which make most of the livelihoods in Batur Village are farmers.

The vision of BUMDes Mutiara Arta is to realize village independence through dignified economic development in accordance with cultural values and environmental sustainability. For the realization of an independent, independent, democratic, and prosperous village.

The mission of BUMDes Mutiara Arta is:

- a. Developing BUMDes as a locomotive for economic activities and empowering rural communities to improve the welfare of the Batur Village community in realizing independence in all fields.
- b. Increasing Village Original Income (PADes) in Batur Village to increase development and improve community services in Batur Village
- c. Exploring and empowering village potentials to be utilized to improve community welfare.

- d. Strengthening institutions and expanding work networks through collaboration, both internally and externally in the village with various community potentials and various parties as well as synergizing with government institutions to strengthen the economy of Batur Village.

Analysis of Analytical Hierarchy Process (AHP)

AHP according to Munthafa *et al.* (2018) is a decision-support approach that divides complex issues into hierarchical levels. A complicated problem is described as having multiple levels, with the aim as the first level, followed by factors, criteria, sub-criteria, and finally, choices. AHP is a technique for picking particular decisions based on a number of objectives or criteria. AHP was developed by Thomas L. Saaty, this method has a decision-making technique that sees qualitative and quantitative aspects that can be used as decision makers, the factors that are considered in the AHP method are perception, preference, experience, and intuition factors. In this study, researchers used the Analytical Hierarchy Process (AHP) method to determine priority sub-sectors to be developed at BUMDes Mutiara Arta using several criteria, and alternative criteria.

Table 2. Priority Criteria

Criteria	Result Priority	
Good Marketing System	0,298	1
Advanced Technology and Innovation	0,242	2
Quality Employment	0,217	3
Access to Capital	0,139	4
Supportive Business Environment	0,104	5

Source: Processed Data. 2022

Based on the results in the table above, the priority criteria in developing BUMDes Mutiara Arta are a good marketing system of 0.298, advanced technology and innovation 0.242, quality employment 0.217, access to capital 0.139, a supportive business environment 0.104. The marketing aspect is a top priority because this aspect can increase sales and income from BUMDes. Optimizing regional potential both from natural resources, human resources and other funding sources for economic development the area (Hardika & Putra, 2020).

Furthermore, alternative priorities for each criterion are as follows:



Source: Data Analytics, 2022

Figure 2. Priority Alternative Criteria Supportive Business Environment

Description:

1. A1 conducive environment
2. A2 minimizes social unrest
3. A3 local government policies make the environment conducive
4. A4 ease of licensing services

Based on the results in table 2, alternative priorities on the criteria for a supportive business environment are a conducive environment of 0.503, ease of licensing services of 0.191, local government policies to make the environment conducive of 0.155, and minimizes social unrest of 0.151. Development organization is needed in an organization. One of the reasons is the unsupportive business environment even though the program is well designed (Adawiyah, 2018). So that a supportive business environment is an important thing in supporting the development of BUMDES



Source: Data Analytics, 2022

Figure 3. Priority Alternative Criteria Quality Employment

Description:

1. A5 same minimum wage policy
2. A6 Local governments facilitate job search fairs
3. A7 Local governments facilitate labor training
4. A8 BUMDes organizes manpower training
5. A9 Absorption of local labor

Based on the results in figure 3, alternative priorities on quality employment criteria are absorption of local labor of 0.302, same minimum wage policy of 0.234, BUMDes organizes manpower training of 0.217, local governments facilitate labor training of 0.157, and local governments facilitate job search fairs of 0.09. Employee performance, in this case BUMDes managers and efforts to improve their quality, are important in developing BUMDes (Swandari et al., 2017). In research conducted by Anggraeni (2016), argued that Professionalism is a requirement for BUMDes managers and this demand also arises from public. BUMDES managers need to improve service quality and capabilities managing the organization.



Source: Data Analytics, 2022

Figure 4. Priority Alternative Criteria Access to Capital

Description:

1. A10 access to capital from banks
2. A11 access to capital from non-banks
3. A12 local government policy on mediation of BUMDes with funding parties

Based on Figure 4, alternative priorities on the access to capital criteria are local government policy on medication of BUMDes with funding parties of 0.503, access to capital from non-banks of 0.366, and access to capital from banks of 0.131. inhibiting factors such as lack of capital, quality of human resources and participation the community is considered to be very influential on the level of sustainability of the programs implemented in BUMDes (Azizah, 2017). So that access to capital in BUMDes is important and can affect the sustainability and development of BUMDes.



Source: Data Analytics, 2022

Figure 5. Priority Alternative Criteria Good Marketing System

Description:

1. A13 the importance of associations for marketing
2. A14 the importance of marketing cooperative
3. A15 Marketing export oriented
4. A16 marketing innovation training
5. A17 Local government facilitates market with BUMDes

6. A18 the importance of marketing effectiveness and efficiency
7. A19 marketing factors are prioritized

Based on Figure 5, alternative priorities on the good marketing system criteria are marketing factors are prioritized at 0.290, marketing innovation training at 0.178, the importance of marketing effectiveness and efficiency at 0.174, local government facilitates market with BUMDes at 0.113, marketing export oriented at 0.99, the importance of cooperative marketing is 0.090, and the importance of associations for marketing is 0.56. BUMDes is a rural economic institution related to product marketing in rural areas (Setiana et al., 2021). So that a good marketing system will be able to help improve the economy and development of village-owned enterprises.



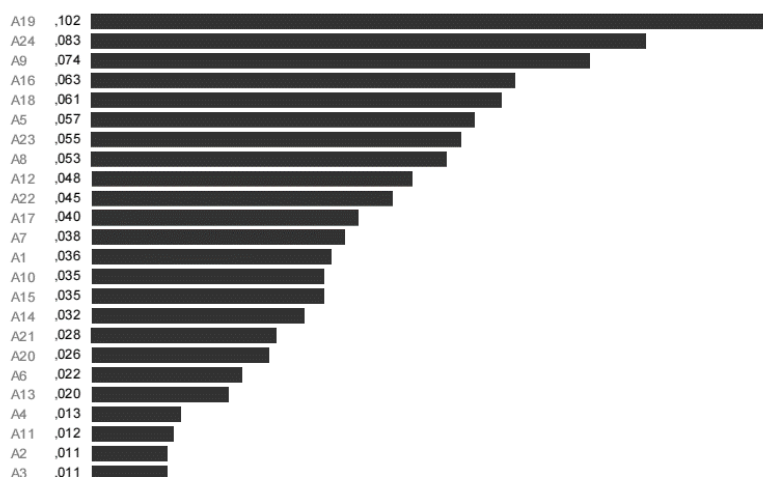
Source: Data Analytics, 202

Figure 6. Priority Alternative Criteria Advanced Technology and Innovation

Description:

1. A20 BUMDes must have production technology
2. A21 mastery of marketing technology
3. A22 local government provides incentives
4. A23 local government provides training to build a business
5. A24 workforce training in enhancing innovation

Based on the results in Figure 6, priority of alternatives on advanced technology and innovation criteria, namely workforce training in enhancing innovation of 0.349, local government provides training to build a business of 0.233, local government provides incentives of 0.19, mastery of marketing technology of 0.118, workforce training in enhancing innovation of 0.110. Technology is an important thing for the productivity of BUMDes and improving the community's economy, this is also supported by the research conducted (Nusantara, 2021) stated that in order to increase the role of BUMDes in the community's economy, it is advisable to optimize the use of information technology and social media in order to facilitate the marketing of BUMDes products and carry out more socialization of the benefits obtained when using an online buying and selling system. The role of information technology is considered capable of increasing efficiency and effectiveness, developing business entity performance, protecting assets and increasing productivity and facilitating work within the organization. (Sanjaya et al., 2020).



Source: Data Analytics, 2022

Figure 7. Priority Alternative

Description:

1. A1 conducive environment.
2. A2 minimizes social unrest.
3. A3 local government policies make the environment conducive.
4. A4 ease of licensing services.
5. A5 same minimum wage policy.
6. A6 Local governments facilitate job search fairs.
7. A7 Local governments facilitate labor training.
8. A8 BUMDes organizes manpower training.
9. A9 Absorption of local labor.
10. A10 access to capital from banks.
11. A11 access to capital from non-banks.
12. A12 local government policy on mediation of BUMDes with funding parties.
13. A13 the importance of associations for marketing.
14. A14 the importance of marketing cooperative.
15. A15 Marketing export oriented.
16. A16 marketing innovation training.
17. A17 Local government facilitates market with BUMDes.
18. A18 the importance of marketing effectiveness and efficiency.
19. A19 marketing factors are prioritized.
20. A20 BUMDes must have production technology.
21. A21 mastery of marketing technology.
22. A22 local government provides incentives.
23. A23 local government provides training to build a business.
24. A24 workforce training in enhancing innovation.

Based on the results in the table above, order of priority alternatives from all criteria in determining the development strategy BUMDes Mutiara Arta is the first is the marketing factor, which is prioritized at 0.102, the second priority is labor training in increasing business innovation by 0.083, the third priority is the absorption of local workers by 0.74, followed by training marketing innovation is 0.081, the importance of marketing effectiveness and efficiency is 0.061, the same minimum wage policy is 0.057, the local government provides training to build new business units of 0.055, BUMDes organizes manpower training of 0.053, the local government policy to mediate the BUMDes with funding is 0.048, the regional government provides incentives of 0.045, the local government facilitates market potential with BUMDes of 0.040, the local government facilitates labor training of 0.038, a conducive business environment of 0.036, access to capital from banks is 0.035, export-oriented marketing is 0.035, the importance of marketing cooperatives is 0.032, the mastery of marketing technology is 0.028, the BUMDes has production technology of 0.026, the local government facilitates the job search market is 0.022, the importance of associations for marketing is 0.020, the ease of licensing services for BUMDes is 0.013, access to capital from non-bank parties is 0.012, minimizing social turmoil by 0.011, then local government policies to create a conducive environment by 0.011. These results also have similarities with research conducted by Rahmatika et al. (2021) that it is necessary to take concrete steps from the parties involved, especially the Village Government as the (policy) stakeholder. There needs to be training, program creation and provision of facilities to support the development of BUMDes. Superior and innovative human resources certainly have a positive impact on the development of business units by producing products and marketing ideas that can penetrate the global market segment and are able to be competitive with other products as well as human resources that are able to manage the organization well. Easy-to-obtain sources of funds can support ongoing business activities, so that there are no more businesses that stop due to a lack of capital to develop into advanced and independent business units.

So based on the results of the priority criteria the first criterion is a good marketing system. This can be done in various ways, namely: (1) Improving the marketing system by optimizing social media as

marketing. With social media, it is hoped that the marketing reach of BUMDes Mutiara Arta to consumers can increase. (2) Conduct marketing training for BUMDes managers. BUMDes managers are an important factor in improving the quality of BUMDes, so training is needed, especially marketing for BUMDes managers so that they can be useful in improving the marketing system. (3) marketing by utilizing digital marketing strategies which can be carried out with digital promotions so that business units can be widely known and the marketing and sales of BUMDes products can increase.

The second strategic priority in developing Mutiara Arta BUMDes is in terms of sophisticated technology and innovation. In running a business, of course, technology has a big role in business productivity. in BUMDes Mutiara Arta there are still not many technologies and innovations that exist; therefore, it needs to be improved, internet network problems are also still limited so that it can hamper the performance and productivity of BUMDes. In addition, training is also needed in developing and making innovations for BUMDes for the workforce in it.

In terms of employment quality, this can be done in various ways, such as improving the quality of regular BUMDES management training so that managers have increasing skills and knowledge. Improving the quality of human resources managing BUMDES and looking for additional managers to manage BUMDES Business Units. At Mutiara Arta BUMDes there are still limited managers and only a few have a good educational history. If there are many Human Resources but of low quality, then it will be useless so when you want to add BUMDes managers, you must have good quality.

Furthermore, in the aspect of access to capital, what can be done is the need for support from various related parties such as from the village and other capital parties. In BUMDes Mutiara Arta, the village has not fully supported it so that BUMDes' willingness to run and develop their business is slow. Support from the local government is also needed, such as providing incentives to BUMDes.

The last strategic priority is a supportive business environment, where a supportive business environment can support a business to further develop. At Mutiara Arta BUMDes the business environment is quite good, and many people have participated in BUMDes activities, and the community has also been helped by the existence of Mutiara Arta BUMDes. The business environment at BUMDes Mutiara Arta also tends to be safe with no significant social disturbances for BUMDes.

So based on the results of this research, the development of BUMDes is in accordance with and related to the theory of the production function where the production function has several factors included in production activities such as natural resources, human resources, capital, entrepreneurial factors, and technology which can affect the output of a production which in this case is BUMDes. In addition, in Law Number 6 of 2014 it is stated that the potential of the village has a positive impact, that is, if it can be maximized properly. One of the impacts is that it can increase village income, community income and community welfare. So that natural resources, human resources, finance, and village potential must be utilized and managed properly to achieve maximum results in order to increase village original income and community income so that community welfare can be achieved.

CONCLUSION

Based on the results of the research and discussion, several conclusions can be drawn, namely: 1) BUMDes Mutiara Arta Batur Village, Getasan District, Semarang district, was founded in 2015 and has been incorporated in 2021, has Business Units such as Savings and Loans Service Business, Pertashop, Provision of Network Installation Internet, ATK Shop, and Provision of Agricultural Infrastructure. 2) The main alternative priority in the development of BUMDes Mutiara Arta Batur Village, Getasan District, Semarang Regency, namely the marketing factor is prioritized by (0.102). 3. An alternative strategy for the second priority for the development of BUMDes Mutiara Arta Batur Village, Getasan District, Semarang Regency, namely workforce training in increasing business innovation (0.083). 4) An alternative strategy for the third priority for the development of BUMDes Mutiara Arta in Batur Village, Getasan District, Semarang Regency, namely absorption of local workers (0.74).

Based on this research, there are several suggestions put forward, such as, it is better if BUMDes Mutiara Arta can further explore the potential possessed by the village such as in the tourism sector, as well as to make BUMDes Mutiara Arta more advanced, it is hoped that it can improve the quality of its human resources so that it can increase income and improve the economy in Batur Village. Then for future researchers who will examine this matter, it is hoped that they can add criteria and also other policy alternatives.

There are several factors that can be given more attention to future researchers to perfect this research because this research itself certainly has deficiencies that need to be continuously improved in future research. Several limitations in this study such as research object which only includes 1 BUMDes, there were many other criteria factors that influenced the development of BUMDes and there were also limitations to research using a questionnaire, namely that sometimes the answers given by the sample did not show the actual situation. Researchers also have not involved the community in the interview process.

With the suggestions and obstacles that have been identified, it is hoped that the regional government, sub-district government and village government will support, encourage and facilitate the development of BUMDes in Batur Village, Getasan District.

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