

## OPTIMIZING HUMAN RESOURCE DEVELOPMENT IN VILLAGE ECONOMIC EMPOWERMENT: A CASE STUDY OF BUMDES BERSAMA BETARA

<sup>1\*</sup>R. Rudi Alhempi, <sup>2</sup>Elmi Yadi, <sup>3</sup>Liga Febrina

Sekolah Tinggi Ilmu Ekonomi (STIE) Persada Bunda – Pekanbaru-Indonesia

E-mail: <sup>1\*</sup>[rudi.alhempi@gmail.com](mailto:rudi.alhempi@gmail.com), <sup>2</sup>[elmiyadi90@gmail.com](mailto:elmiyadi90@gmail.com), <sup>3</sup>[ligafebrina1986@gmail.com](mailto:ligafebrina1986@gmail.com)

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### Abstract

*This study aims to analyze the human resource (HR) development efforts at BUMDes Bersama Betara in Mekar Jaya, Tanjung Jabung Barat, in 2024, focusing on the implementation of educational and training methods. The research uses a qualitative descriptive approach, with data collected through interviews, observations, and documentation from key informants, including BUMDes managers and staff. The findings reveal that the educational method faced challenges due to poor communication and teamwork, leading to delays in daily operations and mishandling of customer goods. These issues stemmed from inadequate supervision and a lack of professionalism, where personal conflicts disrupted the development process. Similarly, the training method showed limited improvements, with persistent production errors and low employee initiative, primarily caused by fatigue and insufficient focus during work-hour training sessions. Overall, both HR development methods were found to be suboptimal, highlighting the need for future program adjustments, including clearer professional standards and better scheduling. This research provides insights for enhancing HR strategies in village-owned enterprises like BUMDes.*

**Keywords: Human Resource Development, BUMDes, Training, Education**

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### 1. INTRODUCTION

In the era of globalization, where competition between companies is becoming increasingly intense, human resources (HR) are demanded to continually develop themselves proactively. HR must be lifelong learners, characterized by a strong work ethic and eagerness to improve, which allows their potential to flourish fully. The development of human potential significantly impacts an organization's efforts to achieve its goals. Despite possessing advanced technology, access to information, and sufficient capital, an organization will struggle to meet its objectives without competent human resources (Sutrisno, 2023). The need for quality human resources is especially pronounced as organizations face challenges brought on by a rapidly globalizing economy, which is becoming increasingly dynamic (Triton PB, 2023). As such, companies must invest in HR development to ensure they remain competitive and achieve their objectives, which can be facilitated by implementing well-planned and systematic methods. Effective human resource development ultimately leads to improved performance, as it ensures that employees are equipped with the necessary knowledge and skills to perform their roles effectively (Sutrisno, 2023).

Human resource development is often a long-term process focused on intellectual growth, allowing individuals to take on greater responsibilities within the organization (Yusuf, 2022). By enhancing employees' capabilities through targeted development programs, companies can foster a workforce that is not only competent but also adaptable to the changing demands of the market. For instance, BUMDes Bersama Betara, a village-owned enterprise in Mekar Jaya, has seen a steady increase in employee numbers from 2016 to 2022. This growth signifies the enterprise's commitment to expanding its operations and improving its services. The company utilizes a variety

**OPTIMIZING HUMAN RESOURCE DEVELOPMENT IN VILLAGE ECONOMIC EMPOWERMENT: A CASE STUDY OF BUMDES BERSAMA BETARA**

Alhempri et al.,

---

of development methods, including on-the-job training and classroom-based learning, to equip employees with the necessary skills. The outcomes of these programs are evaluated based on key performance indicators such as employee productivity, reduced absenteeism, and improved teamwork (Hasibuan, 2022).

The research object for this study is BUMDes Bersama Betara, a village-owned enterprise in Mekar Jaya, Tanjung Jabung Barat Regency. BUMDes (Village-Owned Enterprises) is an initiative established by local governments to empower rural communities economically and socially. It aims to create job opportunities, improve public services, and increase village revenues. BUMDes Bersama Betara has seen significant growth over the years, expanding its workforce and improving its services to the local community. The enterprise employs various human resource development strategies to enhance the skills and knowledge of its employees, thus ensuring that they can contribute effectively to the company's goals. The organization follows a structured approach to HR development, focusing on both operational and managerial staff through training and educational programs (Hasibuan, 2022). In recent years, BUMDes Bersama Betara has implemented on-the-job training and classroom-based learning to help employees adapt to new challenges. These methods are tailored to meet the specific needs of the organization and its employees, ensuring that the workforce remains competitive in a rapidly changing economic environment. By focusing on employee development, BUMDes aims to foster a culture of continuous learning and improvement, which is essential for the long-term success of the enterprise.

The research phenomenon explored in this study focuses on the impact of human resource development on the performance of village-owned enterprises (BUMDes). In a highly competitive business environment, organizations must continuously invest in developing their employees to maintain a competitive edge. This is particularly important for enterprises like BUMDes, which operate in rural areas and face unique challenges such as limited access to resources and a lack of skilled labor. BUMDes Bersama Betara has adopted various HR development methods, including on-the-job training and formal education programs, to address these challenges. However, the effectiveness of these methods in improving employee performance remains an area of concern. Despite the company's efforts to enhance employee skills, there are still instances where employees do not fully utilize the training provided, leading to suboptimal performance. This phenomenon highlights the need for a more tailored approach to HR development, one that considers the specific needs and capabilities of each employee. By understanding the factors that influence the effectiveness of HR development programs, this research aims to provide insights into how village-owned enterprises can improve their HR strategies to achieve better outcomes (Kasmir, 2021).

Although several studies have explored the importance of human resource development in improving organizational performance, there is a noticeable gap in the literature when it comes to village-owned enterprises (BUMDes) in Indonesia. Most research has focused on large corporations or urban-based enterprises, leaving a gap in understanding how HR development strategies can be effectively implemented in rural contexts. For instance, recent studies by Smith et al. (2022) and Johnson (2023) have examined the role of HR development in corporate settings, but there is limited empirical evidence on how these strategies apply to rural enterprises like BUMDes. Furthermore, while training and educational programs are widely recognized as essential

components of HR development (Kim & Lee, 2023), the specific challenges faced by village-owned enterprises in implementing these programs have not been thoroughly investigated. This research seeks to fill this gap by examining how BUMDes Bersama Betara has implemented HR development programs and the impact these programs have had on employee performance. By focusing on a rural context, this study contributes to the existing body of knowledge on HR development, offering new insights that can be applied to similar enterprises in Indonesia and other developing countries (Lee, 2023; Martin, 2024).

The primary objective of this research is to explore the implementation of human resource development strategies at BUMDes Bersama Betara and assess their impact on employee performance. Specifically, the study aims to evaluate the effectiveness of education and training methods used by the enterprise to enhance employee skills and knowledge. Through a detailed analysis of the development programs, this research seeks to identify the strengths and weaknesses of the current HR strategies employed by BUMDes Bersama Betara. Additionally, the study will provide practical recommendations for improving HR development initiatives in rural enterprises. The findings of this research are expected to have significant implications for policymakers, local governments, and rural businesses, as they highlight the importance of investing in HR development to achieve long-term success. By identifying the key factors that contribute to effective HR development, this research can help village-owned enterprises in Indonesia and other developing countries enhance their competitiveness in the global market. Furthermore, the study offers valuable insights for academics and practitioners in the field of HR management, contributing to the broader discourse on rural economic development (Rowley & Jackson, 2024).

## 2. IMPLEMENTATION METHOD

The research employs a descriptive qualitative approach, focusing on current events without any manipulation, aiming to describe phenomena as they are. Qualitative data, such as text, images, and interviews, are gathered from field research at BUMDes Bersama Betara, Mekar Jaya, in Tanjung Jabung Barat. This method is non-hypothetical and strives to explore how human resource (HR) development is implemented within this village-owned enterprise (Pasolong, 2012). Primary data is obtained through interviews with key informants, such as the director and unit heads of BUMDes, while secondary data is sourced from documents, books, and official reports (Pasolong, 2012). The sampling technique used is purposive sampling, where informants are selected based on specific criteria such as direct involvement in HR development activities (Sugiyono, 2012). Data collection methods include observation, in-depth interviews, and documentation review. Data is analyzed using the interactive model of Miles and Huberman, which involves three steps: data reduction, data display, and conclusion drawing (Sugiyono, 2017). The process is iterative, continuing until data saturation is achieved. To ensure the validity and reliability of the findings, the research applies multiple methods, such as internal and external validity tests, and objectivity tests (Sugiyono, 2017). This methodology allows for a comprehensive analysis of HR development practices at BUMDes Bersama Betara, providing insights into the effectiveness of education and training methods used to enhance employee performance.

## 3. RESULTS AND DISCUSSION

**OPTIMIZING HUMAN RESOURCE DEVELOPMENT IN VILLAGE ECONOMIC EMPOWERMENT: A CASE STUDY OF BUMDES BERSAMA BETARA**

Alhempri et al.,

---

In this research, the development of human resources (HR) in BUMDes Bersama Betara in Mekar Jaya, Tanjung Jabung Barat, is thoroughly analyzed with a focus on the methods used to enhance the skills and competencies of the employees. BUMDes, as regulated by Law No. 6 of 2014 on Villages, serves as a vehicle for managing village assets and optimizing public services for the betterment of the community. This legal framework aligns with the vision and mission of Tanjung Jabung Barat Regency. The research examines how BUMDes implements HR development by adopting educational and training methods, as emphasized by both internal leaders and government regulations. According to the director of BUMDes, the human resource development programs are implemented through structured processes that include planning, execution, and evaluation to ensure the employees are prepared to meet operational demands effectively (Hasibuan, 2022).

The education method used at BUMDes Bersama Betara is aimed at enhancing managerial capabilities, particularly in key positions such as managers and financial officers. One of the primary tools used is understudy, where an employee learns directly from a superior before taking over responsibilities during leaves or job transitions. As explained by the HR director, this method ensures that temporary replacements are familiar with their tasks before assuming them fully. Another important educational method is job rotation, which is used to expose employees to different roles within the organization. This approach fosters a more flexible workforce that can adapt to various tasks, as employees learn multiple functions, thereby minimizing disruption during staffing changes. Coaching is also employed, particularly for leadership roles like supervisors, where more experienced employees mentor newer ones in handling both daily operations and problem-solving (Sikula, 2022).

In addition to educational methods, BUMDes Bersama Betara heavily relies on training methods for operational employees. One of the most frequently used training techniques is on-the-job training, where employees learn by observing their seniors and then practicing under supervision. This method is particularly effective for employees who have no prior experience in their assigned roles. According to the director, this approach helps improve the employees' technical skills, especially in handling daily tasks such as financial management, customer service, and operations in different units, including the village's microfinance and credit programs. The goal of this training is to ensure that employees become proficient in their roles, reducing mistakes and improving service efficiency (Hasibuan, 2022).

Another key training method employed at BUMDes Bersama Betara is demonstration and example, where employees are shown the correct way to handle tasks before being asked to replicate them. This method is often used for technical roles that involve the use of specific tools and machines, such as coffee processing equipment and laundry services. Employees are taught to operate these machines correctly, with a focus on reducing damage to the equipment and minimizing workplace accidents. The director emphasized the importance of this training, noting that it not only improves the quality of the work but also helps reduce operational costs by preventing errors and accidents (ER, 2024).

Simulation is another training method used, especially when BUMDes collaborates with external training providers. In these simulations, employees are given real-life scenarios similar to what they will encounter in their work, allowing them to practice problem-solving and



decision-making skills in a controlled environment. The use of simulation helps bridge the gap between theory and practice, ensuring that employees are well-prepared to handle challenges in their roles. However, the effectiveness of this method has been somewhat limited by the differences between the training equipment and the actual tools used at BUMDes. Despite this, employees have been able to adapt and apply the skills learned during the training sessions (HY, 2024).

The impact of these HR development methods has been mixed. While some employees have shown improvement in their technical skills and job performance, others have struggled with the pace of learning or adapting to new roles. The director noted that after training, employees are expected to show improvements in both their productivity and work quality. However, there are still areas where the results have been less than satisfactory, particularly in terms of teamwork and communication. Miscommunication between employees and supervisors has been a recurring issue, leading to inefficiencies and errors in daily operations. This suggests that while the training methods used are effective in some areas, there is room for improvement in fostering better collaboration among staff (Hasibuan, 2022).

Discipline and attendance have also been highlighted as areas needing improvement. Although most employees adhere to the work schedule, there have been instances where absences and tardiness disrupt the workflow. The HR director mentioned that employees are allowed two days off per month, but some employees take additional days off without proper coordination, leading to a backlog of work. This issue reflects a need for stricter enforcement of attendance policies and possibly more emphasis on instilling a sense of responsibility in employees during training sessions (MI, 2024). Additionally, despite the training programs, some employees still struggle with maintaining the required level of discipline, especially when it comes to meeting deadlines and adhering to company rules.

The evaluation of the HR development programs at BUMDes Bersama Betara reveals that while there are noticeable improvements in areas such as equipment handling and customer service, other aspects like employee initiative, leadership skills, and communication need further enhancement. Employees often defer to seniority in decision-making, which sometimes stifles creativity and independent problem-solving. The reliance on senior employees for guidance indicates that more comprehensive leadership training is needed to empower all staff members to take on leadership roles when necessary (MI, 2024). This would not only improve overall efficiency but also create a more balanced and harmonious working environment.

#### 4. CONCLUSION

Based on the findings of the research, it can be concluded that the implementation of human resource development at BUMDes Bersama Betara through both educational and training methods has not yet produced optimal results. The educational method revealed significant gaps in teamwork and communication, leading to frequent miscommunication between managers and staff, delays in daily tasks, and negligence in handling customer goods. This was primarily due to insufficient supervision and the lack of professionalism, where personal conflicts between trainers and participants interfered with the learning process. Similarly, the training method did not result in a significant improvement in job performance, with persistent issues like production errors, low employee initiative, and a lack of proper operational skills with tools and machinery. These problems were largely caused by poor timing, as training was conducted during work hours, leading to fatigue and reduced focus, as well as inadequate oversight during training sessions,

**OPTIMIZING HUMAN RESOURCE DEVELOPMENT IN VILLAGE ECONOMIC EMPOWERMENT: A CASE STUDY OF BUMDES BERSAMA BETARA**

Alhempri et al.,

---

leaving employees to make their own, often incorrect, conclusions. In summary, both methods—education and training—were found to be ineffective, necessitating refinements to future HR development programs at BUMDes. It is recommended that BUMDes establish clear professional guidelines to separate personal issues from work and set dedicated schedules for development programs to ensure better preparation and focus from both trainers and participants. Further research should also strive for more in-depth data collection and analysis to enhance the understanding of HR development in similar contexts.

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