



OPTIMIZATION OF BUMDES “SEPENUH HATI” IN MANAGING FISHERY POTENTIAL IN LOA DURI ILIR VILLAGE

OPTIMALISASI BUMDES “SEPENUH HATI” DALAM PENGELOLAAN POTENSI PERIKANAN DI DESA LOA DURI ILIR

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Abstract

BUMDes Sepenuh Hati manages several businesses in Loa Duri Ilir Village, which encompass various village potentials in the fisheries sector, including fish farming, fish processing, fishing ponds, and alternative fish feed production. The utilization of these businesses requires the optimization of BUMDes in their management. The purpose of this research is to determine priorities for BUMDes Sepenuh Hati in managing the fishery potential of Loa Duri Ilir Village. The data collection technique used by the researcher involved questionnaires and interviews. The data analysis method uses the Analytic Hierarchy Process (AHP). This method allows for the analysis of the optimization of BUMDes Sepenuh Hati in managing fishery potential based on four aspects: the human resource aspect, the financial aspect, the marketing aspect, and the production aspect. The research results indicate that the main priority criteria for optimizing BUMDes are the human resource aspect, followed by the production aspect, the financial aspect, and lastly the marketing aspect. Based on the analyzed alternatives, BUMDes Sepenuh Hati received a facilitator recommendation from the fish farming group (Pokdakan) to assist in managing the fishery potential of Loa Duri Ilir Village.

Keywords : BUMDes, Optimization, Fisheries Potential.

Abstrak

BUMDes Sepenuh Hati mengelola beberapa usaha di Desa Loa Duri Ilir yang mencakup beberapa potensi desa yang ada di sektor perikanan, antara lain usaha budidaya ikan, pengolahan ikan, kolam pemancingan, dan produksi pakan alternatif ikan. Pemanfaatan usaha tersebut memerlukan optimalisasi BUMDes dalam pengelolaannya. Tujuan dari penelitian ini adalah untuk menentukan prioritas bagi BUMDes Sepenuh Hati dalam pengelolaan potensi perikanan Desa Loa Duri Ilir. Teknik pengumpulan data yang dilakukan oleh peneliti dengan menggunakan kuesioner dan wawancara. Metode analisis data menggunakan Analisis Hirarki Proses (AHP). Metode ini memungkinkan untuk menganalisis optimalisasi BUMDes Sepenuh Hati dalam pengelolaan potensi perikanan berdasarkan 4 aspek, yaitu aspek sumber daya manusia, aspek keuangan, aspek pemasaran, dan aspek produksi. Hasil penelitian menunjukkan kriteria yang menjadi prioritas utama optimalisasi BUMDes adalah aspek sumber daya manusia, kedua aspek produksi, ketiga aspek keuangan, dan keempat aspek pemasaran. Berdasarkan



pilihan alternatif yang dianalisis, BUMDes Sepenuh Hati mendapat rekomendasi fasilitator dari kelompok pembudidaya ikan (Pokdakan) untuk membantu proses pengelolaan potensi perikanan Desa Loa Duri Ilir.

Kata Kunci : BUMDes, Optimalisasi, Potensi Perikanan.

1. INTRODUCTION

Indonesia is a maritime country with three-quarters of its territory consisting of sea (5.9 million km²), with a coastline of 95,161 km, the second longest after Canada. According Arianto (2020) Indonesia has large and small islands with a total of around 17,504 islands. With such geographical conditions, Indonesia has a very large potential for marine resources, including from the fisheries sector. The fisheries sector plays a role in supporting national economic development, especially the tangible benefits that can be felt by the community, particularly as a source of employment and increased income for producers, as well as being a source of high-nutritional animal protein purposed by Ruswandi (2018).

The potential of the fisheries sector in East Kalimantan Province is quite large, as evidenced by the catch fishery production in 2023 reaching 182,946 tons, an increase of 3.5% compared to 2022, which was 176,781 tons purposed by Rifandi (2024). According Yadha (2023) One of the regencies in East Kalimantan, namely Kutai Kartanegara, is the regency with the largest contribution of fishery products to the province. With the potential of the fisheries sector, it shows that food supply for the community can be met. With the significant potential in the fisheries sector, proper management is certainly needed so that this potential can be optimized and have a positive impact on the community.

The utilization of fishery potential, especially those located in villages, can be managed by the Village-Owned Enterprises (BUMDes). According to Article 1, Number (6) of Law Number 6 of 2014, "Village-Owned Enterprises, hereinafter referred to as BUM Desa, are business entities whose entire or most of the capital is owned by the Village through direct participation derived from the separated Village wealth to manage assets, services, and other businesses for the greatest welfare of the Village community." The establishment of BUMDes is also regulated in Law No. 32 of 2004, Article 213, which states that "the Village Government is encouraged to have a Village-Owned Enterprise (BUMDes) that is useful for managing the economy and exploring the village's potential." The above regulation explains that BUMDes is an institution managed by the village government that can be beneficial for improving the welfare of the village community. However, according Wowor, Singkoh, and Waworundeng (2019) to achieve this, it is necessary to ensure that BUMDes is managed accurately and professionally.

Loa Duri Ilir Village is one of the villages located in Kutai Kartanegara Regency, directly bordering the Mahakam River. The condition of the area creates significant fishery potential for the village of Loa Duri Ilir. The existence of that potential certainly requires proper



management so that its utilization can be optimal. Admosudirjo argues that management is the control and use of all resource elements needed according to a plan to achieve a specific goal purposed by Suawa, Pioh, and Waworundeng (2021).

BUMDes Sepenuh Hati is a business entity established to manage village assets and businesses in Loa Duri Ilir Village. According Nugroho (2020) The way BUMDes operates is by providing economic activities for the community in the form of organizations or business units that are managed professionally while still being based on the village's original potential. Several business units established by BUMDes can provide opportunities for the community to gain new employment and assist the community in harnessing its potential purposed by Nurhasan and Munawar (2020). In addition, with the establishment of BUMDes in a village, this organization is able to strengthen and enhance the rural economy based on the needs and optimization of the village's potential purposed by Goran, Yohanes, and Udju (2023).

BUMDes Sepenuh Hati has various business units in different sectors, including village store businesses, village market businesses, waste cleanliness contributions, plantations, and livestock. Loa Duri Ilir Village has an area that directly borders the Mahakam River, creating an opportunity for BUMDes Sepenuh Hati to establish a new business unit by utilizing this potential, specifically in the fisheries sector. The utilization of this fishery potential has been prepared by BUMDes to be established as new ventures, namely fish farming, fish processing, alternative feed production, and fishing ponds.

The utilization of potential carried out by BUMDes Sepenuh Hati still faces obstacles, namely the limited human resources to manage the fishery potential. According Wahyuni, Suhaedi, and Isnawati (2022) the limitation of human resources in the management of BUMDes is caused by the limited capacity of BUMDes administrators due to the lack of knowledge and training to master certain skills. Human resources are one of the most important factors that help a business continue to operate purposed by Israwati, Marwansyah, Fadhli, and Irawan. (2023). A business will not be able to operate and develop without being supported by reliable and competent human resources purposed by Halisa (2020). Human resources need to be the main focus for BUMDes Sepenuh Hati so that the potential of fisheries can operate effectively and optimally.

From the challenges faced by BUMDes Sepenuh Hati in managing the fishery potential, it is necessary to identify the appropriate efforts for optimal fishery potential management. As is well known, BUMDes has a significant impact on the management of existing potential in the village. Research on BUMDes has identified various weaknesses, one of which is the limitation of human resources. Based on previous research conducted by Wahyuni, Suhaedi, and Isnawati (2022) and Rindi, Dewi, Sari, Awitiana (2017), it is stated that the constraint experienced in the implementation of BUMDes is limited human resources. In the implementation of BUMDes businesses, the limitation of human resources is caused by the limited capacity of BUMDes managers due to the lack of knowledge and training in managing businesses. Then, BUMDes still relies on the mutual cooperation system in managing its business, and the limited village fund budget can hinder the BUMDes management plan. From



the research that has been conducted, there is a need to delve deeper into identifying the important aspects that need to be addressed so that the functions of BUMDes can operate effectively and optimally, especially in managing the potential available in the village.

From the research gap, the author conducted this study to determine the steps that need to be taken to effectively utilize the management of fishery potential. Therefore, it is necessary to identify several aspects to determine which aspects need to be optimized in the management of fishery potential, namely the human resources aspect, the financial aspect, the marketing aspect, and the production aspect. The objective of this research is to determine the priorities for BUMDes Sepenuh Hati in managing the fishery potential in Loa Duri Ilir Village. The capabilities that can be developed by a village will remain potential forever if they are not utilized to become a tangible reality that benefits the community. Therefore, regional potential requires certain efforts to be beneficial to the community purposed by Endah (2020).

2. RESEARCH METHOD

The research was conducted in Loa Duri Ilir Village, Loa Janan District, Kutai Kartanegara Regency. This research falls under qualitative descriptive research, which can describe the research results with the most complete and detailed data possible (Nugraha, 2025). The qualitative method used corresponds to the problem being researched, namely the optimization of BUMDes Sepenuh Hati in managing fishery potential in Loa Duri Ilir Village. The sampling in this study used the purposive sampling method with a total of 8 respondents consisting of the Loa Duri Ilir Village Government, the management of BUMDes Sepenuh Hati, and fish farmers. The characteristics of the respondents who became the sample in this study include knowledge or interest in the fishery potential in Loa Duri Ilir Village, active BUMDes administrators who participate in managing fishery potential, and stakeholders who have the potential to partner with BUMDes Sepenuh Hati for fishery potential management. The type of data used is primary data in the form of respondent identities and elements for data analysis, while secondary data includes village profile data and the work program plan of BUMDes Sepenuh Hati. The data collection techniques used are questionnaires and interviews. The data analysis method uses the Analytic Hierarchy Process (AHP) with Expert Choice Version 11 software to analyze the management of fishery potential based on four aspects, namely the human resource aspect, financial aspect, marketing aspect, and production aspect.

3. RESULT AND DISCUSSION

a. The Fishing Potential of Loa Duri Ilir Village

Desa Loa Duri Ilir is a village whose territory borders the Mahakam River. This creates potential in the fisheries sector that can be utilized by both the village and the community. That potential can serve as a platform to create businesses in the fisheries sector. This is also supported by the high demand for fish in the village community, which has not yet been met. Based on the research conducted, it is known that the fish needs of the village community are still lacking. This is seen from the fish sales from breeders that are not met due to high



consumer demand. Therefore, the potential for fisheries in the field of fish farming is still wide open. When the number of fish farmers increases, the demand for fish can be met not only in the village but also outside the village.

The village of Loa Duri Ilir has several fish farming groups (Pokdakan) engaged in cultivating various types of fish. Starting from tilapia, carp, catfish, pomfret, gourami, baung, tilapia, catfish, and others. Among the various types of fish that are cultivated, fish farmers face a major obstacle, which is the high cost of fish feed. The high price of fish feed will certainly impact the high production costs, and the profits obtained will decrease.

From that obstacle, BUMDes Sepenuh Hati took advantage of it by planning to produce alternative fish feed. The benefit of having alternative fish feed is that it can reduce the dependence of fish farmers on conventional fish feed. In addition, alternative fish feed can also help provide a more affordable and sustainable feed source for the fisheries industry.

The variety of fish species that have been cultivated by Pokdakan can also create another business opportunity, namely fish processing. The presence of fish processing businesses can become an attraction for the village to create unique souvenirs that can capture consumer interest. In addition, processed fish products also become a solution when fish production is abundant, as fish is a perishable food source. With the presence of processed fish products, the shelf life can be extended longer compared to fresh fish, and it also makes it easier for consumers to consume fish.

BUMDes also utilizes the potential for fish processing by planning to manage a smoked catfish processing business. The smoked fish that will be made will utilize farmed catfish. The village government currently has fish cages as a medium for fish farming, and the farming operation is still ongoing and managed by the village government. The aquaculture business will later be handed over to BUMDes Sepenuh Hati when BUMDes is ready to manage the aquaculture business. With the development of the aquaculture business, it becomes a reason for BUMDes to utilize and create new potential, especially in the form of processed fish products.

Loa Duri Ilir Village has a tourist attraction that is still being developed to this day. The village government plans to add a fishing pond as a tourist destination, whereas previously the attraction only included a swimming pool. The fishing pond will certainly utilize the results of the ongoing fish farming. BUMDes Sepenuh Hati will also collaborate with fish farmers to meet the fish stock needed by BUMDes if it is insufficient.

The efforts planned by BUMDes Sepenuh Hati are certainly a step by BUMDes in utilizing and managing the fishery potential in Loa Duri Ilir Village. With optimal utilization, the impact that will be generated will not only be received by BUMDes and the village government but will also affect the community. The increase in businesses within BUMDes will create more job opportunities for the community.

b. Priority Aspects of BUMDes Sepenuh Hati in Managing Fishery Potential

Based on the research conducted, the researchers collected respondents' opinions using a questionnaire guide. The opinions of the respondents will generate data used to identify priority



aspects in the management of fishery potential. The data will be input using Expert Choice software based on the opinions of each respondent. All the respondent data that has been inputted is then combined to draw conclusions based on the highest weight. The aspects contained in this data are internal environmental aspects purposed by Umar (2008) of a business, such as human resources, finance, marketing, and production.

The following is the weighting result of the aspects of fishery potential management using Expert Choice, obtained by combining the opinions of respondents as shown in the table below.

Table 1. Results of Weighting the Aspects of Fisheries Potential Management

Goal: Management of Fisheries Potential	
Aspect of Human Resources (0.394)	
- Work distribution planning	(0.204)
- Setting a time for completing tasks	(0.216)
- Planning the costs required to carry out the work	(0.300)
- Preparation of the necessary requirements	(0.280)
Financial Aspect (0.226)	
- Planning funding sources for business operations	(0.439)
- Determination of the required working capital amount	(0.264)
- Predicting cash flow from the business being run	(0.297)
Marketing Aspect (0.106)	
- Market determination	(0.196)
- Product planning	(0.208)
- Pricing strategy design	(0.257)
- Determining the distribution system	(0.105)
- Promotion planning	(0.233)
Production Aspect (0.274)	
- Determining the suitability of locations and facilities for running a business	(0.369)
- Determining the production scale to achieve a profit	(0.236)
- Determination of tools and technology in the production process	(0.395)

Based on the calculations above, it shows that among the four aspects, human resources is the aspect with the highest value (0.394), followed by the production aspect (0.274), the financial aspect (0.226), and the marketing aspect (0.106). Human resources become a priority aspect because they are considered to play an important role in managing the fishery potential of Loa Duri Ilir Village. Human resources are also responsible for carrying out various business activities such as production, finance, and marketing.

Each of the criteria has sub-criteria with the highest values. Based on the respondents' opinions, this factor is the most important compared to other factors that need to be prioritized in the management of fishery potential. In the aspect of human resources, the most important factor is the planning of the costs required to perform the work, with the highest weight being 0.300. Then, in the financial aspect, it has been found that the design of funding sources for business operations is the most important factor with the highest weight of 0.439. Next, in the



marketing aspect, the priority is the design of pricing with the highest weight of 0.257. Meanwhile, for the production aspect, it has been found that the determination of tools and technology in the production process is the most important factor with the highest weight of 0.395.

c. Pairwise Comparison to Determine Alternatives

The identification of alternatives in the management of fishery potential is obtained after data from all respondents are combined and then synthesized. The result is a combination of what is called global priority. The alternatives used consist of the village government, the Marine and Fisheries Office, and the Fishermen's Group. The alternatives found in this data were obtained based on the opinions of respondents deemed significant in the management of fishery potential in Loa Duri Ilir Village. The pairwise comparison to determine the weight of alternatives based on each aspect can be seen in the table below.

Table 2. Pairwise Comparison to Determine the Weight of Alternatives from the Human Resource Aspect

Sub Criteria		Alternative	
	Village Government	Marine Affairs and Fisheries Service	Pokdakan
Work distribution planning	0,237	0,177	0,587
Setting a time for completing tasks	0,242	0,126	0,632
Sub Criteria		Alternative	
	Village Government	Marine Affairs and Fisheries Service	Pokdakan
Planning the costs required to carry out the work	0,481	0,234	0,285
Preparation of the necessary requirements	0,329	0,278	0,393

Based on the data above, it can be seen that by comparing each pair of criteria choices in the human resource aspect, it shows that for the sub-criteria of work division planning, Pokdakan is the priority choice with the highest value and a weight of 0.587. Next, for the time setting in completing tasks, the highest value is also on Pokdakan with a weight of 0.632. Then, for the cost planning required to perform the work, the highest value is on the village government with a weight of 0.481. Finally, for the preparation of the necessary needs, the highest value is on Pokdakan with a weight of 0.393.

Table 3. Pairwise Comparison to Determine the Weight of Alternatives from the Financial Aspect

Sub Criteria		Alternative	
	Village Government	Marine Affairs and Fisheries Service	Pokdakan
Planning funding sources for business operations	0,439	0,203	0,358



Determination of the required working capital amount	0,359	0,162	0,480
Predicting cash flow from the business being run	0,540	0,144	0,316

Based on the data above, it can be seen that by comparing each pair of criteria on the financial aspect alternatives, for the sub-criteria of designing funding sources for business operations, the village government is the highest-valued choice with a weight of 0.439. Then, for determining the amount of working capital needed, the highest value is on Pokdakan with a weight of 0.480, and for predicting cash flow from the business being run, the highest value is on the village government with a weight of 0.540.

Table 4. Pairwise Comparison to Determine the Weight of Alternatives in the Marketing Aspect

Sub Criteria	Alternative		
	Village Government	Marine Affairs and Fisheries Service	Pokdakan
Market determination	0,356	0,169	0,475
Product planning	0,400	0,128	0,473
Pricing strategy design	0,473	0,180	0,347
Determining the distribution system	0,436	0,151	0,412
Promotion planning	0,429	0,246	0,325

Based on the data above, it can be seen that the pairwise comparison of alternatives in the marketing aspect criteria shows that for the sub-criterion of market determination, Pokdakan is the selected alternative with the highest weight of 0.475. Next, for product planning, the highest value is also Pokdakan with a weight of 0.473. For pricing design, the highest score is on the village government with a weight of 0.473. Then, for distribution system determination, the highest score is on the village government with a weight of 0.436. Finally, for promotion design, the highest score is on the village government with a weight of 0.429.

Table 5. Pairwise Comparison to Determine the Weight of Alternatives from the Production Aspect

Sub Criteria	Alternative		
	Village Government	Marine Affairs and Fisheries Service	Pokdakan
Determining the suitability of locations and facilities for running a business	0,327	0,252	0,420
Determining the production scale to achieve a profit	0,251	0,182	0,568
Determination of tools and technology in the production process	0,437	0,368	0,196

Based on the data above, it can be seen that the pairwise comparison of the production aspect criteria shows that for the sub-criteria of determining the suitability of location and operational facilities, Pokdakan is the priority with the highest value with a weight of 0.420. Then, determining the production scale to achieve profit has the highest score in Pokdakan with



a weight of 0.568, and the determination of tools and technology in the production process has the highest score in the village government with a weight of 0.437.

d. Alternative Priorities for Fisheries Potential Management

Identification of alternative priorities is necessary to determine the appropriate management of fishery potential. A thorough evaluation must be conducted to determine the best alternative according to the opinions of the stakeholders. Data normalization is carried out by inputting the criterion priority values, local sub-criterion priority values, and alternative priority values into the calculations to obtain the global priority values. Based on the normalized data, the resulting alternative priorities obtained are as follows.

Table 6. Global Priority Values of Alternatives

Criteria	Sub Criteria	Village Government	Marine Affairs and Fisheries Service	Pokdakan
Aspect of Human Resources (0,394)	Planning the costs required to carry out the work (0,300)	0,056	0,027	0,033
	Preparation of the necessary requirements (0,280)	0,044	0,037	0,052
Production Aspect (0,274)	Setting a time for completing tasks (0,216)	0,015	0,008	0,041
	Work distribution planning (0,204)	0,015	0,011	0,038
	Determination of tools and technology in the production process (0,395)	0,051	0,043	0,023
	Determining the suitability of locations and facilities for running a business (0,369)	0,037	0,029	0,048
Financial Aspect (0,226)	Determining the production scale to achieve a profit (0,236)	0,014	0,010	0,031
	Planning funding sources for business operations (0,439)	0,047	0,022	0,038
	Predicting cash flow from the business being run (0,297)	0,032	0,009	0,019
Marketing Aspect (0,106)	Determination of the required working capital amount (0,264)	0,021	0,010	0,028
	Pricing strategy design (0,257)	0,013	0,005	0,009
	Promotion planning (0,233)	0,012	0,007	0,009



	Product planning (0,208)	0,009	0,003	0,011
	Market determination (0,196)	0,007	0,004	0,010
	Determining the distribution system (0,105)	0,005	0,002	0,005
	Total	0,378	0,227	0,395

Based on the table above, it shows that human resources are the aspect that receives priority, which means that BUMDes Sepenuh Hati needs to prioritize this aspect in managing the fishery potential of Loa Duri Ilir Village. In addition, in the aspect of human resources, cost planning required for carrying out tasks becomes a sub-criterion that needs to be prioritized to improve the quality of human resources in managing the potential of fisheries. Cost planning can help allocate the right funds, control risks, improve operational efficiency, and meet business planning needs.

In addition to human resources, the production aspect is also crucial in managing business potential aimed at maintaining sustainability and efficient resource utilization. Proper management provides an opportunity for BUMDes to maximize existing resources and improve product quality. In the aspect of production, determining the tools and technology in the production process is the main thing that needs to be done to improve production quality in managing the potential of ongoing businesses, one of which is fish farming.

Financial aspects play a crucial role in business management. Proper financial management is crucial for the sustainability and success of a business. Based on the analysis results, the planning of funding sources for business operations is the main aspect in the financial sector. The planning of funding sources is crucial in running a fishery business, which is key to achieving stability and success in the venture.

Besides human resources, production, and finance aspects, marketing also plays an important role in managing the potential of the fisheries business. The marketing aspect can serve as a means to attract consumers and convey the value of a product. In the marketing aspect, pricing design is an aspect that needs to be prioritized in marketing, as it can influence market position, demand, competitiveness, profitability, and also strategy.

After determining the priority aspects in managing the fishery potential in Loa Duri Ilir Village, it is then necessary to identify alternative priorities. Alternative priorities need to be identified to determine the parties involved in supporting the management of the fishery potential in Loa Duri Ilir Village. Based on the table above, it is graphically shown as in the following image.



Figure 1. Alternative Priority Values

Based on the results of the analysis, it can be concluded that the alternatives analyzed using the Analytic Hierarchy Process (AHP) are acceptable because the inconsistency ratio is less than 0.1. AHP measures the coherence of different considerations through the consistency



ratio, where the consistency ratio value must be 10% or less purposed by Handayani (2015). Pokdakan is the alternative with the highest weight, meaning Pokdakan is the most important alternative chosen as the facilitator to assist BUMDes Sepenuh Hati in managing the fishery potential in Loa Duri Ilir Village. In addition, Pokdakan is considered to have specific experience and knowledge compared to the village government and the Marine and Fisheries Service. Thus, the role of Pokdakan is considered more effective in collaborating with BUMDes Sepenuh Hati to manage the fishery potential in Loa Duri Ilir Village.

e. Obstacles Faced by BUMDes Sepenuh Hati in Managing Fishery Potential

The management of fishery potential being prepared by BUMDes Sepenuh Hati is certainly not without its challenges. Constraints in the role of BUMDes in managing fishery potential can affect the success of the activities carried out. In its implementation, BUMDes Sepenuh Hati faces a constraint, namely the lack of human resources to manage the fishery potential in Loa Duri Ilir Village. This issue will certainly impact the less than optimal management of fishery potential. Human resources are a very important factor and cannot be separated from the administration of government organizations in the village. In the implementation of BUMDes activities, the lack of human resources is one of the factors causing the ineffectiveness of BUMDes operations purposed by Rindi, Dewi, Sari, and Awitiana (2017).

The Loa Duri Ilir Village area is close to mining companies, warehouses, and urban areas. This becomes one of the factors why the village community is more interested in working at companies compared to working at BUMDes. In addition, most of the managers of BUMDes Sepenuh Hati already have primary jobs, so managing BUMDes is a side job, which means that working at BUMDes is not the main priority. This will certainly impact the management of fishery potential in a suboptimal manner. This issue poses a challenge for both BUMDes and the village government, not only to attract public interest in working at BUMDes but also to strengthen the existing human resources, namely the dedicated BUMDes managers.

The village government's efforts to address the BUMDes constraints include collaborating with one of the Pokdakan in Loa Duri Ilir Village. This cooperation can be an initial step in strengthening the synergy between the parties involved in managing fishery potential. In addition, through this collaboration, BUMDes Sepenuh Hati can enhance human resource capacity with support from Pokdakan and the village government, enabling them to manage fishery potential more effectively and efficiently. This collaboration allows for the utilization of shared resources, knowledge, and experience in managing fishery potential.

4. CONCLUSION

Based on calculations using the Analytic Hierarchy Process (AHP), which focuses on four aspects for determining the management of fishery potential, the proposed results indicate that human resources is the aspect with the highest value of 0.394, followed by the production aspect at 0.274, the financial aspect at 0.226, and the marketing aspect at 0.106. The aspect of human resources becomes a priority, which means BUMDes Sepenuh Hati needs to optimize



this aspect. Then, BUMDes Sepenuh Hati also received recommendations from facilitators from the fish farming group (Pokdakan) in managing the fishery potential in Loa Duri Ilir Village. The recommendation is also in line with the cooperation formed between BUMDes Sepenuh Hati and the fish farming group (Pokdakan) through the village government, which is expected to enhance human resource capabilities in optimizing the management of the fishery potential in Loa Duri Ilir Village.

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