

Business Integrative Sustainable in the BUMDesa Towards a Superior, Independent and Sustainable Village

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ABSTRACT

This community service program aims to implement the Business Integrative Sustainable (BIS) concept at BUMDesa Mutiara Saghara in Bunder Village, Pamekasan. This village has great potential in the field of salt production, but less than optimal management has resulted in low contribution to Village Original Income (PAD) and community welfare. The method used in this service is a participatory and mentoring approach, starting from socialization, training, mentoring and evaluation. The results of the activities show development, especially in terms of managing thought patterns and beliefs. The participation of BUMDesa administrators has begun to run according to their duties and functions, they earn income from the results of their work. Community support is starting to be seen and continues to increase, starting from PKK women who help with sales so that turnover continues to increase. Apart from that, salt farmers are also enthusiastic about farming because their agricultural products are purchased by BUMDesa at prices higher than market prices. Salt edutourism is experiencing consistent development with a commitment to open every Saturday and Sunday. This program can be said to have succeeded in opening up new jobs and increasing the independence of the village economy through optimizing local potential.

Keywords: BUMDesa, Green Economic, Independent Village, Business Integrative Sustainable.



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INTRODUCTION

Madura is known as the salt island because the salt fields in Madura are very extensive and are one of the largest sources of salt income in Indonesia (Gani & Gitayuda, 2020; Nugroho et al., 2020; Widyanti & Setiyonugroho, 2022). One of the areas on Madura Island which is the central location for BUMN in the salt sector is Pamekasan Regency. The geographical potential and resource potential of Pamekasan Regency can support salt production commodities, especially in Bunder Village, Pademawu District.

Villages have potential not only in terms of population, but also abundant natural resources (Dharma et al., 2022). Bunder Village has a total area of 402.77 Ha and is located in the lowlands with an average air temperature of 39 degrees Celsius and a land height of 250 m above sea level (Wahyurini & Hamidah, 2020). From a land area of 402.77 hectares, the salt pond area reaches 202.26 hectares. However, there are 39 thousand people who are categorized as poor and spread across the Pamekasan area, including in Bunder village. This suggests that local communities are still unable to optimize the potential of natural resources in their area. Based on data from the people of Bunder village, the majority work as farmers (rice fields and salt) but only 37.4% of the village population, while the rest prefer other jobs such as civil servants (27.2%) and private sector (24.5%). In fact, based on an interview with one of the Bunder village officials, the average youth in Bunder Village chose to migrate to earn sufficient income. It mostly depends on developing innovative and creative operating capabilities to make them ecologically friendly (AL-Shboul, 2025).

In fact, Bunder village itself is the village with the most salt producers in Pamekasan district, because half of the Bunder village area is salt farming (Ningsih & Laila, 2021). However, salt farmers in Bunder village are still too dependent on salt collectors at low prices. Of course, this cannot meet people's living needs, so in the end there are many salt fields that are not used by farmers. As a result, they choose other jobs that they feel are more promising or migrate outside Madura.

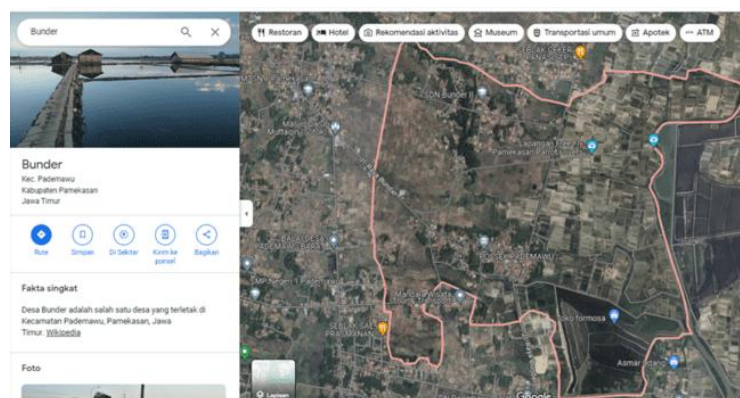


Figure 1. Bunder village area, Pademawu Pamekasan District

Based on the picture above, it can be seen that half of the Bunder village area has been used as salt farming land. However, from the picture there are also a lot of salt farming lands that are no longer used by the local community (salt fields are black and dark green). Bumdesa Mutiara Saghara was formed in 2019 driven by village officials, with the first business unit boiling non-consumable salt (K3) into fine salt, then with assistance from the local KKP it developed into boiling K3 salt into fine iodized salt. At the beginning of 2020, BUMDes Mutiara Saghara started to utilize the area around the salt farming land into an educational tourism area. Thanks to the implementation of edutourism, Bunder village received a BRIN innovation village program grant in 2021, and also received an award as a thematic village in 2021 from the Pamekasan district government as well as an empowered village in 2023 from the East Java provincial government.

BUMDesa should be established by the village able to accommodate and accommodate all activities the economy of village communities, so that the economy the village becomes stronger, so does the welfare of the community increase (Irwani & Bahriannor, 2019). The Bunder Village Government, Pademawu District, Pamekasan Regency formed a Village-Owned Enterprise (BUMDesa) as a driver of the village economy which is oriented towards supporting improving the welfare of village communities and optimizing village potential. The management of BUMDesa Mutiara Saghara consists of village administrators and village youth who do not have jobs or have just graduated from school or college. They are enthusiastic and united in managing BUMDesa and its business

units, so that they can develop business units so that they get attention from universities and local governments to participate in helping develop BUMDesa.

The management of BUMDesa Mutiara Saghara has succeeded in establishing and developing a salt production and salt education tourism business unit. However, since 2020 the opening of the salt recrystallization business unit and salt education tourism until early 2024 has not contributed to the Village's Original Income (PAD) due to ups and downs in management. Salt Eduwisata is only opened during the grand launching and during certain events, such as New Year and Eid al-Fitr and Idul Adha due to the fact that there are no visitors when there are no events. This system also resulted in many BUMDesa administrators and business unit managers quitting and since 2023 the end of BUMDesa and business units went into hiatus because there was no one to manage them, so that until now those who look after and maintain the business units have been taken over by village officials. Currently, villages are gathering new administrators and managers but are still confused about how to manage BUMDesa and business units so that they can survive and be sustainable. In fact, villages can increase their productivity by using various innovations to develop their economy (Spitzer & Twikirize, 2023; Zhou et al., 2024; Zulham et al., 2025).

The objectives of this service activity are: 1) Increase the commitment and collaboration of BUMDesa administrators and BUMDesa Mutiara Saghara business unit managers. 2) Building integrated and sustainable business governance. 3) Stabilize business income and business unit management income. 4) Striving to contribute to the Village's Original Income. Another aim of this service is also expected to develop students' knowledge and skills in managing BUMDesa organizations and business units well and sustainably.

METHODS

The implementation method in the Implementation of Business Integrative Sustainable (BIS) in the Bumdesa Mutiara Saghara Pamekasan Business Unit Towards a Superior, Independent and Sustainable Village so that it can be implemented well, several stages are carried out including:

1. Preparation stage

At this preparatory stage, the Community Service team carried out field observations and coordinated with the village government, in this case the village head and several BUMDesa administrators.

2. Implementation Stages

a. Socialization

The target participants are BUMDesa administrators, BUMDesa business unit managers, Village Administrators and community representatives. The socialization was carried out in the context of technical notifications as well as equalizing perceptions of the implementation of this PkM activity so that implementation collaboration can synergize well in accordance with the targets to be achieved.

b. Business management training and assistance

The target participants are BUMDesa administrators and BUMDesa business unit managers. Participants will be given training on integrated business management in an effective and sustainable manner. This activity aims to increase the understanding and solidity of BUMDesa administrators and business unit managers.

c. Application of Technology

At this stage, administrators and business unit managers will be given direction and assistance regarding the importance of applying technology in every business process. The application of technology used is by creating information and promotional media by utilizing existing applications such as Shopee, TikTok, Instagram, Facebook, YouTube and others, as well as creating promotional materials such as flyers and videos using applications such as Canva, Movie Maker and others.

d. Mentoring and evaluation

At this stage, lecturers and students who are members of the PkM team provide intensive and continuous assistance and evaluation to ensure that activities can be carried out according to plan. The evaluation contains a description of how it will be implemented in stages and indicators of target achievement.

3. Program evaluation and program sustainability

Evaluation of the implementation of PkM is carried out after the implementation stages have been carried out, which will later produce recommendations for administrators and managers of BUMDesa business units as well as program sustainability plans. The program's sustainability plan is to carry out Research, PkM and Thematic KKN both independently and funding activities from the Indonesian Ministry of Education and Culture's DRTPM in the following years.

RESULTS AND DISCUSSION

In both study and practice, the idea of sustainable business models, has drawn a lot of interest (Schlüter et al., 2023). Based on the method used, the process of implementing Business Integrative Sustainable (BIS) in the Bumdesa Mutiara Saghara Pamekasan business unit towards a superior, independent and sustainable village is as follows:

1. Socialization

Management communication is basically an effort to strengthen communication in a more systemic and dynamic order so that activity governance can achieve optimal results (Saudah, 2020). The Community Service Team carried out initial communication with outreach on June 25 2024 to the Village Head, Village Apparatus, and the management of BUMDesa Mutiara Saghara. The Community Service Team explained in detail what the team would do during their service time, then also explained the concept of Business Integrative Sustainable (BIS), namely an integrative approach that prioritizes sustainability in every aspect of business. It was also explained that BIS would strengthen the village economy through sustainable resource management, as well as actively involving the community in business development. The Bunder Village Government and the BUMDesa Mutiara Saghara Management welcomed this initiative positively and emphasized the importance of close collaboration between universities, the Village Government and BUMDesa in supporting the implementation of BIS. The village government is ready to provide the necessary facilities and policy support.



Figure 2. Socialization of the Beginner Community Service Program to the Village Head, Village Government and BUMDesa Mutiara Saghara Management on June 25 2024

2. Training and mentoring for business management

The BIS concept introduced in this training is a comprehensive approach to managing sustainable businesses. This concept combines traditional business aspects with sustainability principles, where business goals do not only focus on profits, but also pay attention to long-term social and environmental impacts. This training teaches participants to manage their business more effectively and efficiently while maintaining environmental and social sustainability.



Figure 3. Business Management Training with BUMDesa Management and PKK Women on September 11 2024

After attending the training, the participants, both from BUMDesa and PKK women, showed a significant increase in their understanding of sustainable business management. Here are some concrete results achieved:

a. Improved Managerial Capabilities

One of the visible results is a shared awareness and understanding of business management in BUMDesa. Training and capacity building is important because the management of BUMDes cannot be separated from the development of available human resources, so the problems that arise from BUMDes are generally the low level of managerial knowledge in developing a business (Lubis et al., 2021). Participants are now better able to prepare long-term business plans that not only focus on profits, but also consider the social and environmental impact on their villages. They are also trained to apply the principles of transparency and accountability in financial management, so that the management of BUMDesa and PKK businesses becomes more organized.

b. Sustainable Product Development

In order to answer the challenges of globalization and be able to compete on a global scale, we have no choice but to develop quality and effective human resources. They must be intelligent, competent, have HR management skills, have the ability and willingness to learn and lead a learning organization, and be able to create human resources and collaborate with other people on the same basis (Sunarto, 2020). The benefits of this training also increase the enthusiasm and skills of PKK women and BUMDesa administrators. PKK women who previously only focused on simple home business products, are now able to develop products with a more innovative and sustainable approach. For example, they develop salt products into various alternatives such as salt in glass packaging, therapeutic salt, and other external salt products. They also have the initiative to make handicrafts using environmentally friendly materials and recycling local waste into high-value products which are then sold at Eduwisata Garam.

c. Collaboration between PKK

Business networks are very important in building a business (Marselina et al., 2024), emphasizing business networks from the marketing aspect in business sectors that are just starting out will be recognized and developed more quickly. Collaboration is working together between two parties or collaborating with many people with the aim of making everything better. The BIS concept also encourages participants to be more collaborative. PKK women from several villages who took part in the training are now committed to working together in creating a product distribution and marketing network for salt. This commitment is stated in the minutes of support and cooperation signed by 10 PKK women from several villages in the Pamekasan Regency.

d. Increasing Village Economic Independence

Through this training, BUMDesa administrators are now better prepared to maximize the potential of their villages in creating new sources of income. The development of a salt

business and salt tourism that is managed sustainably will not only increase BUMDesa income, but also open up new job opportunities for village communities. This is in accordance with what (Endah, 2018) stated that the management of village-owned enterprises (BUMDes) is a basis that can drive the economy of village communities by exploiting the potential in the form of natural resources and human resources and creating economic independence in the village.

3. Application of Technology

The production process started on July 1 2024. The management tried to produce for a full day and turned out to be able to produce 2 quintals. So in the first week we focused on production by consuming 1.5 tons of krosok salt to become 1,300 pieces of salt in packages. With the production management system, auto production a day without stopping is more effective than an on-demand production system, where the previous management was only able to produce 30-50 kg of krosok salt.



Figure 4. Production meeting and documentation for the production of fine salt for consumption

In August, the community service team together with the BUMDesa Mutiara Saghara administrators tried to innovate by producing their consumption salt in glass form. Due to limited press equipment, the BUMDesa administrators decided to use 300 gram tea cups. After trying it out and offering it to the community (customers) and PKK women, their enthusiasm was very positive. They said that the innovation of using glass was a varied effort and really helped mothers by not having to buy or provide another bottle as a salt shaker at the same selling price, namely Rp. 2,000/pcs. Product packaging innovation is one of the triggers for product sales because packaging encapsulates a multi-sensory experience (Valda et al., 2023). This is also related to the added value of packaging which can influence consumer sentiment and is considered very effective (Badri et al., 2022). Packaging design can also arouse customer curiosity under certain conditions (Shukla et al., 2022).

4. Mentoring and Evaluation

The community service team provides assistance from the management side of BUMDesa administrators where all BUMDesa administrators are given work every day with targets and bonuses in the form of money in accordance with their work and targets. During the 3 months of this implementation, there were no administrators who complained or quit because they had received their respective duties and functions and then also received performance bonuses. In terms of production, the community service team was able to increase salt productivity, which previously was only 30-50kg per day, but is now capable of producing 2-3 quintals/day. We take krosok salt from the community at a price of Rp. 800,000 - 900,000/ton, where this price is higher than the price farmers sell to collectors. The salt farming community feels happy and

enthusiastic about continuing to produce krosok salt because it was purchased by BUMDesa Mutiara Saghara at a high price.



Figure 5. Salt in plastic packaging and cup packaging

From the marketing sector, the community service team together with the management of BUMDesa Mutiara Saghara focused on using a direct sales strategy to customers by mobilizing PKK women. If it is in the name of the PKK, then the profit sharing will be given to the PKK management and if the sales collaboration is in the name of an individual, then the commission will be given to the person selling it. Until September, BUMDesa was able to sell 13,000 pieces of consumption salt with a turnover of Rp. 20,800,000. The Bunder village government also provided support by purchasing 500 pieces of salt produced by BUMDesa to be distributed to the community at the Prophet's birthday. For the salt edutourism business unit, the team has started opening every Saturday and Sunday, although it is not open every day, there has been an increase from before, where previously salt edutourism was only opened during events such as after Eid and New Year. The following is a comparison of BUMDesa management and their income before and after providing community service:

Table 1. Impact of community service in BUMDesa business management

No.	Indicator	Before dedication	After dedication
1	BUMDesa Management	<ul style="list-style-type: none"> • Something stops • Seasonal work 	<ul style="list-style-type: none"> • Nothing stops • Regular work and get bonuses
2	Production of consumption salt	30-50kg/day	2-3 kwintal/day
3	Packaging	Plastic	Plastic & cup
4	Marketing	Only used as a souvenir for salt education tourism tickets	For sale in general district area. Pamekasan collaborates with PKK women
5	Income	-	20,800,000 for 3 months

The results of the implementation of community service which has been carried out for 3-4 months can be said to be successful and can develop the BUMDesa Mutiara Saghara business unit. The response from the surrounding community was also quite good and enthusiastic in supporting the success of this service program because the impact was truly felt by the community, especially salt farmers and PKK women.

CONCLUSION

The implementation of the community service program at BUMDesa Mutiara Saghara Bunder Pamekasan Village has had a significant impact on various aspects of business management. Here are some conclusions from this activity: 1) Improved Managerial Capabilities: After attending management training, BUMDesa administrators and PKK women showed significant improvements in their ability to prepare sustainable business plans. They are now able to plan businesses that not only focus on profits, but also consider social and environmental impacts. The principles of transparency and accountability are also applied in financial management. 2) Sustainable Product Development: PKK women and BUMDesa administrators have succeeded in developing products from salt to be more innovative, such as salt in glass packaging, therapeutic salt, and other recycled products. This innovation provides added value to local products and increases product competitiveness on the market. 3) Collaboration between PKK: The training also encourages collaboration between PKK women from various villages to strengthen product distribution and marketing networks. The commitment to cooperate with each other in creating a distribution network for salt products further expands the market for their products. 4) Increasing Village Economic Independence: This program makes a major contribution in creating village economic independence. The development of salt education tourism business units and sustainable consumption of salt production will not only increase BUMDesa income, but also open up new job opportunities for village communities. 5) Application of Technology and Production Efficiency: The use of technology in salt production has succeeded in increasing production capacity to 2-3 quintals per day from the previous 30-50 kg. Innovation in product packaging also encourages increased sales and provides added value to the product.

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