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Development Strategy for Village Owned Enterprises: A Case Study in Majalengka Regency, West Jawa Province, Indonesia

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

Village-Owned organizations (BUMDes) are one of the strategic units in empowering village communities. South Maja BUMDes is one of the BUMDes which has several commercial enterprise units inside it and up to now, it has survived. This studies objectives to determine the internal and outside factors of BUMDes South Maja and to decide the strategic priorities that want to be taken for BUMDes development. The research technique used became quantitative descriptive research via taking 33 respondents. The evaluation finished is a SWOT analysis preceded with the aid of an hobby degree analysis. The effects of the IFE matrix analysis are the primary power in control which does now not involve many human beings, making operations and choice making easier.

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meanwhile, the principle weak spot is that there may be no era that can facilitate communique among administrators, managers and consumers. The outcomes of the IE matrix show that BUMDes South Maja is in cellular or box which has function presents an outline of the country of BUMDes South Maja which is in a maintain and maintain circumstance.

Keywords: Village-owned enterprises (BUMDes); South maja BUMDes; SWOT analysis; priorities strategy.

1. INTRODUCTION

1.1 Background

Development is a process of change that covers the entire social, economic and political system to realize the ideals of a nation or group until a prosperous society is achieved (Miller, 2022). There are several types of development, one of which is village development. Rural improvement is rural-based totally development which includes the financial, social, customs and cultural fields on the way to gain network welfare in rural areas. The village is the smallest unit of group closest to the community and without delay touches the network's desires for prosperity (Elly et al., 2020). consistent with the Village law (UU quantity 6 of 2014) a village is a legal network unit that has territorial barriers, which has the authority to modify and manipulate government affairs, the pursuits of local groups based totally on network tasks, original rights, and/or diagnosed conventional rights and revered in the authorities gadget of the Unitary nation of the Republic of Indonesia (NKRI), as representatives of the country, villages are obliged to perform development, both physical improvement and human useful resource improvement, as an attempt to improve the best of lifestyles and life for the best welfare of village groups (Anggraeni, 2016; Redza et al., 2014). However, Many BUMDes face difficulties to develop. Therefore, BUMDes has to choose some strategies to make their business run and improved.

Rural dynamics in Indonesia have attracted attention from numerous events, which includes academic establishments, companies, and non-governmental corporations, each at nearby, countrywide and global degrees. network empowerment sports are done the use of diverse fashions and values to strengthen the ideas of rural improvement. However, many studies still don’t meet local needs (Asnani, 2020; Prasetyo & Mauludin, 2016; Sumardjo et al., 2022).

As a means to build and improve community welfare in order to create a productive and independent region, each region must advance in various fields such as the socio-cultural, political and economic fields, especially in the economic field, which will have quite a big impact if the economy of a region can improve. Economic development is one of the pillars of a region to achieve national development. Therefore, the government must be able to explore and develop the community so that the potential in each area is achieved (Attamah, 2017; Murugan & Sreedaya, 2024).

One effort to improve village development and welfare is by establishing BUMDES or Badan Usaha Masyrakat Desa (Village-Owned Enterprises). consistent with the 2007 center for development system Dynamics research, Village-Owned organizations (BUMDes) are village enterprise establishments managed through the network and village government with a purpose to make stronger the village economic system and are shaped based on the capacity wishes of the village. As one of the financial institutions operating in rural regions, BUMDes need to be one of a kind from economic institutions in preferred. that is intended so that BUMDes institutions are able to make a extensive contribution to enhancing the welfare of village citizens. apart from that, there may be no need to expand a capitalist enterprise system in rural regions that can disrupt the values of people's lives (Ruhiyat et al., 2020; Sobichin, 2013).

The established order and management of Village-Owned organizations (BUMDes) is a manifestation of effective village economic control which is completed in a cooperative, participatory, emancipatory, transparent, responsible and sustainable manner. consequently, critical efforts are had to make the control of those commercial enterprise entities run correctly, effectively, professionally and independently. To reap the goals of BUMDes, this is completed via meeting the wishes (productive and consumptive) of the community thru distribution services for goods and services controlled by using the community and the Village government (Shankar & Kumar, 2024; Sulaksana, 2021).

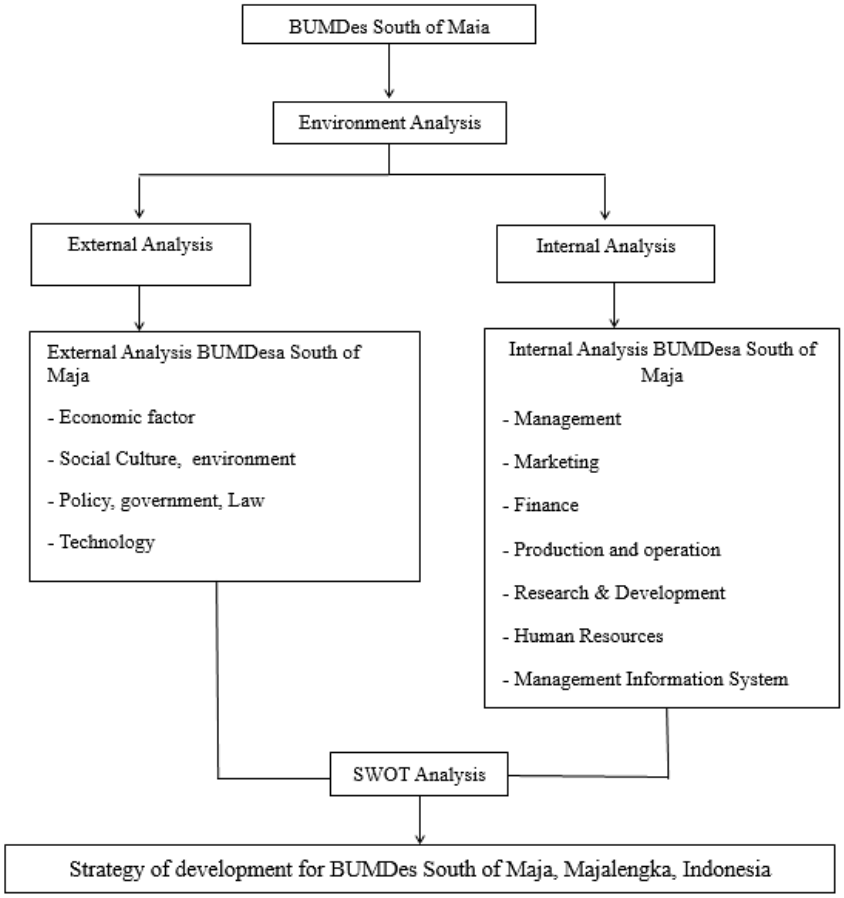

Fig. 1. Framework of Research

According to the report of Bureau Statistics of Majalengka, Majalengka Regency consists of 26 sub-districts which are divided into 330 villages and 13 sub-districts. Of the many villages in Majalengka Regency, only 150 BUMDes have been formed. The business fields carried out by BUMDes vary according to the potential of each region, including village markets, services and tourism. One form of business that is managed is market management carried out by BUMDes South Maja. South Maja is one of the villages located in the southern region of Majalengka Regency with agricultural, livestock and trade potential. With a terminal and vegetable market. The South Maja vegetable market has been operating for quite a long time, with the process of buying and selling basic and supporting commodities

BUMDes South of Maja was founded in 2018 until now. The business units managed by BUMDes South Maja are market management, clean water management, waste management, basic food distribution and Maja square management. South Maja BUMDes is managed by four people consisting of the BUMDes Director, Deputy Director, Secretary and Treasurer as well as employees who are each required by each business unit. This research will discuss the management strategy for managing BUMDes South Maja.

Based on the background that the author has stated above, the problems that can be identified are as follows: 1) Internal and external factors in BUMDes in South Maja Village? 2) What is the Development Strategy in South Maja Village BUMDes?

The object of this research is BUMDes in Maja District, specifically in South Maja Village. The specification in this research is to analyze the influence before and after the existence of BUMDes on market management in South of Maja Village, Maja District, Majalengka Regency.

Based on this idea, it is necessary to examine the management of BUMDes that has been

provided in South Maja Village, Maja District, Majalengka Regency by analyzing it descriptively. As for examining internal and external factors using SWOT analysis and adding a questionnaire which will be tabulated or tabled. Analysis of importance performance was examined in advance. It was to see which factors should be developed to empower BUMDes. It becomes one of the unique of research when compared with another similar research that did not this analysis. Finally, at the end of analysis, it would be presented the optional strategy which can be chosen to enhance the development of BUMDes.

2. MATERIALS AND METHODS

2.1 Research Location and Time

The location taken in South Maja Village, Maja District, Majalengka Regency with the consideration that South Maja Village has a BUMDes potential and still can be maximized. The research period took place from February 2020 to August 2020.

2.2 Research Techniques

The research technique in this study uses data collection techniques with observation, interviews, descriptive analysis, namely searching for facts directly analyzed and presented descriptively and also survey or observation methods, namely research methods that take samples from a population using a questionnaire as a tool. in data collection. For primary data obtained from interviews with respondents with the help of a questionnaire, the list of questions includes the respondent's identity, acceptance and components that are combined into technical factors, social factors and economic factors. Meanwhile, secondary data was obtained from data from related agencies, both from village monographic data, sub-district and district statistical data. To see the progress of market management in South Maja BUMDes, it was analyzed using SWOT Analysis.

The measurement scale utilized by researchers to explicit respondents' responses to every question given is a Likert scale. consistent with Sugiyono (2004) the Likert scale is used to measure the attitudes and perceptions of someone or institution of humans regarding phenomenality. in this social phenomena research, it's been in particular determined by means of the researcher, which is hereinafter called studies variables, with a Likert scale, so the variables to be measured are translated into indicator variables. Then these signs are used as a starting point for compiling device gadgets which may be inside the shape of statements or questions. the answer to every device item the usage of a Likert scale has a gradation from very effective to poor (Rachman & Yochanan, 2024; Riduwan, 2008).

2.3 Types, Sources and Methods of Data Collection

The data collected consists of Primary data and Secondary data, Primary data is data obtained directly, usually by interviews with respondents. Secondary data is data obtained from second parties such as agencies, institutions and related parties. The types of data are as follows:

2.4 Technique for Determining Respondents or Samples

In determining respondents in this research, there were several elements or stakeholders who became respondents, so different respondents meant different techniques for determining and collecting data. The parties who are used as respondents or sources. Selection of Techniques for Determining Samples or Respondents Researchers chose to use two sampling techniques, namely, Simple Random Sampling, which is the simplest technique, samples are taken randomly, without paying attention to the levels in the population. This technique was used because the population in South Maja Market cannot be predicted, therefore the author chose this technique. The number to be sampled is 40 people for traders. Sample determination in this study uses the Slovin formula, which is a formula that aims to determine the level of accuracy in the questions given to the specified sample, apart from that there is an error rate. This error rate aims to determine the accuracy of the results of the questions given by the sample. The error rate determined by the author is determined by the author, the error rate determined by the author is 10% or (0.1). The author feels that the accuracy of his research is around 90%, because the author obtained secondary data from the parties concerned in the research. Slovin formula has been used as follow (Majdina et al., 2024):

Table 1. Types, sources and methods of data collection

No	Kind Of Data	Source Of Data	How To Collect Data
1.	Primary Data		
	- Respondent circumstances	Management/Citizens	Interview
	- BUMDes circumstances	Management /Citizens	Interview
	- Market and buyer	Customer	Interview
2.	Secondary Data		
	- General description of region	Village government/	Study of literature
	- Number of trader	management of BUMDes	

$$n = \frac{N}{(d)^2} + 1 \quad \text{.....(1)}$$

n = Sample
N = Population
d = margin of error

$$n = \frac{50}{(0,1)^2} + 1$$

$$n \equiv 33,33$$

$$n \equiv 33$$

The sampling method used in this research for the government or related agencies, residents, managers and farmers are non-probability sampling with a purposive sampling technique, namely determining samples based on predetermined criteria. Purposive sampling technique was used because this research study discusses the formulation of BUMDes management policy strategy studies.

Internal respondents are BUMDes administrators and traders as well as local governments. Respondents from external parties, namely those from the government or related bodies. Respondents from external parties are expected to provide a more objective assessment than internal respondents. Respondents were chosen deliberately and have a major contribution in formulating strategies and can represent and have authority regarding the data needed in the research. There were also respondents from the consumer side, who were also respondents from external parties. There were 50 respondents from traders in order to get more appropriate data, based on the opinions given by respondents from traders. Data from visitor respondents is intended to strengthen the internal and external factors that influence the formulation of strategy studies.

2.5 Technique of Analysis

For internal and external factors regarding South Maja BUMDes, this is done by interviews with BUMDes administrators, observation, observing the South Maja Bumdes business unit. A questionnaire is a tool used to collect data from respondents.

To analyze the observation data so that you can make it, use SWOT analysis. Data analysis using three stages of strategy formulation analysis. The first input stage involves analyzing the external and internal environment and then evaluating it using the EFE and IFE matrices. (Ayu Satya Saraswati et al., 2017)

Identifying strengths and weaknesses which are included in internal factors is very important to do. A concise step to identify Internal Factor Evaluation (IFE) which summarizes and evaluates internal factors, namely the company's strengths and weaknesses in functional areas including management, marketing, finance/accounting, production/operations, research and development, and information systems. The goal of an external factor assessment is to develop a limited list of opportunities a company can exploit and threats it should avoid. A concise step in conducting external research is to use the External Factor Evaluation (EFE) matrix. There are several steps that must be taken in developing the IFE matrix and EFE matrix, as follows:

2.6 Identify a List of Strengths and Weaknesses as Well as Opportunities and Threats Faced

Determining the weight of each variable: According to Arikunto (2010), companies determine the weight of external and internal analysts by asking questions to respondents using a questionnaire. This method is used to provide an assessment of the weight of each internal and external determining factor. Form of weighting assessment. the scale used for filling in columns is;

1 = if horizontal indicators are much less essential than vertical signs,
2 = if horizontal indicators are as essential as vertical indicators,

3 = if horizontal signs are greater important than vertical indicators

Determination of ranking (rating): Determination of ratings by company management is carried out on factors from the results of the company's situation analysis. To measure the influence of each factor on the condition of the company, a ranking value is used using a scale of 1, 2, 3 and 4 for each strategic factor which indicates how effective the company's current strategy is. Giving strength rating values to the IFE matrix using a scale;

1 = Major Weakness
2 = Minor Weakness
3 = Little Strength
4 = Main Strength

Giving rating values for weakness factors is the opposite of strength factors. Meanwhile, giving opportunity rating values to the EFE matrix uses a scale:

1 = Not Strong Influence
2 = Less Strong Influence
3 = Strong Influence
4 = Very Strong

Ratings for threat factors are the opposite of opportunity factors. Multiply each weight by the rating to get the weighting. The result of multiplying each weight by the rating is a weighting score for each factor whose value varies from 4.00 to 1.00. then add up the weightings to get the total weighted score. This total value shows how a particular company reacts to its internal and external strategic factors. The total weighting will range from 1 to 4 with an average of 2.5. A value of 1 in the EFE matrix indicates that the company is unable to take advantage of opportunities to avoid threats. A value of 4 identifies that the company has currently very well utilized opportunities to face threats. A value of 2.5 illustrates that the company is able to respond evenly to external situations. The IFE matrix is also almost similar to the EFE matrix, only the key factors are strengths and weaknesses. A value of 1 on the IFE matrix indicates a very bad internal company situation. A value of 4 indicates that the company's internal situation is very good. A value of 2.5 for the IFE matrix shows that the company's internal situation is at an average level.

The next stage is the matching stage by carrying out IE and SWOT matrix analysis, and the third is the decision stage. This matrix uses input from stage 1 analysis (EFE and IFE matrices) and stage 2 matching results (IE and SWOT matrices) for the alternative strategy to be selected:

- Internal Environmental Analysis includes Management Factors, Marketing, Finance, Research and development, Human Resources and Communication Information systems.
- External Environmental Analysis includes Economic, Social, cultural, demographic and environmental factors, political, governmental and legal factors and technological factors.

The IE Matrix is a mapping of scores from the IFE and EFE matrices that have been generated at the input stage. The IE matrix is based on two key dimensions, namely the total IFE weight score on the horizontal axis and the total EFE weight score on the vertical axis. On the horizontal axis, a score between 100 and 299 indicates a weak internal position, a score of 300 to 499 indicates an average internal position, and a score of 500 to 600 indicates a strong internal position. On the vertical axis, scores from 100 to 299 indicate a low external position, scores from 300 to 499 indicate moderate influence, and scores from 500 to 600 indicate high external influence. Fig. 2 shows the form of the IE matrix. The IE Matrix is divided into three main areas that have different strategic implications, namely;

1. Growth and build (develop and increase) includes cells I, II, and IV. extensive techniques (marketplace penetration, market development and product development) or integrative techniques (backward integration, forward integration and horizontal integration) are suitable techniques for this place.
2. Hold and maintain consists of cells III, V and VII. Market penetration and product development are two commonly used strategies for this area.
3. Harvest or divest (harvest or divestment), this area consists of cells VI, VIII, and IX. Strategies that can be used include divestment strategies and liquidation strategies.

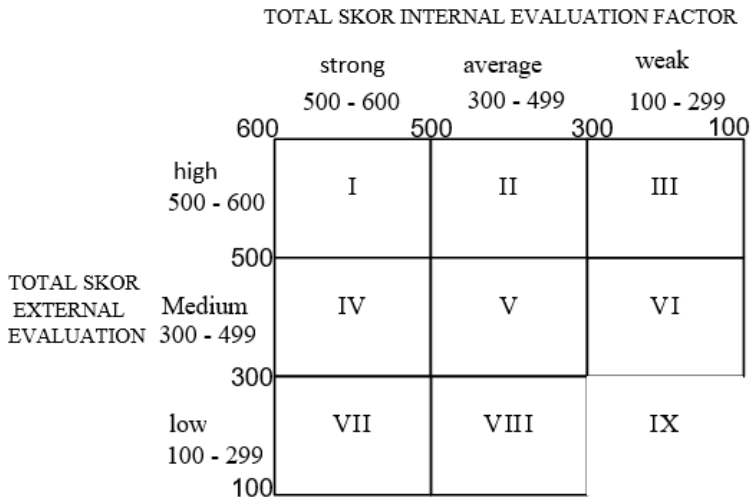

Fig. 2. Internal Matrix – External (IE)

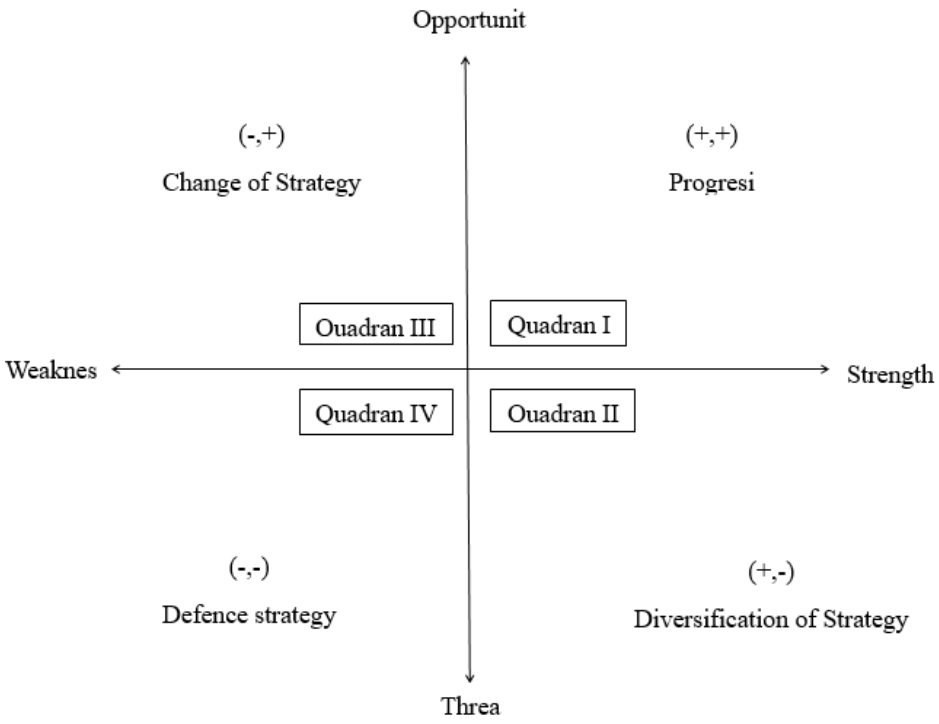

Fig. 3. Strategy curve of SWOT analysis

Quadrant I (positive, positive): This function suggests an agency or commercial enterprise this is sturdy and has possibilities. the advice given is innovative, which means that the company or enterprise is in top and strong circumstance in order that it's far feasible to preserve to amplify, boom growth and acquire most development.

Quadrant II (positive, negative): This role shows an employer or commercial enterprise that is robust but faces massive demanding situations. the advice given is strategy Diversification, that means that the employer is in strong condition however is dealing with some of serious demanding situations so it's far estimated that the wheels of the agency or enterprise could

have issue persevering with to turn if it most effective is predicated at the preceding approach. therefore, groups are counseled to without delay growth the style of tactical strategies.

Quadrant III (negative, positive): This function shows an organization or commercial enterprise that is susceptible but has amazing possibilities. The strategy recommendation given is exchange, meaning that the agency is advised to change its previous approach. because, it's far feared that the vintage strategy may be difficult to capture current possibilities even as improving organizational or business performance.

Quadrant IV (negative, negative): This position indicates an employer or business this is vulnerable and going through massive challenges. The strategy recommendation given is live on, meaning that the inner circumstance of the corporation is in a dilemma of preference. consequently, agencies are cautioned to use protective techniques, controlling internal overall performance in order that it does not fall similarly. this is maintained even as continuing to try to improve itself.

SO, Strategy (Strength-Opportunities), This strategy is created based on the way of thinking of business managers, namely by utilizing all strengths to seize and exploit maximum opportunities. ST Strategy (Strengths-Threats), is a strategy for using the strengths of business managers to overcome threats. WO Strategy (Weeknesses-Opportunities), This strategy is implemented based on exploiting existing opportunities by minimizing existing weaknesses. WT Strategy (Weknesses-Threats), This strategy is based on activities that seek to minimize existing weaknesses and avoid threats.

3. RESULTS AND DISCUSSION

3.1 Profile of BUMDes South Maja

South Maja is one of the villages in the Maja District area, with good natural resource potential and human resources. Several economic sectors in South Maja Village include Agriculture, Livestock and Trade. Moreover, there is a market located near the government area of South Maja Village. Initially, market management was carried out or managed by the village government, but with the existence of the BUMDes or Village-Owned Enterprises program, the village government created or established BUMDes according to the provisions recommended by the government in the letter or provisions stated in the introductory chapter.

3.2 South Maja BUMDes Facilities

Market management business unit: In the market management business unit, BUMDes South Maja provides facilities in the form of kiosks and stalls which are repaired and rented out. Not only that, BUMDes also provides trader layout services which make it easier for buyers and traders to interact or carry out the buying and selling process. Apart from that, there are also waste facilities managed by Bumdes, waste processing in collaboration with DLH Majalengka.

For this business unit, there are still shortcomings, such as transportation routes for loading and unloading that have not been conditioned, although it was better when there was a BUMDes. Apart from that, there are also cleanliness problems in the vegetable stalls, they still cannot be tidied up, there must be awareness from each trader and help from cleaning staff. The rental prices vary and the time periods also vary, while consumer and income data are as follows:

Village Market Business Unit
Number of Business Places: 942 local
Number of Consumers: 753 traders
Number of Workers: 37 people
Business Turnover: IDR 597,231,000 per year

Clean water management and maintenance business unit: In this unit, BUMDes provides installation of water lines from springs, then they are organized until they reach residents' homes. Maintenance is checked every day in a rotating manner to each block. So that the service provided can be optimal and respond quickly if there are consumers who experience problems. The clean water in question is clean water for household needs, not bottled water that is sold, the price per cubic meter is IDR 1,000 per cubic meter. Payments are made every month and the money paid by residents or consumers is according to the calculation stated on the water meter. For example, in one month a house uses 40 cubic meters of water, then multiply it by the price per cubic meter. 40 X 1,000 = Rp. 40,000. Consumer data and annual turnover are as follows:

Clean Water Business Unit
Number of Customers: 1752 customers
Number of Workers: 13 people
Business Turnover: IDR 114,453,000 per year

The problem with clean water units is that during the rainy season, the water often overflows with a faster discharge, causing high water pressure, causing water to come out or damage to the water gutters at the connections. This often causes it not to flow to the housing because it has to be cleaned up first by a clean water technician.

Sports hall, kiosk and stall rental business unit: The facilities provided by BUMDes are prioritized for traders or residents who want to run or start a small business. Kiosks and stalls for rent are located at several points or locations. The first location is in the south maja monday block, precisely in front of the monday block village hall. The next place in the market is in the South Maja market area. Next, the stalls are in the southern Maja Square and on the edge of the mosque which is in front of the square close to the sub-district office. Not only renting from BUMDes, they also provide cleaning services, electricity and clean water which can be used by kiosk, stall and trade stall operators.

The Gor itself is often used and rented out for sporting events, whether for youth groups or individuals, such as futsal and volleyball. Apart from that, it is also often used for weddings or wedding receptions. The rental is determined by how long the Gor is used. Futsal rental is usually IDR 100,000 per hour. The data is as follows:

Rental Business Unit
Rental Items: 1 GOR unit, 10 kiosk units, 15 stall units
Number of Workers: 4 people
Business Turnover: IDR 109,545,000 per year

3.3 Level of Importance and Level of Consumer Satisfaction

Level of importance: The level of importance is one of the factors that can be used as a benchmark for administrators and managers regarding the facilities of a business location so that it can develop further. This is a step for administrators and managers to be able to find out what the level of interest is obtained from consumers. The following is a table of the level of interest obtained from visitors, from the results of processing the questionnaire that has been given and filled in. Based on the Semantic Differential Scale, with this scale respondents were asked how important they were to the statement regarding the Level of Importance of the attributes regarding BUMDes South Maja, namely:

1 : Not Important
2 : Less important
3: Important
4: Very important

From the results of the Table 2, it can be seen that management and employee services are the most important level of importance. This is because the service can be the most comfortable for consumers. Meanwhile, in second place with a score of 3.72 for employee comfort, this suggests that employee comfort and service can be important because it can create a sense of mutual respect.

To be in third position with a score of 3.35 in business unit security. The security in question includes the security of traders, visitors or buyers and the security of their merchandise and place of business. There are no criminal acts or anything else, which could create overall discomfort.

Level of satisfaction: Satisfaction level is one of the factors that can be used as a benchmark for administrators and managers of the facilities of a business premises, so that they can develop further. This is a step for administrators and managers to find out what satisfaction the South Maja BUMDes consumers get from consumers. The following is a table of satisfaction levels obtained from consumers, from the results of processing the questionnaires that have been given and filled in. Based on the Semantic Differential Scale, with this scale respondents were asked how important they were to the statement regarding the Level of Importance of the attributes regarding BUMDes South Maja, namely:

1 : Dissatisfied
2 : Not satisfied
3: Satisfied
4: Very Satisfied

Based on the Table 3, you can see the satisfaction of South Maja BUMDes consumers. In the Table 3, it can be seen that the highest level of satisfaction is the service of administrators and managers, with an average score of 3.85. Meanwhile, the lowest level of satisfaction at BUMDes offices is the condition of supporting facilities and cleanliness of business units with an average score of 1.82 to 1.875. This shows that in terms of satisfaction there still needs to be improvements in terms of facilities, but there are also things that must be maintained, such as the services of administrators and managers.

Table 2. Average score of importance level of consumer BUMDes South of Maja

No	Attribute	Average score	Status
1	Office of BUMDes	3.15	Very important
2	Facility condition	3.075	Very important
3	Facility of Business unit	3.15	Very important
4	Safety of business unit	3.35	Very important
5	Comfort of employee	3.72	Very important
6	Clean of business unit	3.25	Very important
7	Service of management	3.97	Very important

Source : Primary data processed (2024).

Table 3. Average score of consumer's satisfactory of BUMDes South of Maja

No	Attribute	Average score	Status
1	Office of BUMDes	1.82	Not satisfied
2	Facility condition	1.85	Not satisfied
3	Facility of Business unit	2.75	Satisfied
4	Safety of business unit	2.7	Satisfied
5	Comfort of employee	2.8	Satisfied
6	Clean of business unit	1.875	Not satisfied
7	Service of management	3.85	Very satisfied

Source : Primary data processed (2024)

The service from the administrators and managers is felt to provide comfort for consumers, so they can get the highest rating. Many consumers feel that they are helped in their trading matters, such as entrusting their merchandise and if there is a problem it can be resolved quickly.

Meanwhile, there are several attributes that get low scores, such as the BUMdes office. The BUMDes office is located next to the Village Government Office. This results in if there is a board meeting and the management cannot accommodate it properly. Apart from that, if there is deliberation between the management and consumers, it will make it difficult to be conducive. Cleanliness in each business unit is not optimal, this can cause visitors or buyers to feel uncomfortable.

Results of analysis of the level of interest and satisfaction of BUMDes South Maja: Level of Interest and Level of Satisfaction are factors that can be used as benchmarks for administrators and managers of how much effort must be expended to achieve the desired goals, so that they can develop further. To get the results from the analysis of interest and satisfaction results, use the formula:

Effort = level of importance - level of satisfaction

The following is a table of Efforts, from the results of data processing on Levels of Interest and Satisfaction. Based on the Semantic Differential Scale, with this scale respondents were asked how important they were to the statement regarding the Level of Importance of the attributes regarding BUMDes South Maja, namely:

1: No Development Required
2: Less Necessary
3: Needs Development
4: Really Needs Development

Table 4. Result of importance analysis of BUMDes South of Maja

No.	Attribute	Skor Rata - Rata Kepentingan	Skor Rata - Rata Kepuasan	Mark	Information
1	Office of BUMDes	3.15	1.82	1.33	Needs Development
2	Facility condition	3.075	1.85	1.22	Needs Development
3	Facility of Business unit	3.15	2.75	0.4	No Development Required
4	Safety of business unit	3.35	2.7	0.65	No Development Required
5	Comfort of employee	3.72	2.8	0.92	No Development Required
6	Clean of business unit	3.25	1.875	1.4	Needs Development
7	Service of management	3.97	3.85	0.12	No Development Required

Source: Primary data processed (2024)

Note :

0,00 - 1,00 = not need development

1,00 - 2,00 = need development

2.00 - 3,00 = urgent to develop

From the table above it can be seen that for BUMDes offices, supporting facilities and cleanliness of business units need development both physically and management wise.

3.4 IFE Matrix and EFE Matrix Analysis

After identifying the strengths, weaknesses, opportunities and threats through internal and external environmental analysis of BUMDes South Maja, an IFE (Internal Factor Evaluation) matrix and an EFE (External Factor Evaluation) matrix were created based on the results of the environmental analysis, to determine the rating and weight of each internal and external factors. The Internal Factor Evaluation (IFE) matrix consists of the strengths and weaknesses of the Panyaweuyan Terraces Area. The External Factor Evaluation (EFE) matrix consists of the opportunities and threats faced by the company.

The determining factors or strategic factors in each IFE and EFE matrix are given a weight and rating first, then processed and entered into the IFE or EFE matrix (Attachment). Determination of the rating is carried out by several people from the administrators and managers of BUMDes South Maja as respondents, Respondents determine the rating through a previously distributed questionnaire.

3.5 IFE Matrix Analysis

Evaluation of internal factors is a step to plan and direct the actions that the company will take based on the development of internal factors that influence them. The company's internal analysis identifies the key strengths and weaknesses of the company. Based on the identification of internal factors that influence competitive strategy, the management and management's attitude towards each factor is then evaluated so that it is known how much the management's attitude towards these internal strategy factors is. The results of identifying strengths and weaknesses as internal strategic factors, then giving a weight and rating to each factor, so that results are obtained as in Table.

From the matrix Table 5, you can see that the management system is the greatest strength with a value of 54.18. This shows that no matter how much capital and business is managed, it will not survive by relying on ordinary management. BUMDes is an asset that must use good management, because many people are involved and earn income from several business units that are managed. The management used by South Maja BUMDes can be an example for others because it has proven to be effective and can make implementation easier in the field.

Meanwhile, the biggest weakness is the lack of technology that makes it easier for administrators and administrators to communicate. This is considered possible, but this can also be the basis of communication. Communication is considered to be able to facilitate the mobility of administrators and managers so that they can be more efficient.

3.6 EFE Matrix Analysis

Evaluation of external factors is a step to plan and direct the actions that the company will take based on developments in external factors that influence it. From the Table 6, it can be seen that making a product packing house can be one of the biggest opportunities because you can get resources or raw materials from the market. With 69.6. This is proven by the large amount of potential that can still be explored in the business sector. There is a lot of potential that can be developed, such as in the agricultural, livestock and other business sectors such as MSMEs. So that we can increase the workforce that can be empowered, the workforce can come from residents who have not yet or want to start a business and can even partner with BUMDes South Maja.

In terms of threats, the highest rating is seen in unstable management with a value of 38.8. Unstable management can result in many changes and discomfort for administrators, administrators and even consumers. Apart from that, unstable management can result in a lot of uncertain budget usage. If management is stable, it can allocate operational funds to the right posts.

Table 5. Result of *Matriks Internal Factor Evaluation* (IFE)

No.	Internal Strategic Factor	Average		
		Weight	Rating	Score
Strength				
1.	Located at strategic area	12	3.16	38
2.	Management system which is not involved in many people	14	3.87	54.18
3.	Extension potential in another business	12	3.19	38.28
4.	It have business unit more than one	12	3.35	40.2
Total score of strength				171
Weaknesses				
5.	It have not yet sufficient office	14	2.19	30.66
6.	It have not yet facility to unload and load at the market	18	2.32	41.76
7.	It have not yet technology to make communication easier between maangement	20	1.32	26.4
8.	It have not yet a web for complete information	16	2.1	33.6
Total score of weaknesses				132.42
Total score of Internal Factor				303.42

Source: Primary data processed, (2024)

Table 6. Result of *Matriks Eksternall Factor Evaluation* (EFE) BUMDes South of Maja

No.	External Strategic Factor	Average		
		Weight	Rating	Score
Opportunity				
1.	It have many potential to business extention	20	3.43	68.6
2.	Making packaging house for farm product	20	3.48	69.6
3.	Social media can help for information system and market	20	3.19	63.8
Total score of Opportunity				202
Threats				
5.	Unstable management	20	1.94	38.8
6.	Unstable of weather have potential impact to the operational	20	1.87	37.4
7.	Regeneration of management have potention to the change	19	1.91	36.29
8.	The damage of facility because of disaster	20	1.74	34.8
Total score of threats				147.29
Total score of external Factor				349.29

Source: Primary data processed, (2024)

3.7 Table IE Analysis

The next stage of the evaluation and analysis results that have been carried out is to carry out an internal – external analysis which produces an Internal – external (IE) matrix. Internal – external analysis is carried out to sharpen the results of evaluations and analyzes that have been carried out previously. The analysis that will produce the Internal – External (IE) matrix is useful for knowing the current position of BUMDes South Maja in the IE matrix, so that it can provide alternative strategy options.

The IE matrix will show the position of strength and success of the strategy that has been implemented by the company by looking at the scores in the cells in the IE matrix. Based on the results of adding up the total scores on the IFE and EFE matrices, the respective scores were 303.42 and 349.29. This score is input for the IE matrix analysis which will later be mapped on the IE matrix, so that the current position of BUMDes South Maja can be known.

Positioning is very important for companies in choosing alternative strategies to face competition and changes that occur in the business they run. The IFE matrix score value of 303.42 illustrates that BUMDes South Maja is in an above average internal condition. Meanwhile, the EFE matrix score of 349.29 shows that BUMDes South Maja has the ability to take advantage of opportunities and avoid external environmental threats. Mapping of each total score from internal and external factors illustrates

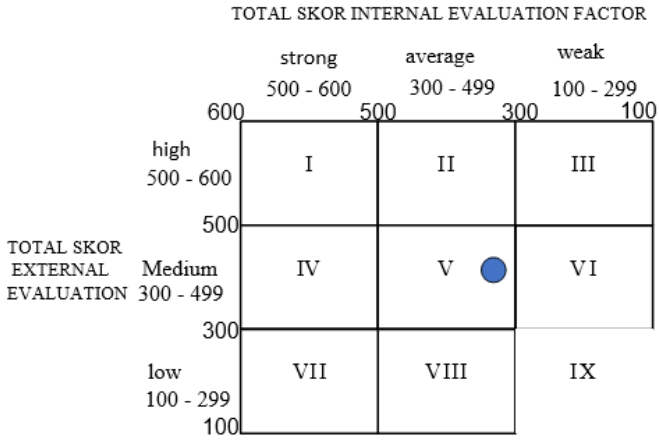

Fig. 4. Internal Matrix – External (IE)

the current position of BUMDes South Maja, namely in cell V in the Internal - External (IE) matrix. This position provides an overview of the state of BUMDes South Maja which is in a hold and maintain condition. In accordance with what (Fredy Rangkuti, 2015) said, this strategy could be a good alternative. In this discussion, it is included in defense and development strategies or hold and maintain.

The strategy generally applied by BUMDes South Maja in this position is the hold and maintain strategy. This means that BUMDes South Maja needs to maintain management, services and improve supporting facilities. Apart from this, there needs to be development, as is the reality in the field, there are still many things that need to be developed, such as office construction and cleanliness in each business unit. Therefore, the IE matrix is complemented by the SWOT matrix so that the resulting strategy can be further developed in the SWOT matrix analysis.

3.8 SWOT Analysis

The SWOT matrix is an analytical tool that combines internal and external strategic factors contained in the IFE and EFE matrices. The SWOT matrix develops four alternative strategies based on strengths, weaknesses, opportunities and threats for the company. The four alternative strategies are the SO (strength opportunity) strategy, the ST (strength-treats) strategy, the WO (weaknesses-opportunity) strategy, and the WT (weaknesses-threat) strategy.

The purpose of the SWOT matrix is to collect as many strategies as possible for use by managers. The selection of the main strategy from the SWOT matrix is adjusted to the company's position and is complementary to the IE matrix analysis that was created previously. Based on the results of the SWOT matrix analysis in the Panyaweuyan Terraces Area, six alternative strategies were obtained consisting of two alternative SO strategies, two alternative WO strategies, one alternative ST strategy and one alternative WT strategy.

SO strategy: The SO strategy is a strategy that uses the internal strengths of BUMdes South Maja to take advantage of existing external opportunities in order to gain benefits for BUMDes South Maja. There are three alternative strategies that can be used in the SO strategy, namely:

1. Maintain good management
2. expand in the agricultural sector
3. Create a web or information source portal

WO strategy: The WO strategy is a strategy that aims to overcome internal weaknesses by taking advantage of external opportunities owned by BUMDes South Maja. The strategies that can be used by companies are:

1. Improve service to consumers
2. Provide media for communication

ST strategy: The ST strategy is a strategy that uses the strength of BUMDes South Maja to avoid various existing threats. The strategy that can be used by companies is by improving the quality of services and the quality of facilities for consumers

Table 7. Result of SWOT matrix of BUMDes South of Maja

INTERNAL / **EXTERNAL**	Strength (S): 1. Located in a strategic area, strategic area 2. Having more than one business unit 3. Management system that does not involve many people 4. Potential for expansion in other business fields	Weaknesses (W): 1 There are no adequate offices either for BUMDes or in each business unit. 2. There is no special area for loading and unloading in the Market Business Unit 3. There is no technology that facilitates communication between administrators and managers 4. Don't have a WEB or portal application for complete information
Chance (O): 1. Expansion of business units. 2. Make a packing house for agricultural products. 3. Social media can help information and marketing systems.	- Maintaining good management - carry out expansion in the agricultural sector - create a web or information source portal	- Improving service to consumers - Providing a medium for communication
Threat (T): 1. Unstable Management, 2. Unstable weather could potentially impact operations 3. . Re-generation of management which can make changes to the management system	- Improving the quality of services and quality of facilities for consumers	- collaborate with academics or IT experts - carry out debriefing for prospective administrators or selection for prospective administrator

Source : Primary data processed (2024)

WT strategy: The WT strategy shows a strategy that minimizes the weaknesses of BUMDes South Maja to avoid various existing threats, or can be said to be a survival strategy for the company. The strategy that can be used is by:

- collaborate with academics or IT experts
- provide training for prospective administrators or selection for prospective administrators

From the results of the SWOT matrix above, it can be seen that there are several alternative strategies, where the most alternative strategy that can be used is maintaining human resources and management as well as developing potential in other business fields. in accordance with what was said by (Rangkuti, 2015) that how big is the level of suitability of the strategy to changes in the environment, competition and situation.

4. CONCLUSION

Based on research, it can be seen that BUMDes South Maja is a BUMdes in Majalengka and has several business units. There are 3 business units, namely market management, clean water management and rental of kiosks, booths and trading stalls. By adopting simple management, it doesn't require many people. The biggest assets of BUMDEs South Maja are Human Resources and Management.

Based on the results of the IFE matrix analysis, the main strength is in management which does not involve many people, making operations and decision making easier. Meanwhile, the main weakness is that there is no technology that can facilitate communication between administrators, managers and consumers. The results of the IE matrix show that BUMDes South Maja is in cell V in the Internal – External (IE) matrix. This position provides an overview of the state of BUMDes South Maja which is in a hold and maintain condition. Therefore, the IE matrix is complemented by the SWOT matrix so that the resulting strategy can be further developed in the SWOT matrix analysis.

5. RECOMMENDATIONS

Create a web or portal information system that can make it easier for buyers who want to buy products on the market and create an effective communication system such as using HT or radio to make the communication process easier and can also reduce prices for communication facilities.

Create a minimarket or shop specifically for products from the community, Small and Medium Enterprises and agricultural products specifically for market segments such as home.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

We hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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