

**PERFORMANCE OF BUMDES MANAGERS IN UTILIZING DIGITAL TECHNOLOGY: A QUALITATIVE STUDY OF BUMDES GLOBAL BINTANG TIMUR, TEFA'O VILLAGE**

By

**Desman Gea<sup>1</sup>, Meiman Hidayat Waruwu<sup>2</sup>, Fatolosa Hulu<sup>3</sup>, Yamolala Zega<sup>4</sup>**

<sup>1,2,3,4</sup>Program Studi Manajemen, Universitas Nias

Email: [geacomunity@gmail.com](mailto:geacomunity@gmail.com)

**ABSTRACT**

*Improving the performance of Village-Owned Enterprise (BUMDes) managers is a crucial foundation for realizing independent and competitive villages amidst the increasingly rapid flow of global digitalization. BUMDes managers are expected to possess more than just technical skills in managing business units. However, reality shows that BUMDes managers still face challenges in managerial aspects and digital literacy, which impact low productivity. This study uses a qualitative approach with descriptive methods. The purpose of this study is to analyze the performance of Bumdes Global Bintang Timur managers in utilizing digital technology. The qualitative approach was chosen because it can provide an in-depth understanding of the phenomena occurring in the field, particularly related to how digital technology is utilized by these Bumdes managers. Interviews with BUMDes Global Bintang Timur managers revealed that the use of technology in business management is still limited and tends to be manual. The process of recording and reporting finances is still carried out conventionally using notebooks and simple spreadsheets such as Excel. Although familiar with several digital applications, managers have not actively integrated technology into all BUMDes operational processes. The performance of BUMDes Global Bintang Timur managers in utilizing digital technology is still suboptimal. The main obstacles include low digital literacy, minimal training, the absence of digital SOPs, and limited infrastructure. A strategy is needed to increase human resource capacity, technical assistance, and utilize technology to support the efficiency and transparency of BUMDes management.*

**Keywords:** Performance, Management, BUMDES, Technology, Digital.

**KINERJA PENGELOLA BUMDES DALAM PEMANFAATAN TEKNOLOGI DIGITAL: STUDI KUALITATIF PADA BUMDES GLOBAL BINTANG TIMUR, DESA TEFA'O**

**ABSTRAK**

*Peningkatan kinerja pengelola Badan Usaha Milik Desa menjadi fondasi penting dalam upaya mewujudkan desa mandiri dan berdaya saing di tengah arus digitalisasi global yang semakin pesat. Pengelola BUMDes diharapkan tidak hanya memiliki kemampuan teknis mengelola unit usaha. Namun, realitas menunjukkan bahwa pengelola BUMDes masih menghadapi tantangan dalam aspek manajerial dan literasi digital yang berdampak pada rendahnya produktivitas. Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif. Tujuan penelitian ini adalah untuk menganalisis kinerja pengelola Bumdes Global Bintang Timur dalam pemanfaatan teknologi digital. Pendekatan kualitatif dipilih karena mampu memberikan pemahaman mendalam mengenai fenomena yang terjadi dilapangan, khususnya terkait dengan bagaimana teknologi digital dimanfaatkan oleh pengelola Bumdes ini. Hasil wawancara dengan*

*pengelola BUMDes Global Bintang Timur, diketahui bahwa pemanfaatan teknologi dalam pengelolaan usaha masih bersifat terbatas dan cenderung manual. Proses pencatatan dan pelaporan keuangan masih dilakukan secara konvensional menggunakan buku tulis dan lembar kerja sederhana seperti Excel. Meskipun telah mengenal beberapa aplikasi digital, pengelola belum secara aktif mengintegrasikan teknologi ke dalam seluruh proses operasional BUMDes. Kinerja pengelola BUMDes Global Bintang Timur dalam pemanfaatan teknologi digital masih belum optimal. Hambatan utama meliputi rendahnya literasi digital, minimnya pelatihan, SOP digital yang belum ada, serta infrastruktur terbatas. Perlu strategi peningkatan kapasitas SDM, pendampingan teknis, dan pemanfaatan teknologi untuk mendukung efisiensi serta transparansi pengelolaan BUMDes.*

**Kata Kunci:** Kinerja, Pengelolaan, BUMDES, Teknologi, Digital

## INTRODUCTION

The digitalization of public organizations has become a strategic agenda in region-based economic development, including at the village level. Village-Owned Enterprises (BUMDes) are positioned as a key instrument for managing local economic potential independently and sustainably. Normatively, various national policies have encouraged village digitalization, but empirically, the rate of technology adoption in BUMDes remains relatively low. Most previous studies have positioned village-owned enterprise (BUMDes) digitalization as a matter of infrastructure and policy. However, this approach tends to overlook the performance dimension of managers, who are key actors in the technology adoption process. However, technology is not neutral; its effectiveness depends heavily on the managerial capacity, digital literacy, and innovation orientation of organizational managers.

The Global Bintang Timur Village-Owned Enterprise (BUMDes) in Tefa'o Village exemplifies this phenomenon. Despite operating since 2016 and having a functioning business unit, its use of technology remains limited to simple tools and has not been integrated into its management system. This situation raises fundamental questions about the extent to which BUMDes management is responding to the demands of digital transformation. Based on this research gap, this article focuses on analyzing the performance of village-owned enterprise (BUMDes) managers in utilizing digital technology, with human resources, governance, and organizational capacity as key variables. Thus, this research addresses not only "whether technology is used" but also "why and how manager performance shapes the BUMDes digitalization process."

## LITERATURE REVIEW

### **Organizational Performance in Public Management Perspective**

Organizational performance is a key indicator in assessing an organization's success in achieving its stated goals. From a public management perspective, performance is understood not only as the achievement of outputs or final results, but also encompasses work processes, accountability, and the resulting social impact on society (Dwiyanto, 2018). This distinguishes public organizations from private organizations, which place greater emphasis on economic efficiency and profitability. Robbins and Coulter (2021) define performance as the level of effectiveness and efficiency of individuals and groups in carrying out their assigned tasks. In the context of public organizations, performance is influenced by human resource capabilities, work systems, leadership, and the institutional environment. Therefore, assessing the performance of public organizations is multidimensional and cannot be separated from the social and policy context in which the organization operates.

As a public economic organization, BUMDes (Village-Owned Enterprises) has unique performance characteristics because it serves both social and commercial functions. BUMDes performance is measured not only by business profits but also by its contribution to improving village community welfare and strengthening the local economy (Putri & Susilowati, 2023).

### **Factors Affecting Organizational Performance**

Management literature shows that organizational performance is influenced by both internal and external factors. Internal factors include the quality of human resources, leadership, organizational culture, and implemented work systems and procedures (Robbins & Coulter, 2021). External factors include government regulations, infrastructure support, and the socioeconomic conditions of the community. In the context of village-owned enterprises (BUMDes), limited human resources are a dominant factor affecting organizational performance. Many BUMDes managers lack adequate managerial background and digital literacy, resulting in weak business planning and administrative management (Herlina & Andi, 2023). Furthermore, leadership that is less adaptable to change also slows down organizational innovation.

Contingency management theory emphasizes that organizational performance will be optimal if strategies and work systems are aligned with environmental conditions (Robbins & Coulter, 2021). Therefore, BUMDes managers are required to adapt work patterns to the demands of the digital era to ensure the organization remains relevant and competitive.

### **Village-Owned Enterprises (BUMDes)**

BUMDes (Village-Owned Enterprises) are village economic institutions established to manage local potential through village-owned and managed business mechanisms. Conceptually, BUMDes are a hybrid between a public organization and a business entity, requiring professional governance while remaining accountable to the public (Ministry of Villages, Disadvantaged Regions, and Transmigration, 2021). The role of Village-Owned Enterprises (BUMDes) in village economic development includes increasing Village Original Income (PADes), creating jobs, and strengthening community economic independence (Hidayat & Suryani, 2020). However, various studies show that the performance of many BUMDes remains suboptimal due to weak managerial capacity, low business innovation, and minimal use of technology (Andriani & Nugroho, 2022).

Therefore, managing a Village-Owned Enterprise (BUMDes) requires the application of good governance principles, including transparency, accountability, participation, and effectiveness. Without these principles, BUMDes risks stagnation or even business failure.

### **Digitalization and Organizational Performance**

Organizational digitalization refers to the process of integrating digital technology into an organization's operational and managerial activities. In management literature, digitalization is not understood solely as the use of technological devices, but as a transformation of work methods and data-driven decision-making (Vial, 2019). Several studies show that digitalization has the potential to improve the efficiency, transparency, and quality of public organization services. However, the positive impacts of technology are not automatic. Technology will only improve performance if supported by prepared human resources, clear work systems, and supportive leadership (Susilowati et al., 2022).

In the context of Village-Owned Enterprises (BUMDes), digitalization encompasses the use of technology in administration, financial recording, reporting, and marketing of village products. Research by Suryanto et al. (2023) shows that limited digital literacy and the absence of technology-based standard operating procedures (SOPs) result in partial and unsustainable technology utilization in BUMDes. Digital literacy is an individual's ability to access, understand, and utilize digital technology effectively. In public organizations, digital literacy is a key

prerequisite for successful digital transformation (Syamsul & Lestari, 2020).

Village-Owned Enterprise (BUMDes) managers with low digital literacy tend to maintain manual work patterns and avoid using technology, considering it complex and risky. This results in low work efficiency and weak data-driven decision-making (Maulana & Saputra, 2022). Conversely, increasing digital literacy through training and mentoring has been shown to improve the performance of BUMDes managers, both in administration and business development (Putri & Susilowati, 2023). Therefore, digital literacy can be positioned as a crucial determinant of BUMDes manager performance in the digital era.

## RESEARCH METHODS

This study employed a qualitative approach with a descriptive design. The research location was the Global Bintang Timur Village-Owned Enterprise (BUMDes) in Tefa'o Village, East Lahewa District. Research informants were selected purposively, including core BUMDes managers and relevant parties involved in village business management. Data were collected through in-depth interviews, direct observation of management practices, and analysis of BUMDes administrative documents. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing using a thematic approach.

## RESULTS AND DISCUSSION

The research results show that the performance of BUMDes Global Bintang Timur's management in utilizing digital technology is still in its early stages and has not demonstrated systematic integration. Technology is understood more as an additional administrative tool, rather than a strategic instrument for decision-making and business development. Financial recording processes are still dominated by manual methods, while the use of digital applications is not accompanied by clear SOPs and control mechanisms. These findings indicate that low digital literacy is not simply a technical issue, but rather reflects limited managerial capacity and a weak organizational culture of innovation. Managers tend to be reactive to technological changes, rather than proactive in exploiting digital opportunities. This situation aligns with the public performance management perspective, which emphasizes that organizational performance is determined by the interaction between individual competencies, work systems, and leadership. Furthermore, the lack of ongoing technical assistance reinforces managers' dependence on

conventional work patterns. Top-down digitalization programs without contextual support risk only achieving symbolic adoption without substantive changes in work practices. Therefore, village-owned enterprise (BUMDes) digitalization cannot be separated from human resource development strategies and internal governance reform.

## CONCLUSION

This study concludes that the performance of BUMDes Global Bintang Timur managers in utilizing digital technology remains suboptimal due to limited digital literacy, a weak technology-based governance system, and a lack of ongoing mentoring. These findings emphasize that the success of BUMDes digitalization is not solely determined by the availability of technology, but also by the organization's capacity to manage change. Practically, this study recommends strategies to improve manager performance through locally-based digital training, developing digital standard operating procedures (SOPs), and strengthening transformational leadership. Theoretically, this article enriches the study of village public management by positioning manager performance as a key variable in the digital transformation of village organizations.

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