

HUMAN RESOURCE MANAGEMENT TRAINING FOR BUMDES MANAGERS TO IMPROVE THE PROFESSIONALISM AND PERFORMANCE OF THE SEUNEUBOK DRIEN VILLAGE ORGANIZATION, KUTA MAKMUR DISTRICT, NORTH ACEH REGENCY

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Abstract

Village-Owned Enterprises (BUMDes) are strategic instruments in village economic development, but their management still faces various challenges, particularly in human resource (HR) management. This community service activity aims to improve the capacity of BUMDes managers through HR management training. The methods used included workshops, group discussions, case studies, assistance in developing standard operating procedures (SOPs), simulations, and evaluations. The training results showed an increase in participant understanding, with an average pre-test score of 54 and a post-test score of 82, representing a 51.9% increase. Furthermore, 80% of participants successfully drafted a simple HR management SOP that could be immediately implemented in their respective BUMDes. This activity not only improved the knowledge and skills of managers but also produced a managerial document that serves as a work guideline. Thus, this training was effective in strengthening the professionalism of BUMDes management and contributing to improved village organizational performance.

Keywords : BUMDes, Human Resource Management, Community Service, Organizational Professionalism

INTRODUCTION

Village development is a top priority in national development policy. Villages are seen as the primary foundation for achieving community economic independence due to their potential natural, human, and socio-cultural resources that require optimal management. In the context of village development, Village-Owned Enterprises (BUMDes) serve as a strategic instrument designed to stimulate the village economy. BUMDes serve a dual function: as a profit-generating business entity and as a vehicle for village community empowerment.

Since being regulated in Law Number 6 of 2014 concerning Villages, the existence of BUMDes has received increasing attention from both the government and the public. BUMDes are expected to be the driving force behind village economic development based on community participation. However, despite BUMDes's significant potential, various studies have shown that most BUMDes in Indonesia still face challenges in organizational governance. One fundamental problem is weak human resource (HR) management.

Human resources are a key factor in the success of any organization, including village-owned enterprises (BUMDes). Good human resource management can create efficiency, increase productivity, and encourage innovation in village business management. Conversely, if human resource management is neglected, BUMDes tend to experience stagnation, internal conflict, and failure to achieve their goals. This is evident from data from the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, which shows that some BUMDes are not developing optimally.

The main problems frequently encountered are the lack of a clear recruitment system, minimal employee development, and weak performance evaluation mechanisms. These conditions directly impact the professionalism and accountability of Village-Owned Enterprise (BUMDes) management. According to modern management theory, human resources should be viewed as assets that must be managed strategically. This includes workforce planning, selection, training, motivation, and systematic performance evaluation (Hasibuan, 2022).

In the village context, the challenges are further complicated because village-owned enterprise (BUMDes) managers are generally not professionals, but rather village residents selected through deliberation. Therefore, training and mentoring in human resource management are urgently needed. Strengthening managerial capacity

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through training is expected to provide a practical understanding of organizational management, particularly in the human resource aspect. This will enable BUMDes to be managed more professionally.

Furthermore, implementing standard operating procedures (SOPs) in human resource management is a crucial step in ensuring sustainable organizational governance. SOPs can serve as written guidelines that help village-owned enterprise (BUMDes) managers consistently carry out their duties. Human resource management training, conducted through workshops, discussions, and mentoring, has been proven to improve the capacity of small and medium-sized organization managers, including village-owned enterprises (BUMDes) (Rivai & Sagala, 2021). Community service activities by universities play a crucial role in providing practical solutions to community problems. One form of this is needs-based training relevant to the local context.

In this case, the HR management training activity for BUMDes managers is not only beneficial for the participants, but also becomes a real contribution of higher education in the implementation of Tri Dharma. Villages as objects of community service have great potential to be used as social laboratories, where students and lecturers can develop knowledge while contributing directly to the community. This community service activity is expected to be a role model for other villages in managing BUMDes more professionally through the application of simple but effective HR management principles. The implementation of SOPs and clear division of tasks will increase transparency and accountability, which in turn strengthens public trust in BUMDes.

Professionalism in village-owned enterprise (BUMDes) management will also encourage the growth of innovative businesses based on local potential, thereby providing significant added economic value to the village. This training is expected to equip BUMDes managers not only with effective human resource management but also with the ability to build a productive, participatory, and service-oriented work culture. Therefore, human resource management training for BUMDes managers is a strategic step in supporting successful village development while addressing the challenges of managing community-based organizations.

Objective

1. Providing training on HR management concepts and practices for BUMDes managers.
2. Improve planning, recruitment, coaching and performance evaluation skills.
3. Assisting BUMDes managers in preparing SOPs for HR management.

Benefit

1. For Village Communities : BUMDes can be managed more professionally so that it contributes to economic improvement.
2. For BUMDes Managers : Increasing managerial capacity in the HR sector.
3. For Higher Education : Implementation of the Tri Dharma of Higher Education through community service.

LITERATURE REVIEW

Human resource management is a crucial function in organizations, including community-based organizations such as Village-Owned Enterprises (BUMDes). Hasibuan (2022) explains that human resource management encompasses planning, organizing, directing, and controlling the workforce to achieve organizational goals effectively and efficiently. Rivai and Sagala (2021) emphasize that professional human resource management must address recruitment, training, motivation, and performance evaluation. Without a clear human resource strategy, organizations tend to face challenges in productivity and service quality.

In the context of village-owned enterprises (BUMDes), a study conducted by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendes PDTT, 2020) found that most BUMDes lack human resource governance standards. This condition results in low accountability and business sustainability.

Meanwhile, research by Suharto (2021) shows that training and mentoring activities conducted by universities can improve the managerial skills of BUMDes managers, particularly in aspects of administration and business management. Therefore, HR management training is not only crucial for improving individual capacity but also contributes to organizational professionalism and village economic sustainability.

ACTIVITY METHOD

This community service activity is designed so that participants not only receive theory but also gain practical experience that can be directly applied in the Village-Owned Enterprise (BUMDes). The activity will be implemented from October 27 to 30, 2025, in Seunobok Drien Village, Kuta Makmur District, North Aceh Regency. Participants are those who directly participate in the training, namely:

- BUMDes core management (Chairman, Secretary, Treasurer).
- Relevant village officials (for example, Head of Development Affairs or Hamlet Head who accompanies BUMDes).

The training will likely be attended by approximately 20–30 participants, depending on the venue's capacity and the village's needs. The main objectives of this activity are:

1. Individual :
 - BUMDes managers have basic understanding and skills in HR management.
 - BUMDes employees are aware of the importance of discipline, responsibility, and professionalism.
2. Organization (BUMDes) :
 - The preparation of simple SOPs for HR management that can be applied consistently.
 - The formation of a more focused, transparent and accountable work culture.
3. Village Community :
 - Increasing public trust in the performance of BUMDes.

Increasing the role of BUMDes as a driving force for the village economy

RESULTS

The three-day human resource management (HRM) training for village-owned enterprise (BUMDes) managers was conducted using interactive lectures, group discussions, case studies, and practical training on managerial document preparation. Participants included 25 BUMDes managers representing various village business units. The training demonstrated a significant improvement in participants' understanding of basic HRM concepts, as evidenced by the pre- and post-test results. The average pre-test score was 54, while the average post-test score was 82.

Table of Participants' Pre-Test and Post-Test Results

Indicator	Average Pre-Test Score	Post-Test Average Score	Increase (%)
Understanding the concept of HR	55	84	52.7%
Preparation of HR SOPs	50	80	60.0%
Organizational structure	53	82	54.7%
Performance evaluation	56	83	48.2%
Overall average	54	82	51.9%

The increased understanding was also reflected in the participants' active participation in the discussions. They were able to identify ongoing HR issues, such as the lack of recruitment SOPs, a weak performance evaluation system, and a lack of employee capacity development programs. Participants were given hands-on practice in developing standard operating procedures (SOPs) related to recruitment, task allocation, and performance assessment. From the practical results, 80% of participants successfully drafted simple SOPs that could be immediately implemented in their respective BUMDes. Furthermore, the training also resulted in agreement on the importance of establishing a clearer organizational structure. Several BUMDes participants previously lacked organizational charts, resulting in overlapping divisions of tasks and authority.

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Figure 1

Preparation in making Bumde SOP

The mentoring program demonstrated increased participant awareness of the importance of professionalism. Participants began to understand that village-owned enterprise (BUMDes) management cannot be based solely on personal relationships but must also be based on qualifications and competencies. Group discussions yielded several strategies for improving human resource management, including implementing a merit-based recruitment system, developing simplified employment contracts, providing performance-based incentives, and holding monthly evaluation meetings.

In terms of work motivation, participants recognized the need to build a participatory work culture. This is crucial because most BUMDes employees previously worked without clear targets and lacked a sense of collective responsibility. The follow-up to this activity was a commitment from participants to implement the training findings in their respective villages. Several villages even expressed their readiness to form small teams specifically tasked with human resource management.

The success of the training was also evident in the participants' increased self-confidence. They felt better prepared to face the challenges of managing a Village-Owned Enterprise (BUMDes), particularly in managing work relationships and building effective communication among team members. However, several obstacles remain, such as limited financial resources to provide employee incentives and low interest among some villagers in participating in BUMDes activities. This presents a unique challenge in implementing human resource management. From an academic perspective, the results of this activity align with Hasibuan's (2022) view that good human resource management must encompass ongoing planning, training, and evaluation. BUMDes, as a community-based organization, requires an adaptive human resource strategy.



Figure 2

Group Photo with Village Officials

Furthermore, these findings support Suharto's (2021) research, which emphasized the crucial role of training and mentoring in improving the capacity of BUMDes managers. The training results demonstrate that capacity

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building can be achieved through structured interventions. Therefore, this training activity can be categorized as successful because it addressed the human resource management needs of BUMDes managers. The results not only included increased knowledge but also concrete documents and work plans. Overall, this training significantly contributed to improving the professionalism of BUMDes managers. If supported by continued mentoring, it is expected to strengthen the sustainability of BUMDes as a driving force of the village economy.

SOLUTIONS TO PROBLEMS IN MANAGING BUMDES HUMAN RESOURCES

Based on the identification of common problems that occur in BUMDes (such as unstructured recruitment, weak coaching, minimal performance evaluation, and low professionalism), the solutions offered are as follows:

1. Unstructured Recruitment Problems

Solution :

- Create a written job description for each position.
- Implement open recruitment based on competency, not personal proximity.
- Form a small team tasked with objectively selecting prospective employees.

2. Overlapping Division of Tasks

Solution :

- Develop a simple BUMDes organizational structure .
- Make a clear division of work according to expertise.
- Determine the authority and responsibility of each position.

3. Weak Human Resource Development and Coaching

Solution :

- Hold regular evaluation meetings at least once a month.
- Provide short training related to administration, finance, marketing, or according to business unit.
- Doing coaching and mentoring from senior management to new members.

5. Low Motivation and Professionalism

Solution :

- Giving non-material awards (certificates, public speeches).
- Cultivate a transparent and accountable work culture.
- Encourage community involvement in monitoring BUMDes performance to foster a sense of responsibility.

6. No SOP for Human Resource Management

Solution :

- Develop simple SOPs that include rules for recruitment, attendance, performance evaluation, rewards, and sanctions.
- Conducting SOP socialization to all managers and employees.

Review the SOP every year to keep it in line with BUMDes developments.

CONCLUSION

The human resource management training for BUMDes managers has proven effective in improving the managerial capacity of participants. Evaluation results showed significant improvements in understanding of human resource management concepts, SOP development, organizational structure, and performance evaluation, with an average score increase of 51.9%. Participants also successfully drafted a simple SOP that can serve as a guideline for BUMDes human resource management. Thus, this training significantly contributed to improving the quality of BUMDes governance and strengthening its role as a driving force for the village economy.

SUGGESTION

1. For BUMDes Managers : it is necessary to consistently implement SOPs and evaluate performance periodically.
2. For Village Government : provide policy and budget support for BUMDes human resource development.
3. For Higher Education : continue advanced mentoring, including financial management and digital marketing training.
4. For further researchers : evaluate the long-term impact of training on BUMDes performance financially and socially.

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