



Internal and External Factors in Developing Farmer Businesses in Pinrang Regency, South Sulawesi Province, Indonesia (Case Study)

St. Rohani^{1*}, Siti Nurlaelah¹, Sitti Nurani Sirajuddin^{1,2}, Mukhlis³, Ilham Syarif¹

¹ Department of Animal Husbandry Socio-Economics, Faculty of Animal Husbandry, Hasanuddin University, Makassar, Indonesia

² Faculty of Animal Husbandry and Fisheries, University of West Sulawesi, Sulawesi Barat, Indonesia

³ Agribusiness Study Program, Department of Agriculture Business, Politeknik Pertanian Negeri Payakumbuh, Lima Puluh Kota, Indonesia

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Corresponding Author:

St. Rohani

strohani2208@gmail.com

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Abstract: This study aimed to identify external and internal factors in community businesses in Alitta Village. The study was conducted in Alitta Village, Mattiro Bulu District, Pinrang Regency in May 2024. The analysis used in this study was a SWOT analysis. The results of the study showed that internal factors are management, finance, human resources, facilities and infrastructure, and legal umbrella while external factors are technology, business partners, government, village potential, community participation and competitors. BUMDes development is carried out with a focus on three main aspects: improving the village economy, developing existing potential, and managing this potential to meet the needs of the local community. Meanwhile, the lack of human resources for BUMDes management, the difficulty of maintaining the agricultural machinery owned and the supply of raw material inputs that are not smooth. Efforts to overcome obstacles through strategy development can be an option to be implemented, namely Increasing product availability, recruiting new members to run each business division and opening independent outlets. Significant impact because gasoline is an important commodity needed by rural communities. Most farmers who rely heavily on water pumps to irrigate their agricultural land. Gasoline supply shortages cause delays and disruptions in the operation of such equipment, hampering agricultural productivity.

Keywords: Development strategy; Development; External; Internal; Obstacles

Introduction

Economic development has very complex problems, such as low community income, high unemployment, and slow regional economic development (Mukhlis et al., 2023). The development of a village can continue to be optimized by developing and increasing the village's economic potential as a community and a collective form of rural society in self-sufficiency to establish themselves and the surrounding environment in a participatory manner. Starting from the basic level, economic growth will benefit the entire

community (Dewi, 2014). Permendagri No. 113 of 2014 confirms that villages are able to utilise the Village Fund and manage it properly, prepare plans and implement programs in accordance with predetermined priorities, namely programs aimed at village development and village community empowerment (Rahmawati, 2021). The goal in the Preamble of the 1945 Constitution is to promote general welfare. Advancing the general welfare in the form of empowering the poor (Mulianingsih, 2022).

One effort that can be made to develop and improve the village economy is through village

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entrepreneurship, which becomes a strategy for developing and growing the welfare of village communities (Ansari et al., 2013). One of these village entrepreneurship is Village-Owned Enterprises (BUMDes), where BUMDes is run by the Village government and village communities (Hailudin, 2021; Prabowo, 2014). Through BUMDes, village potential, and community needs can be brought together in organized business units. In the future, BUMDes is expected to be able to become an economic driver in rural areas. BUMDes is designed as a social business institution, so its activities are oriented toward financial profits and achieving the welfare of village communities (Nurmiyati & Alid, 2019; Kinasih et al., 2020). This is in line with Ridwansyah et al (2021) stated who say that the existence of BUMDes can increase income and strengthen the economy in society.

BUMDes is an institution that was established with the aim of prospering the community, especially those that had a significant impact during the Covid-19 pandemic (Stafford et al., 2021; Silalahi & Suwita, 2021). Apart from BUMDes, businesses that need to be considered are self-owned businesses managed by individuals or village community groups. This self-owned business can take the form of various types of business, such as agriculture, handicrafts, trade, or services tailored to local potential and needs. By encouraging and developing their businesses, village communities can be more economically independent, create jobs, and improve their standard of living (Karim et al., 2022). Support from the government and access to adequate training and resources will be very helpful in increasing the success and sustainability of self-owned businesses in the village. Own businesses also allow village communities to develop innovative ideas that may not be implemented within a more formal BUMDes structure. In this way, synergy between BUMDes and own businesses can create a more dynamic and sustainable economic ecosystem in rural areas, thereby improving the welfare of society as a whole. This success depends not only on local initiatives but also on the government's supportive policies and the active involvement of various other stakeholders to provide a conducive environment for village economic growth (Al Farisi et al., 2022).

The Alitta Village Government in Mattirobulu District has tried to develop BUMDes to benefit the community. BUMDes is a form of the village government's strong commitment to improving community welfare (Sulaksana & Nuryanti, 2019). The solution that can encourage economic growth at the village level is Bumdes, and the village government has taken an active role in providing support in the form of resources. *Finacial* (capital) and technical advice: By assisting BUMDes, the village government seeks to

empower communities to manage local resources and develop existing economic potential. This step provides opportunities for village residents to get involved in various businesses and stimulates local economic growth. Through these efforts, the village government creates jobs, increases community income, reduces poverty levels, and builds a stronger foundation for shared prosperity. The success of this BUMDes development program reflects the village government's commitment to achieving sustainable and inclusive development. One of the village government's commitments is to achieve success in community welfare by providing capital to BUMDes; the village government not only provides positive encouragement but also creates a strong foundation for economic growth at the local level. Bumdes can use the capital provided to start or develop various BUMDes business units, positively impacting both BUMDes and the village (Farras & Santo, 2024).

Providing capital to BUMDes has a significant positive impact on increasing PADesa. The capital channeled to BUMDes allows them to develop various business units. With this capital, BUMDes can expand its business, increase production, and optimize its services. Along with the development of economic activity at the village level, village PAD can increase because Bumdes will contribute directly to village income through taxes, levies, and other contributions. Apart from that, the growth of Bumdes can also create new job opportunities, increase people's purchasing power, and revive the local economy (Hayati, 2021). In this way, the capital provided to BUMDes is an investment for them and a strategic step in driving the village economy and increasing PAD, which will support sustainable development at the village level. However, the village government in Mattirobulu District certainly provides capital to BUMDes differently for each village according to the village APBD or the needs of the BUMDes. Referring to the description above, this research aims to identify and formulate an effective BUMDes development strategy to improve Alitta Village's economy.

Typology Analysis of *Klassen*, the categorization of food crop commodities into advanced and rapidly growing, suppressed, potential, and relatively backward. Food crop commodities with advanced and rapid growth include rice, corn, peanuts, and mung beans. The distribution of agricultural land for rice commodities is almost evenly spread across every region, while corn production experiences fluctuations. Peanuts and mung beans are considered profitable seasonal crops for farmers (Marina et al., 2024).

Method

The research was conducted in Alitta Village, Mattiro Bulu District, Pinrang Regency, in May 2024. Data sources in the research consisted of primary data obtained through observation and interviews using questionnaires and documentation. Meanwhile, secondary data is obtained from literature, namely documents, books, and other data related to research. The research method used is a case study. A case study is research that examines in detail about an individual or a particular social unit over a period of time. Case study is an in-depth research that is comprehensive, intense, detailed which is more directed at efforts to examine contemporary problems or phenomena (Herdiansyah, 2011). The case study in the research is BUMDes Harapan Jaya Alitta which is a BUMDes located in Alitta Village and has been established since 2016, but was only active in 2020. The respondents from this research consisted of 5 BUMDes administrators and small-scale entrepreneurs.

The data analysis method used is SWOT analysis. SWOT analysis is a qualitative analysis tool to produce alternative strategies by considering external and internal factors of the organisation. The stages in SWOT analysis are as follows (David et al., 2017; (Mahfud & Mulyani, 2017).

The matrix is an important matching tool to help parties in the organization produce four types of strategies, SO strategy, WO strategy, ST strategy and WO strategy. Before conducting a SWOT analysis, it is necessary to create an IFE and EFE matrix to classify internal and external factors that will be the strengths, weaknesses, opportunities and threats of a company.

Result

BUMDES Sustainability Policy

Village-owned enterprises (BUMDes) were formed to advance the village economy, increase the village's original income, and optimally manage the village's potential per the established strategic plan (Sulaeman, 2020). In Alitta Village, BUMDes development is carried out with a focus on three main aspects: improving the village economy, developing existing potential, and managing this potential so that it can meet the needs of the local community. According to the results of research by (Rasyid, 2020), concluded that income can affect poverty. Then, Damayanti et al (2024) emphasised that income, consumption expenditure, presence of BUMDes and the influence of Covid-19, affect household poverty significantly in Donggala Regency.

The Alitta Village Government has established a strategic policy to develop Village-Owned Enterprises

(BUMDes) by providing capital participation through funds. This fund aims to build and operate various BUMDes business units to support the village economy. The first step in this process is to hold deliberations involving village officials and local community leaders. This deliberation is important to ensure that the business units established are genuinely in line with the community's needs and utilize the potential of Alitta Village.

Through a thorough deliberation and planning process, several BUMDes business units were established, including Pertamina, a fuel filling service that facilitates public access to fuel; LPG gas, which is very important to meet people's daily energy needs; Agricultural Production Facilities, which provide various needs for farmers; and Bri-Link, a financial service that makes banking transactions easier in villages.

Obstacles to Alitta's BUMDES Development Strategy

One of the government's primary goals in village development is encouraging communities to achieve a better quality of life. In this effort, the development of Village-Owned Enterprises (BUMDes) is one strategy that can be relied upon to improve the village economy. By establishing BUMDes, it is hoped that villages can manage and utilize their local potential more optimally, thereby providing real economic benefits for the community. Research results of Anggraeni (2016) stated that professionalism is a demand for BUMDes managers. This demand also arises from the community. BUMDES managers need to improve the quality of services and also the ability to manage the organisation. ability to manage the organisation.

The BUMDes development process is not easy and is, of course, faced with various challenges and obstacles. The Alitta Village government also needed help building and operating BUMDes business units in this context. One of the significant obstacles faced is the operation of Pertamina's business units, namely difficulties in obtaining gasoline supplies from Pertamina. This difficulty has a significant impact because gasoline is an important commodity needed by rural communities, especially farmers. Most Alitta Village residents are farmers who rely heavily on water pumps to irrigate their agricultural land. Gasoline supply shortages cause delays and disruptions in the operation of such equipment, hampering agricultural productivity. This is a big obstacle because the agricultural sector is the village's primary livelihood source.

The Alitta Village Government thus strives to find a solution to this obstacle. They are trying to collaborate more closely with Pertamina, look for alternative gasoline suppliers, and develop other strategies so that

gasoline supplies remain stable and meet people's needs. This effort is made so that the primary goal of developing BUMDes, namely improving the welfare and economy of village communities, can be achieved better.

Efforts to Overcome Obstacles through Development Strategy

Analysis of external and internal factors was carried out by knowing the factors outside and inside BUMDes "Harapan Jaya Alitta" Mattirotulu District, Pinrang Regency, which could influence the development of BUMDes Harapan Jaya Alitta. Internal factor analysis is used to analyze internal factors that will certainly influence the development of BUMDes Harapan Jaya Alitta. These internal factors can be identified as strengths and weaknesses for the development of

BUMDes Harapan Jaya Alitta. In contrast, external factor analysis looks at factors outside BUMDes Harapan Jaya Alitta to identify and evaluate tendencies beyond control. This analysis focuses on obtaining key factors that are opportunities and threats for the development of BUMDes Harapan Jaya Alitta, making it easier to determine strategies for seizing opportunities and avoiding threats.

Identify Internal Factors

Through identifying internal factors, strengths and weaknesses can be identified (Hunger & Wheelen, 2003) of BUMDes Harapan Jaya Alitta. The internal environmental conditions observed are management, finance, human resources, facilities and infrastructure, as well as law.

Table 1. Internal Factors

Internal	Strength	Weaknesses
Management	The management of Bumdes Harapan Jaya Alitta is enough	
Finance	The capital to carry out its activities is sufficient because it is funded from the village budget	Financial reports have not been recorded because they have only been established and operating for 1 year
Human Resources	The level of HR capability is quite good. Experienced HR according to its members	Lack of human resources, there are only 3 BUMDES adminis-trators, there is no special division that manages the SAPPRODI business.
Means and Infrastructure	Utilization means and infrastructure belonging to Harapan Jaya Alitta village.	Doesn't have its own outlet yet
Law	Has a legal foundation	

Identify External Factors

Through identifying external factors, opportunities, and threats can be identified (Wheelen & Hunger, 2012) for Alitta's glorious hope. The external environmental

conditions observed are technology, business partners, government, village potential, community participation, and competitors.

Table 2. External Factors (Opportunities & Threats)

External Factors	Opportunity	Threat
Technology	Technological develop-ments are getting better	Alsintan mainte-nance is still difficult to carry out
Business Partners	Establish business collaborations with parties or companies around the Village	
Government	Financial support from APBDes	
Village Potential	Located on the connecting route between districts	
Participation Public	The community can participate actively	
Competitors	More close to community locations	Competitors with similar businesses already exist in the village and the supply of inputs is in the next village

Formulation of Alitta BUMDES Development Strategy

The formulation of alternative development strategies for BUMDes Harapan Jaya Alitta was carried

out using the SWOT matrix from Hunger and Wheelen (2003). Then, several of the best strategies were selected.

Tabel 3. Matriks SWOT

	<p>Strength</p> <ol style="list-style-type: none"> 1. The management of BUMDEs Harapan Jaya is quite good 2. Have capital to carry out business activities 3. Has good facilities and infrastructure 	<p>Weakness</p> <ol style="list-style-type: none"> 1. There are no financial reports 2. Lack of human resources, there are only people in the management structure
<p>Opportunity</p> <ol style="list-style-type: none"> 1. Technological developments are getting better 2. Support from APBDes, and village ministries 3. Population growth and community needs 	<p>S-O</p> <ol style="list-style-type: none"> 1. Optimizing the performance of BUMDEs with technological developments and sufficient capital from the APBDes 2. Increase the availability of goods (offers) so that people have many choices 	<p>S-W</p> <ol style="list-style-type: none"> 1. Carry out financial consultations with experts 2. Recruitment of new members to run each business division
<p>Threats</p> <ol style="list-style-type: none"> 1. Alsintan maintenance is still difficult to carry out 2. There are competitors providing inputs in the next village 	<p>S-T</p> <ol style="list-style-type: none"> 1. Appoint a partner workshop for Alsintan maintenance 2. Opening an independent outlet in the Alitta village area 	<ol style="list-style-type: none"> 1. Workshop training regarding machine maintenance

Based on the results of group discussions, organizations need to make critical strategic decisions to select the most appropriate activities and allocate available resources effectively. The first stage in this process is setting strategic priorities. This means determining the order of importance of several strategies that might be implemented.

Setting priorities is crucial because implementing all strategies simultaneously would be a big mistake for managers. Carrying out many strategies simultaneously can drain the company's limited resources in the form of finances, time, and workforce. As a result, any strategy implemented will not get the full support necessary for success. When resources are spread too thin, implementing each strategy becomes less optimal and more prone to failure.

Decision-making by managers must be wise in setting priorities. They need to conduct in-depth analysis to understand which strategies are most important and have the tremendous potential to benefit the organization. These priorities can be determined based on factors such as potential impact, implementation costs, risks involved, and alignment with the organization's long-term goals. The research results of (Budiono, 2015) concluded that the common interest between the community and the policy implementer encourages the policy to run well, characterised by an increase in community agricultural products and also the income of Village Original Income.

Organizations can allocate resources more effectively by setting clear strategic priorities and focusing on implementing one or a few of the most important strategies. This will increase the chances of success and ensure that the strategies chosen can provide optimal results. Through a focused and

measurable approach, organizations can achieve their strategic goals without sacrificing the quality and effectiveness of the initiatives carried out to look for alternative strategies that can be implemented so that three strategies are selected, namely: 1) Increase product availability, 2) Recruitment of new members to run each business division, 3) Opening an independent outlet in the Alitta Village area. The research results of (Aba et al., 2015; Erlando et al., 2020) explain that BUMDEs empowerment is a strategic step to utilise the potential resources in the village, both natural resources and human resources that are expected to manage BUMDEs as well as possible.

Strategy 1 ensures that BUMDEs Harapan Jaya Alitta always has sufficient product supply to meet community demand. For this reason, BUMDEs needs to manage the supply chain more effectively, including better planning in purchasing and storing stock of goods. For example, for Pertamina and LPG gas business units, BUMDEs must establish good cooperation with fuel suppliers and gas distributors to keep supply uninterrupted. In addition, BUMDEs can use a more sophisticated inventory system to monitor stock in real so they can place reorders before stock runs out. By maintaining consistent product availability, BUMDEs can increase customer trust and satisfaction and avoid lost revenue opportunities due to stock shortages.

Strategy 2 is designed to support the growth and operational efficiency of BUMDEs, requiring the recruitment of new members with skills and expertise that suit the needs of each business division. For example, BUMDEs can look for workers with agricultural experience for Agricultural Production Facilities or individuals with a financial background for the Bri-Link division. The recruitment process must be carried out with strict selection to ensure prospective

members have the required commitment, integrity, and abilities. After recruitment, BUMDes can also hold training and orientation programs to ensure new members understand the vision, mission, and existing work procedures. With a competent and motivated team, BUMDes can carry out its operations more effectively and efficiently, thus making a more significant contribution to society. According to Mariani and Wardiyanto (2020) Based on these results, there is a potential for developing the agricultural sector with a focus on Mung Beans and Sweet Potato. Mung Beans show good growth at the district level, while Sweet Potato shows good growth both at the district and provincial levels. Although Cassava is included in the lagging sector, it also provides an opportunity to improve the growth and contribution of that commodity in the district by adopting appropriate development strategies.

Strategy Opening independent outlets in various strategic locations in Alitta Village can increase community accessibility to the products and services provided by BUMDes. This outlet can be a direct sales center for various BUMDes business units, such as Pertamina, LPG Gas, Agricultural Production Facilities, and Bri-Link. Apart from that, independent outlets can also function as information and customer service centers, where people can get information about products, make transactions, or get help if there is a problem. With independent outlets, BUMDes can be closer to the community, increase sales, and provide better service. These outlets can also be a place for promotions and community activities to strengthen relations between BUMDes and village communities. By implementing these three strategies—increasing product availability, recruiting new members to manage business divisions, and opening independent outlets in the Alitta Village area—BUMDes Harapan Jaya Alitta is expected to be able to develop better, provide better services to the community and overall improve welfare village community.

Conclusion

Based on the research results, the conclusion obtained is that BUMDES Harapan Jaya Alitta is a BUMDES owned by the Alitta Village Government with the aim and function of increasing the village's original income, and the Alitta APBDes provides capital assistance to BUMDES Harapan Jaya Alitta amounting to Rp. 150,000,000- to support business activities carried out by BUMDES Harapan Jaya Alitta.

BUMDes development is carried out with a focus on three main aspects: improving the village economy, developing existing potential, and managing this potential so that it can meet the needs of local

communities. Meanwhile, there are obstacles faced by BUMDEs Alitta, namely the lack of human resources managing BUMDes, the difficulty of maintaining the machinery they own, and the supply of raw material input, which is not smooth. Efforts to overcome obstacles through strategy development can be implemented, namely, increasing product availability, recruiting new members to run each business division, and opening independent outlets in the Alitta Village area.

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S.R., S.N.: Developing ideas, overseeing data collection, analyzing data, writing, reviewing, responding to reviewers' comments; S.N.S., M.K., I.S.: analyzing data, reviewing scripts, and writing.

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Conflicts of Interest

The authors declare no conflict of interest.

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