



## THE EFFECTIVENESS OF VILLAGE FUND MANAGEMENT IN IMPROVING BUMDES BUSINESS PERFORMANCE (Case Study in Limehu Village, Tabongo District, Gorontalo Regency)

### EFEKTIVITAS PENGELOLAAN DANA DESA DALAM MENINGKATKAN KINERJA USAHA BUMDES (Studi Kasus pada Desa Limehu, Kecamatan Tabongo, Kabupaten Gorontalo)

Yayu Afriani Ekaputri R. Sidiki<sup>1</sup>, Rio Monoarfa<sup>2\*</sup>, Surya Handrisusanto Ahmad<sup>3</sup>

<sup>1</sup> Universitas Negeri Gorontalo, Email: [yayusidiki09@gmail.com](mailto:yayusidiki09@gmail.com)

<sup>2</sup> Universitas Negeri Gorontalo, Email: [rio@ung.ac.id](mailto:rio@ung.ac.id)

<sup>3</sup> Universitas Negeri Gorontalo, Email: [surya@ung.ac.id](mailto:surya@ung.ac.id)

\*email koresponden: [rio@ung.ac.id](mailto:rio@ung.ac.id)

DOI: <https://doi.org/10.62567/micjo.v3i3.2598>

#### Abstract

This research aims to determine the effectiveness of Village Fund management in improving the business performance of the Village-Owned Enterprise (BUMDes) in Limehu Village, Tabongo District, Gorontalo Regency. The study was motivated by the stagnant condition of BUMDes Sinar Utara despite the village receiving an annual Village Fund allocation. This research used a qualitative descriptive method with a case study design. Data were collected through in-depth interviews with six informants, document review, and direct observation, then analyzed using the Miles and Huberman interactive model and validated through triangulation. The results show that among the five dimensions of Village Fund management analyzed based on Minister of Finance Regulation (PMK) Number 145 of 2023, the dimensions of administration and fund utilization have run relatively effectively, while the accountability dimension has only been fulfilled procedurally, the reporting dimension has not been consolidated, and the monitoring and evaluation dimension remains reactive. Overall, Village Fund management in Limehu Village has not been optimal in improving the business performance of BUMDes Sinar Utara.

**Keywords :** Effectiveness, Village Fund, BUMDes Performance, Accountability, Village Financial Management.

#### Abstrak

Penelitian ini bertujuan untuk mengetahui efektivitas pengelolaan Dana Desa dalam meningkatkan kinerja usaha BUMDes di Desa Limehu, Kecamatan Tabongo, Kabupaten Gorontalo. Penelitian ini dilatarbelakangi oleh kondisi BUMDes Sinar Utara yang stagnan meskipun desa menerima alokasi Dana Desa setiap tahun. Penelitian menggunakan metode kualitatif deskriptif dengan rancangan studi kasus. Data dikumpulkan melalui wawancara mendalam dengan enam informan, telaah dokumen, dan observasi langsung, kemudian dianalisis menggunakan model interaktif Miles dan Huberman serta diuji keabsahannya melalui triangulasi. Hasil penelitian menunjukkan bahwa dari lima dimensi pengelolaan Dana Desa yang dianalisis berdasarkan PMK Nomor 145 Tahun 2023, dimensi



penatausahaan dan penggunaan dana sudah berjalan relatif efektif, sementara dimensi pertanggungjawaban baru terpenuhi secara prosedural, dimensi pelaporan belum terintegrasi secara konsolidatif, dan dimensi pemantauan serta evaluasi masih bersifat reaktif. Secara keseluruhan, pengelolaan Dana Desa di Desa Limehu belum optimal dalam mendorong peningkatan kinerja usaha BUMDes Sinar Utara.

**Kata Kunci :** Efektivitas, Dana Desa, Kinerja BUMDes, Akuntabilitas, Pengelolaan Keuangan Desa.

## 1. INTRODUCTION

The success of an organization cannot be separated from its ability to achieve Organizational performance is a key indicator of an institution's success in achieving its vision and mission, including village economic institutions such as Village-Owned Enterprises, or BUMDes (Hasanah et al., 2025). BUMDes holds a strategic role in driving the village economy. This is affirmed in Government Regulation Number 11 of 2021 concerning Village-Owned Enterprises, which states that BUMDes is a legal entity established by a village to manage businesses, utilize assets, and develop investment for the greatest welfare of the village community. This provision is reinforced by Law Number 3 of 2024 on the Second Amendment to Law Number 6 of 2014 concerning Villages.

One factor widely studied as a determinant of BUMDes performance is the Village Fund, a fiscal instrument sourced from the State Budget allocated for village development and empowerment. Rahma and Abdillah (2023) found that effective Village Fund management is able to improve the operational capacity and business performance of BUMDes. Similar findings were reported by Yusdayanti et al. (2025) on a BUMDes in Central Bengkulu Regency, Rudin et al. (2025) on BUMDes Ombulodata in North Gorontalo, Pascasia and Lestari (2025) on BUMDes Panyanggar in Bengkayang, and Sulistiani et al. (2025) on BUMDes Pasundan in South Sumatra. Kurnianto and Iswanu (2021) also demonstrated that the application of good governance principles in BUMDes management has a positive and significant effect on its performance, both financially and non-financially.

However, this condition does not align with the facts found in Limehu Village, Tabongo District, Gorontalo Regency. BUMDes Sinar Utara in this village is still operating but remains in a stagnant condition with very limited business growth, even though Limehu Village receives an annual Village Fund allocation from the central government. This condition raises a fundamental question about the extent to which the effectiveness of Village Fund management actually contributes to improving BUMDes business performance. It should be emphasized that the term "stagnant" here refers to hindered business growth, not that the BUMDes has ceased operating entirely.

A review of previous studies shows that research on the effectiveness of Village Fund management and BUMDes performance has been widely conducted in various regions, yet no study has specifically examined this phenomenon in Limehu Village. This research gap forms the basis and urgency of the present study, with BUMDes Sinar Utara in Limehu Village serving as the main object of investigation. Based on the above description, this research aims to determine the effectiveness of Village Fund management in improving the business performance of BUMDes in Limehu Village.

## 2. RESEARCH METHOD

This research employed a qualitative method with a descriptive approach and a case study design. Sugiyono (2022) explains that in qualitative research, the researcher acts as the main instrument (human instrument), required to possess adequate theoretical knowledge and broad insight to explore and interpret data accurately. This approach was chosen because it suits the research objective, namely to gain an in-depth understanding of how Village Fund management practices are implemented and interpreted by actors in the field, as emphasized by Yin (2009) that a qualitative descriptive case study is appropriate when the researcher seeks a comprehensive understanding of a phenomenon within its real-world context.



Data were collected through three techniques, namely in-depth interviews, direct observation, and document review. The research informants consisted of six people representing village government officials (the Village Head, Village Secretary, and Head of Finance Affairs) and the management of BUMDes Sinar Utara (Director, Secretary, and Treasurer), selected because of their authority and direct involvement in Village Fund management. Documents reviewed included the Limehu Village Budget (APBDes) for fiscal year 2025, the first and final semester budget realization reports, and the 2025 monitoring and evaluation report from the Senior Expert of the Human Resource Development Agency (BPSDM), Ministry of Villages, Disadvantaged Regions and Transmigration of the Republic of Indonesia. Data validity was tested through source and technique triangulation.

Data analysis was carried out using the Miles and Huberman interactive model (in Miles, Huberman, & Saldaña, 2014), consisting of three interconnected stages, namely data reduction, data display, and conclusion drawing. Each dimension of Village Fund management was analyzed by comparing the factual conditions in the field with the normative standards stipulated in Minister of Finance Regulation (PMK) Number 145 of 2023, which covers five main dimensions, namely administration, accountability, reporting, fund utilization, and monitoring and evaluation.

### 3. RESULT AND DISCUSSION

Before proceeding to the dimension-by-dimension analysis, it is important to clarify that the "stagnant" label attached to BUMDes Sinar Utara by the Tabongo District data does not mean that the BUMDes has stopped operating altogether. Field findings reveal a more nuanced reality. The LPG trading and tent-and-chair rental business units have continued to operate independently since 2019, but their growth and development have been halted due to a prolonged vacancy in management leadership.

#### **Administration**

The results show that the administration dimension has run effectively. All Village Fund transactions are consistently recorded through the Siskeudes (Village Financial System) application, and the capital participation disbursed to BUMDes Sinar Utara amounting to IDR 50,000,000 has been correctly classified under the Financing Expenditure account in accordance with regulations. The gap between the budgeted amount (IDR 150,738,000) and its realization is not a failure of the village's administrative system, but rather the impact of the Stage II Village Fund disbursement postponement policy under PMK Number 81 of 2025, a matter entirely outside the village government's authority. This finding is consistent with Anggraini et al. (2024), who concluded that the effectiveness of Village Fund management is not solely determined by the amount of funds allocated, but by the extent to which the management process produces real and measurable change. Milenia et al. (2022) similarly demonstrated that consistent use of Siskeudes effectively improves the accountability of village financial reports, in line with Rogahang et al. (2022), who asserted that accountability and transparency are the primary foundations for achieving effectiveness in Village Fund management.

#### **Accountability**

This dimension has been fulfilled procedurally but not yet substantively. Budget realization reports have been periodically submitted to the Regent through the Sub-district Head, but the financial records of BUMDes Sinar Utara are still maintained manually using a simple cash book without a standardized format, making independent verification by external parties impossible. This condition is consistent with Monoarfa et al. (2023), who found in their BUMDes mentoring program in Boalemo Regency that the unavailability of standardized financial reports is the main obstacle for BUMDes in fulfilling substantive accountability obligations. Taruh and Usman (2021) found a similar pattern in BUMDes Botubarani Village, which also only maintained a simple daily cash record. More broadly, a systematic review by Aprillia et al. (2021) found that weak financial recording systems are the most dominant factor behind BUMDes performance failure in Indonesia, while Sari and Widyawati (2021) emphasized that transparency and accountability are the primary prerequisites for building public trust.



## Reporting

The reporting dimension has not yet run fully effectively. The timeliness of submitting budget realization reports has been met, but BUMDes performance as a recipient of capital participation has not been consolidated into the reports submitted to the sub-district level. Rogahang et al. (2022) found that the effectiveness of Village Fund management is often hindered by reporting mechanisms that fail to reflect the real impact of fund utilization in the field, while Diniasari and Dahtiah (2023) showed that a BUMDes able to implement integrated reporting can utilize Village Funds more effectively and transparently. Ekawati and Sari (2024) reinforced this by finding that inadequate financial governance documentation is one of the main causes of BUMDes becoming inactive.

## Village Fund Utilization

This dimension has run effectively. The disbursed fund of IDR 50,000,000 was fully used for a cattle-fattening program as agreed upon in the Village Deliberation (Musyawarah Desa), with all beneficiaries signing cooperation agreements as the basis for accountability. The village government's decision not to disburse new capital during the 2019 to 2024 period, when BUMDes lacked an active management structure, represented a procedurally responsible decision rather than negligence.

## Monitoring and Evaluation

This dimension has not yet run fully effectively. The annual evaluation mechanism has been in place and produced a concrete follow-up in the form of a management restructuring of BUMDes in 2025. However, the monitoring conducted remains reactive, as the vacancy in management persisted for years before finally being addressed, and an independent external audit specifically verifying BUMDes financial performance is still unavailable.

Conceptually, these findings can be explained through the stewardship theory perspective of Davis, Schoorman, and Donaldson (1997), which views managers as parties who should act in the best interest of stakeholders. When the accountability and reporting systems have not run substantively, the stewardship function of the village government cannot yet be fully realized, allowing the stagnant condition of the BUMDes to persist even though the Village Fund continues to be allocated every year. This is in line with the view of Sholikhah and Khosyiin (2023) that effectiveness is the degree of accuracy of an organization in achieving its stated goals, and with Rahmat et al. (2024), who emphasized that optimal BUMDes performance requires both adequate Village Fund support and sound governance systems operating simultaneously.

## 4. CONCLUSION

The effectiveness of Village Fund management in improving the business performance of BUMDes in Limehu Village has not been optimal. BUMDes Sinar Utara's stagnant performance is not caused by the absence of Village Funds, but by three fundamental and mutually reinforcing weaknesses, namely accountability that is not yet substantive due to non-standardized BUMDes financial records, reporting that has not been consolidated, and monitoring that remains reactive, allowing the management vacancy to persist for years without adequate handling. Meanwhile, the dimensions of administration and Village Fund utilization have already run effectively, so the opportunity to restore BUMDes performance remains open if these three weaknesses are systematically addressed, among others through the standardization of BUMDes financial records, the integration of BUMDes performance reporting into Village Fund reports, and the strengthening of periodic evaluation mechanisms involving the Village Consultative Body (BPD).

## 5. REFERENCES

- Anggraini, R. R., Mattoasi, & Usman. (2024). Efektivitas pengelolaan dana desa dalam meningkatkan status kemandirian desa: Studi kasus Desa Mongkoinit, Kecamatan Lolak, Kabupaten Bolaang Mongondow. *JEMSI: Jurnal Ekonomi, Manajemen, dan Akuntansi*, 10(2), 768–773. <https://doi.org/10.35870/jemsi.v10i2.1867>.



- Aprillia, A. R., Cahyono, D., & Nastiti, A. S. (2021). Systematic literature review (SLR): Keberhasilan dan kegagalan kinerja Badan Usaha Milik Desa (BUMDes). *Aseri: Jurnal Akuntansi Terapan dan Bisnis*, 1(1), 35–44. <https://publikasi.polije.ac.id/asersi/article/view/2681>.
- Diniasari, G. M., & Dahtiah, N. (2023). Peranan BUMDes Guha Bau dalam memanfaatkan dana desa untuk pengembangan Desa Wisata Kertayasa, Kecamatan Cijulang, Kabupaten Pangandaran. *KRISNA: Kumpulan Riset Akuntansi*, 14(2), 309–318. <https://doi.org/10.22225/kr.14.2.2023.309-318>.
- Ekawati, E., & Sari, Y. M. (2024). Financial governance: Cases at village-owned enterprises (BUMDes) in Lampung Province. *International Journal of Financial, Accounting, and Management*, 6(1), 105–116. <https://doi.org/10.35912/ijfam.v6i1.1625>.
- Hasanah, D. M., Damayanti, F. D., Fahlevi, M. Z., & Mu'alimin. (2025). Perencanaan dan Peningkatan Kinerja Organisasi. *Jurnal Publikasi Sistem Informasi dan Manajemen Bisnis*, 4(2), 1–15.
- Kurnianto, S., & Iswanu, B. I. (2021). Governance and performance of village-owned enterprises (BUMDes). *Jurnal Riset Akuntansi dan Bisnis Airlangga*, 6(2), 1150–1170. <https://doi.org/10.20473/jraba.v6i2.187>.
- Milenia, H. A., Effendy, L., & Nurabiah. (2022). Efektivitas Penerapan Sistem Keuangan Desa (Siskeudes) Dalam Meningkatkan Akuntabilitas Laporan Keuangan Desa. *Jurnal Akuntansi Dan Keuangan Universitas Jambi*, 7(2), 67–81.
- Mahsun, M. (2016). *Pengukuran kinerja sektor publik*. BPFE Yogyakarta.
- Mardiasmo. (2018). *Akuntansi sektor publik*. Penerbit Andi.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.
- Moleong, L. J. (2018). *Metodologi penelitian kualitatif*. PT Remaja Rosdakarya.
- Monoarfa, R., Noholo, S., & Ahmad, S. H. (2023). Pendampingan penyusunan laporan keuangan BUMDes di Desa Huwongo Kecamatan Paguyaman Kabupaten Boalemo. *Mopolayio: Jurnal Pengabdian Ekonomi*.
- Patton, M. Q. (2002). *Qualitative research and evaluation methods* (3rd ed.). SAGE Publications.
- Rahma, R., & Abdillah, M. A. (2023). Optimalisasi dana desa terhadap pengembangan Badan Usaha Milik Desa. *Economics and Digital Business Review*, 4(2), 168–180.
- Rahmat, Adly, Siagian, F. F. br., Alverina, L., & Harahap, T. P. (2024). Pelaksanaan dan pengelolaan BUMDes di Desa Sentang. *Jurnal Ilmiah Wahana Pendidikan*, 10(8), 810–821. <https://doi.org/10.5281/zenodo.10964631>
- Rogahang, A. Y., Kumenaung, A. G., & Rorong, I. P. F. (2022). Analisis efektivitas pengelolaan dana desa untuk pembangunan dan pemberdayaan masyarakat desa di Kabupaten Minahasa Tenggara. *Jurnal Pembangunan Ekonomi dan Keuangan Daerah*, 23(1), 33–72.
- Rudin, M., Aneta, A., & Isa, R. (2025). Strategi Pengelolaan Usaha Dalam Upaya Keberlanjutan Badan Usaha Milik Desa (BUMDes) Studi Kasus: Desa Ombulodata Kec. Kwandang Kab. Gorontalo Utara. 2(8), 59–62.
- Sari, V. K., & Widyawati, D. (2021). Transparansi dan akuntabilitas pemerintah desa dalam pengelolaan alokasi dana desa. *Jurnal Ilmu dan Riset Akuntansi*, 10(7), 1–16.
- Sholikhah, M., & Khosyiin, M. I. (2023). Efektifitas organisasi dalam meningkatkan keberhasilan tujuan pendidikan. *Jurnal Ilmiah*, 3(2), 53–64.
- Sugiyono. (2022). *Metode penelitian kualitatif: Untuk penelitian yang bersifat eksploratif, enterpretif, interaktif dan konstruktif*. Alfabeta.
- Sulistiani, Anzori, & Irwanto, T. (2025). Pengaruh partisipasi masyarakat dan kompetensi pengurus terhadap kinerja BUMDes Pasundan Desa Sukamaju, Kecamatan Sumber Harta, Kabupaten Musi Rawas. *Jurnal Ilmiah*, 2(1), 9–16.
- Taruh, V., & Usman. (2021). Pengelolaan keuangan Badan Usaha Milik Desa (BUMDes) berdasarkan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik (SAK-ETAP). *Mopolayio: Jurnal Pengabdian Ekonomi*, 1(1), 7–14.



- Yin, R. K. (2009). *Case study research: Design and methods* (4th ed.). SAGE Publications.
- Yusdayanti, N. P., Fariadi, H., & Nurmalia, A. (2025). Efektivitas penyaluran dana desa terhadap kinerja BUMDes usahatani kelapa sawit di Desa Tumbuk, Kecamatan Pagar Jati, Kabupaten Bengkulu Tengah. *Jurnal Ilmiah*, 1(2), 71–76.