

Development of Beach Tourism Destinations by Village-Owned Enterprises (Bumdesa) in Buru Regency Maluku Province

Khairunnisa Salsabila Sahadi¹, Gatingsih², Haikal Ali³

Sekolah Pascasarjana Institut Pemerintahan Dalam Negeri, Jakarta
Gmail: nisalsabila25@gmail.com

Tourism sector development has become one of the efforts made by local governments to enhance economic growth and increase Regional Original Revenue (PAD). Buru Regency possesses considerable natural tourism potential; however, the contribution of the tourism sector to regional revenue remains relatively low. One of the tourism development efforts has been carried out through the involvement of Village-Owned Enterprises (BUMDesa) in managing tourism destinations based on local potential. This study aims to analyze the development of beach tourism destinations by BUMDesa in Buru Regency, focusing on the management of Baikolet Beach Tourism by BUMDesa Jikumerasa. This research applies the tourism destination development theory proposed by Sunaryo (2013), which includes the dimensions of tourist attractions and appeal, accessibility, amenities, supporting infrastructure, other supporting tourism facilities, as well as tourism institutions and human resources. This study employs a descriptive qualitative research method. Data collection techniques were conducted through interviews, observation, and documentation. The data were analyzed using the stages of data reduction, data presentation, and conclusion drawing. The results of the study indicate that the development of the Baikolet Beach tourism destination by BUMDesa Jikumerasa has generally been implemented quite well. However, the development of the tourism destination still requires improvement in several dimensions. The dimensions that need primary attention are tourism institutions and human resources, tourist attractions and appeal, and other supporting tourism facilities. Tourism management has not been fully supported by optimal institutional coordination, clear task distribution, managerial capacity of the management team, and structured tourism promotion. In addition, the development of tourism attractions remains limited, and supporting facilities such as culinary services, souvenir products, and security supervision are still not optimal.

Keywords: BUMDesa, Destination, Tourism

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Corresponding Author:

Khairunnisa Salsabila Sahadi
Sekolah Pascasarjana Institut Pemerintahan Dalam Negeri, Jakarta
nisalsabila25@gmail.com

1. Introduction

The tourism sector is one of the governmental affairs under the authority of regional governments as regulated in Law Number 23 of 2014 concerning Regional Government. In this regulation, tourism is included as a concurrent governmental affair delegated to regional governments to be managed according to the potential of each region. This provides opportunities for regions to develop tourism destinations as a source of local economic growth. In addition, village governments also play an important role in supporting tourism sector development through the utilization of local village potential.

Many villages in Indonesia possess advantages in the form of natural beauty, cultural diversity, and traditions that can be developed into tourist attractions. Such potential can be utilized to create business opportunities for village communities while simultaneously increasing village income. Furthermore, village tourism management can also serve as a means of introducing local customs, culture, and natural beauty to outsiders. Therefore, tourism development has become one of the alternatives for villages in managing and utilizing available local resources.

Based on data from the Ministry of Tourism and Creative Economy, by 2025 there were 6,106 tourism villages spread across Indonesia. Most tourism villages in Indonesia are still categorized as pioneering villages, totaling 4,758 villages, while only 35 villages are classified as independent tourism villages. This indicates that tourism village development in Indonesia is still dominated by villages that are just beginning tourism activities and have not yet been managed independently.

The development of the tourism sector fundamentally aims not only to increase tourist visits but also to encourage regional economic growth, create employment opportunities, and improve the welfare of local communities. In addition, tourism also plays a role in optimizing the utilization of regional potential, including natural and cultural resources, thereby generating added economic value for the region. Through proper management, the tourism sector also has the potential to contribute to regional revenue through various available sources of income.

Based on the condition of Regional Original Revenue (PAD) achievements in Buru Regency, efforts are required to optimize various potential sources of regional revenue, one of which is through increasing revenue from regional retributions. Regional retribution is an important component in the structure of Regional Original Revenue, which can be generated from various services provided by regional governments, including the tourism sector. According to Law Number 1 of 2022 concerning Financial Relations between the Central Government and Regional Governments, recreational, tourism, and sports services are included as objects of Business Service Retribution that can contribute to regional revenue. Therefore, the tourism sector has strategic potential as one of the sources of regional revenue through tourism recreation retributions. To examine the role of the tourism sector in supporting Regional Original Revenue in Buru Regency, data on the contribution of the tourism sector to PAD in recent years are presented.

The contribution of the tourism sector to Regional Original Revenue (PAD) in Buru Regency has remained relatively small over the last five years. Although tourism sector revenue has shown an increasing trend in several years, its contribution to PAD is still very low, amounting to only 0.03% of the Regional Original Revenue of Buru Regency in 2025. This condition indicates that the potential of the tourism sector as a source of regional revenue in Buru Regency has not been utilized optimally.

The number of domestic tourist trips originating from Buru Regency in 2024 shows a trend of increasing community mobility over time. This increase indicates that people in Buru Regency are becoming more active in traveling to various destinations, both within Maluku Province and other regions of Indonesia. This condition provides opportunities for villages to develop local tourist attractions through Village-Owned Enterprises (BUMDesa). Tourism attractions available in villages must be managed optimally and presented attractively in order to attract tourists to visit.

Various problems faced by BUMDesa in Buru Regency, such as limited capital, low human resource capacity, and the lack of optimal tourism destination promotion, indicate that the management of village tourism potential has not yet been carried out maximally. In fact, BUMDesa has a strategic role as a driving force for the village economy by managing village potential, creating business opportunities, opening employment opportunities, and increasing Village Original Revenue. The existence of BUMDesa is also expected to serve as a platform for community empowerment and the preservation of local values through the management of village-based tourism destinations. These conditions provide an important basis for further examining the capacity development of BUMDesa in managing tourism potential in Buru Regency.

2. Method

This study employed a descriptive qualitative method with an inductive approach to gain an in-depth understanding of the phenomenon being studied. Qualitative research is an approach that focuses on phenomena or symptoms occurring naturally. This approach is fundamental and naturalistic in nature; therefore, it cannot be conducted in a laboratory setting but must be carried out directly in the actual environment or real conditions where the phenomenon occurs.

The data required in this study were categorized based on their sources into primary data and secondary data. The informants in this study consisted of elements of the regional government responsible for Village-Owned Enterprises (BUMDesa), namely the Community and Village Empowerment Office (PMD) of Buru Regency, the local sub-district head, village heads, BUMDesa managers, and community representatives, including tourism business actors and community leaders.

The data collection techniques were selected based on the nature of the research, the required sources of information, and the approach used in data analysis. Data in qualitative research were collected through various methods, such as interviews, observation, and document analysis. The techniques used in the data collection process included interviews, observations, and documentation. According to Miles and Huberman (1984), data analysis in qualitative research is conducted interactively and continuously until data saturation is achieved. Data saturation occurs when no new information is found. The process of data analysis includes data reduction, data presentation, as well as conclusion drawing and verification.

3. Results and Discussion

Development of Village-Owned Enterprises (BUMDesa) Tourism Business Units in Buru Regency

Village-Owned Enterprises (BUMDesa) function as village economic institutions established to manage local potential independently and sustainably, while also providing economic benefits to the community through the provision of business services, strengthening the people's economy, and increasing village original revenue. In general, BUMDesa serve as institutional instruments that facilitate the management of village resources through business units adjusted to village needs and opportunities, including the service and tourism sectors, which continue to develop in rural areas.

Efforts to develop tourism business units in Buru Regency are still limited. Of the several BUMDesa that have been established, only one remains actively managing a tourism destination. The BUMDesa is BUMDesa Jikumerasa, which manages Baikolet Beach tourism destination as a village economic asset. The development carried out by BUMDesa Jikumerasa aims to improve community welfare through planned tourism management based on community empowerment principles.

According to the tourism destination development perspective proposed by Sunaryo (2013), tourism destination development includes several aspects, namely attractions and tourist appeal, amenities/accommodation, accessibility and transportation, supporting infrastructure, other supporting tourism facilities, as well as tourism institutions and human resources.

Attraction and Tourist Appeal Dimension

1. Condition and Quality of the Tourist Attraction

Based on an interview with one of the local visitors, Mrs. Siti Nurjana, she stated: "In my opinion, this tourist destination is quite well-known and popular in this area. Many people from Namlea and nearby villages come to visit, especially on weekends. The beach is beautiful, the seawater is clear, and there are also several fairly diverse recreational facilities available here."



Figure 1 Coastal Abrasion Condition at Baikolet Beach Tourism Destination
Source: Author's Documentation, 2025.

Based on the research findings, coastal abrasion at Baikolet Beach has had a direct impact on the damage to tourism facilities and the reduction of tourism areas. If this condition is not addressed immediately, it has the potential to reduce the quality of tourists' experiences and decrease the overall attractiveness of the tourism destination. Although coordination has been carried out by the management and village government with the relevant agencies, the planned assistance has not yet been realized, while the village's limited budget also constrains direct handling efforts.

The analysis of the condition and quality of the tourism object indicates that Baikolet Beach possesses strong natural attractions, namely the clarity of the seawater, stretches of white sand, and a unique landscape characterized by the presence of both the beach and downstream water flow directly connected to the lake. This combination of biophysical conditions provides high aesthetic value and tourism experiences, making it a primary factor that encourages tourist visits, both from local communities and visitors from outside the region. This finding is consistent with the perspective of Sunaryo, who states that tourist attraction is the main component of tourism products that plays an important role in attracting tourists to visit a destination.

The relatively well-maintained environmental cleanliness also contributes to tourist comfort in enjoying the tourism destination, as cleanliness is an important factor in creating a pleasant tourism environment that can be enjoyed by visitors. However, environmental quality has not yet reached an optimal condition. Cleanliness problems are still evident, with garbage found in several areas, indicating that cleaning activities are not conducted routinely and evenly. In addition, waste management practices still rely on burning, demonstrating that the management of the area has not fully implemented sustainability principles. This condition has the potential to affect tourist interest in visiting if not handled properly. This finding is in line with the research of Firmansyah and Susanti, which states that tourist attraction has a positive and significant influence on tourists' interest in visiting. Thus, the better the quality of the tourism attraction offered, the higher the level of tourist interest in visiting.

Based on interviews, observations, and documentation conducted during the research, the condition and quality of Baikolet Beach tourism object indicate both strengths and weaknesses in tourism destination management. The quality of the tourism object is currently in a potentially strong yet vulnerable position. Its potential lies in the strength of its natural attractions, while its vulnerability arises from environmental cleanliness management that is not yet fully systematic and the lack of technical interventions to address

coastal abrasion. These conditions indicate the need for more planned, sustainable, and integrated management efforts by BUMDesa and the village government in maintaining environmental quality and tourism facilities in order to preserve the attractiveness of the destination, sustain tourist interest, and support sustainable tourism development in Jikumerasa Village.

2. Diversity of Attractions

To complement the interview findings, the researcher also conducted direct observations of the various attractions available at the research location. The following visual documentation is presented to provide an empirical overview of the actual conditions and the variety of tourism attractions managed at Baikolet Beach..



Banana Boat Ride



Swimming Ring Rental

Figure 2 Diversity of Attractions and Rides at Baikolet Beach

Source: Research Documentation and Social Media Search Results in 2025

Based on the research findings, the diversity of attractions at Baikolet Beach can be categorized into three main types: natural attractions in the form of beach scenery and dolphin sightings, artificial attractions such as banana boats and swimming tube rentals, and supporting attractions in the form of boat rental services to the lake and the sea. The existence of these attractions indicates that Baikolet Beach already offers a variety of tourism activities that can be enjoyed by visitors, although the number of attractions is still limited. Furthermore, BUMDesa Jikumerasa has not directly managed the available tourism attractions at Baikolet Beach. The role of BUMDesa is still limited to managing retributions from several attractions operated by the local community. This condition shows that BUMDesa has not yet functioned as the main manager of tourism attractions, but rather acts as a facilitator. BUMDesa has the opportunity to develop tourism business units in a more structured manner through the provision of new attractions, management of tourism packages, and the development of attractions based on local potential. This role is important considering that BUMDesa is a village economic institution that functions as a driving force for the sustainable development of village potential.

From a policy perspective, the village government has attempted to develop new attractions through consultations with the Tourism Office of Buru Regency. However, budget limitations at the regency level have caused these plans to remain unrealized. This condition indicates that the development of tourism attractions at Baikolet Beach still faces limitations in institutional support and financing.

The development of tourism attractions at Baikolet Beach is also influenced by the lack of optimal coordination among BUMDesa, the village government, and the regional government. The absence of

integrated planning for attraction development has caused tourism development to proceed sporadically and without clear direction, while still relying heavily on community initiatives. In tourism destination development, the diversity of attractions functions not only as the main attraction but also as a strategy to increase tourists' length of stay, increase tourist spending, and strengthen the competitiveness of the destination.

Baikolet Beach still has considerable potential for attraction development, such as the creation of photo spots, marine educational tourism, children's playgrounds, and tourism activities based on local culture. These potentials can be developed through collaboration among BUMDesa, the community, and the regional government.

Thus, the diversity of attractions at Baikolet Beach has demonstrated considerable potential, especially those based on natural attractions. However, attraction development remains suboptimal due to limited variety, lack of innovation, and the not yet optimal role of BUMDesa in tourism attraction development. Therefore, more structured planning and strengthening of the role of BUMDesa are required in developing more diverse tourism attractions in order to increase tourist satisfaction and encourage sustainable repeat visits.

3. Amenity/Accommodation Dimension

The interview results indicate that, from a planning perspective, the construction of homestays has become part of the tourism destination development agenda. However, budget limitations and the need for more urgent infrastructure, particularly related to safety aspects and basic facilities, have become the main priorities in the allocation of village funds. This condition shows that the development of Baikolet Beach tourism destination is still at the stage of fulfilling basic needs before moving toward the development of advanced amenities such as accommodation facilities. The construction of basic infrastructure, such as road access and public toilets, represents an important initial step in supporting tourist comfort and safety before developing other supporting facilities. Based on these conditions, BUMDesa Jikumerasa currently does not play a direct role in providing accommodation facilities and still focuses its management on the development of the tourism destination's basic infrastructure.

The need for accommodation at Baikolet Beach can be observed from visitors who utilize gazebos as alternative overnight lodging during certain occasions. This condition indicates an unmet formal demand for accommodation. The availability and variety of accommodation types at a destination can influence tourists' interest and decisions to visit. Destinations that offer diverse and high-quality accommodation options tend to provide greater comfort, thereby encouraging tourists to visit. Based on these findings, accommodation development at Baikolet Beach has the potential not only to increase tourists' length of stay but also to expand market segments and strengthen the attractiveness of the destination. In this regard, BUMDesa can play a role as either a manager or facilitator in developing tourism accommodation involving the community, thereby not only increasing the destination's attractiveness but also encouraging local economic growth and increasing village revenue.

Accessibility and Transportation Dimension

a. Availability and Quality of Transportation Facilities

Based on the research findings, it can be concluded that transportation to Baikolet Beach is generally available; however, in terms of service quality and transportation integration, improvements are still needed. The absence of dedicated tourism transportation indicates that the destination's accessibility has not yet been optimal and requires strengthening the role of BUMDesa and the village government in managing tourism transportation.

The provision of tourism transportation services has the potential to become one of the business units that can be developed by BUMDesa. The development of transportation services would not only improve tourist accessibility but also contribute to increasing BUMDesa revenue and opening economic opportunities for the surrounding community. Thus, tourism transportation development functions not only as a supporting facility for tourism destinations but also as a strategy for strengthening BUMDesa institutions and village economic independence.

Plans for the provision of tourism transportation proposed by BUMDesa have not yet been followed by concrete actions, such as coordination with bus providers or the preparation of operational plans. Therefore, stronger commitment and more intensive coordination between BUMDesa Jikumerasa and the Village Government of Jikumerasa are required so that tourism transportation services can be realized optimally. The provision of integrated tourism transportation through cooperation among BUMDesa or with support from regional governments represents a strategic step to improve accessibility, expand the tourism market, and encourage sustainable increases in tourist visits.

b. Ease of Access to the Destination

This statement confirms that transportation tariffs have been regulated by the relevant authorities; however, in practice, there are differences in affordability between sea and air transportation. Air transportation tends to be more expensive and less affordable for some members of the public.

Based on an examination of transportation fares on the Ambon–Namlea route, the ferry ticket price is IDR 123,600, while airline ticket prices reach approximately IDR 1,000,000 per passenger. This significant price disparity demonstrates a substantial transportation cost gap between sea and air transport modes. Economically, ferries are a much more affordable option for local communities and tourists with limited budgets, although travel time is relatively longer compared to airplanes.

Conversely, air transportation offers shorter travel time efficiency but at a much higher cost. This condition affects tourist market segmentation, where airplanes tend to be chosen by tourists with limited time or higher financial capability, while ferries are more commonly used by the general public and domestic tourists who prioritize affordability. Therefore, the difference in fares not only reflects variations in transportation modes but also affects accessibility and the potential number of tourist visits to Buru Regency.

Based on the research findings, it can be concluded that access to Baikolet Beach is generally quite good, especially in terms of road infrastructure conditions, which are already paved and can be comfortably traversed by both two-wheeled and four-wheeled vehicles. In addition, the relatively short distance from the center of Namlea also serves as a supporting factor that facilitates tourists in reaching the destination. These conditions indicate that Baikolet Beach possesses a fairly good level of accessibility in terms of road conditions and travel distance.

However, in terms of interregional transportation affordability, obstacles still exist, particularly for tourists from outside the region who must use relatively expensive air transportation. Based on interviews with the Village Secretary, air transportation tariffs are policies determined by the regional government through the relevant agencies; therefore, neither the village government nor BUMDesa has direct authority to determine or reduce these transportation costs. This condition indicates that the affordability of air transportation costs is an external factor beyond the control of the village government and BUMDesa. In addition, interviews revealed that until now, neither the village government nor BUMDesa has initiated proposals regarding reductions in air transportation costs, considering that domestic flight tariffs are generally high in many regions of Indonesia, particularly in archipelagic and remote areas.

Thus, it can be concluded that accessibility to Baikolet Beach, in terms of road infrastructure conditions and travel distance, is already quite supportive of tourism destination development. However, from the perspective of interregional transportation affordability, limitations still exist that are beyond the authority of the village government and BUMDesa. Therefore, improving accessibility in terms of transportation costs requires policy support from both regional and central governments. This condition demonstrates that the development of tourism destination accessibility depends not only on village governments but also on cross-sectoral and intergovernmental synergy.

Supporting Infrastructure Dimension

a. Availability and Quality of Connecting Facilities

Based on the research findings, the condition of the terminal in Namlea indicates that the available facilities are still limited, particularly regarding the inadequate availability of passenger waiting seats. In addition, the cleanliness of the terminal still needs improvement to provide greater comfort for transportation service users. Nevertheless, public transportation (angkot) as a connecting mode of transport from Namlea City to Jikumerasa Village is available daily from 07:00 a.m. to 05:00 p.m., thereby functionally supporting community mobility. This condition indicates that although the land transportation function has been operating, the quality of its supporting facilities still requires greater attention in improving user comfort.

Meanwhile, air transportation facilities through the airport are in relatively good condition and function as a connection between Buru Regency and Ambon. The existence of the airport serves as one of the important access points for tourists from outside the region to reach Buru Regency more quickly. Thus, the existence of land, sea, and air transportation facilities overall has supported regional accessibility, although differences in quality among transportation modes may still affect tourist comfort and ease of travel.

b. Availability and Quality of Other Physical Facilities

Based on the research findings, the condition of supporting physical facilities at Baikolet Beach is generally adequate and capable of supporting tourism area operations. Basic infrastructure such as electricity networks and clean water systems functions properly and supports the activities of both visitors and managers. The availability of parking areas with two entrance gates can normally accommodate tourist vehicles without disrupting access to and from the tourism area.

However, in terms of capacity and service quality, several aspects still require improvement. The availability of only two toilet units is not proportional to the potential surge in visitors on certain days, resulting in queues and negatively affecting cleanliness conditions. The parking area, although sufficient on regular days, becomes inadequate during peak visitation periods such as holidays and New Year celebrations, causing vehicles to extend onto the roadside.

The existence of gazebos as paid physical facilities demonstrates a positive contribution to tourist comfort while simultaneously serving as a source of revenue for BUMDesa. Their high utilization during holidays indicates stable demand for these facilities. However, limited capacity suggests the need for additional units or alternative seating facilities in order to maintain service quality.

Chairunnisa et al., in their study, argued that the availability of adequate and well-managed tourism facilities at Angke Kapuk Mangrove Nature Tourism Park significantly affects visitor satisfaction levels. These findings are relevant to the condition at Baikolet Beach, where the quality of supporting physical facilities is generally adequate and functional but not yet fully responsive to increasing visitor numbers. Therefore, additional facility capacity, improved maintenance, and development planning that considers visitor projections are necessary in order to maintain the area's carrying capacity and optimize the quality of services provided to tourists.

Other Supporting Tourism Facilities Dimension

a. Availability and Diversity of Supporting Facilities for Tourism Activities

Based on the research findings, it can be concluded that supporting facilities at Baikolet Beach are generally available; however, they have not yet fulfilled the aspects of diversity, quality, and capacity required by tourists. These limitations are evident in the dominance of simple culinary offerings, the lack of distinctive regional souvenir products, and the limited capacity of facilities such as gazebos, which are unable to accommodate visitor surges during certain periods.

This condition indicates that the development of supporting facilities has not yet been fully oriented toward tourist needs, but remains supply-driven in nature. As a result, the tourism experience obtained by visitors becomes less optimal because the available choices of activities and services are still limited.

The limited variety of facilities, particularly in the culinary and souvenir sectors, not only affects tourist experiences but also influences the destination image formed in visitors' perceptions. This is in line with the perspective of Sedarmayanti, who stated that the provision of regional souvenirs as well as local food and beverages can create a positive image and increase tourists' trust in the products and services they receive. Thus, the limited provision of distinctive local products at Baikolet Beach indicates that the potential for building a strong destination image has not yet been optimally utilized. Furthermore, limited facility variation, particularly in the culinary and souvenir sectors, has the potential to affect tourists' length of stay and tourist spending. Tourists tend not to spend longer periods of time or engage in greater consumption when the available service and product options are limited.

This condition causes opportunities to increase income for BUMDesa and the local community to remain suboptimal, even though the number of tourist visits may increase quantitatively. This indicates that facility development should focus not only on quantity but also on the quality and differentiation of tourism products offered.

Planned development measures, such as reorganizing culinary stalls and providing more diverse souvenirs, represent important strategies for improving the quality of supporting facilities. However, such development needs to be directed toward a tourist-oriented development approach and strengthening the capacity of BUMDesa in tourism business planning and management so that it becomes more adaptive to market demand.

Thus, the development of supporting facilities at Baikolet Beach requires not only an increase in the number of facilities but also improvements in diversity, service quality, and integration with local potential. These efforts are key to enhancing destination attractiveness, extending tourists' length of stay, and optimizing sustainable economic contributions for BUMDesa and the village community.

b. Availability and Quality of Security, Comfort, and Information Support Facilities

The condition of the bridge leading to Baikolet Beach indicates that physical infrastructure remains a challenge in supporting tourist safety and comfort. Damage to several parts of the bridge, such as stepping boards and wooden handrails that have begun to loosen, poses potential safety risks for visitors crossing toward the tourism area. This condition indicates that the physical safety aspect of the destination has not yet been managed preventively.

BUMDesa has established repair priorities based on the level of damage and risk through the construction of a bridge at Entrance Gate II, which has been included in the 2025 Village Government Work Plan (RKPDesa). This step demonstrates efforts by the management to improve the quality of tourism infrastructure. However, budget limitations have prevented comprehensive repairs from being carried out,

resulting in some infrastructure remaining in inadequate condition. This condition indicates a gap between visitors' needs for safety assurance and the management's capacity to provide adequate facilities. In the context of tourism development, infrastructure quality functions not only as an accessibility facility but also influences tourists' perceptions of the overall quality of destination services.

Based on the research findings, the availability and quality of security, comfort, and information support facilities at Baikolet Beach tourism destination are already present in the form of basic security measures, tourism order policies, service tariff information facilities, and tourism supporting infrastructure. Security measures are implemented through the involvement of community security officers (linmas), the police, and the National Search and Rescue Agency (Basarnas) during certain periods, while information access is provided through ticket price information and tourism ride tariffs.

Nevertheless, the implementation of security management and information services has not yet been carried out optimally or sustainably. The irregular presence of security personnel, limited safety information, and damaged infrastructure conditions indicate that tourism destination management has not yet been fully capable of guaranteeing visitor safety and comfort. These findings demonstrate that improvements in tourism security management, the provision of safety information, and the repair of supporting infrastructure are still required to support safer and more comfortable tourism services. Strengthening coordination among stakeholders and increasing budget support are also important factors in supporting sustainable tourism destination management.

These findings are reinforced by the research of Andayani, which concluded that security and comfort variables have a positive and significant influence on visitor satisfaction. This means that the better the quality of security, comfort, and information received by tourists, the higher the level of tourist satisfaction and trust toward the tourism destination. Therefore, improving security quality, providing adequate safety information, and repairing tourism infrastructure are strategic steps in supporting the sustainable development of Baikolet Beach tourism destination.

Institutional and Tourism Human Resources Dimension

a. Tourism Institutions

Another issue can be seen in the aspect of community participation in tourism development. Community involvement so far has been more dominant in operational and economic activities, such as managing micro and small enterprises (UMKM), parking, entrance tickets, and tourism services. Meanwhile, community participation in the planning and decision-making processes for destination development remains limited. Meetings conducted by BUMDesa together with the community also tend to focus more on technical operational aspects rather than on preparing long-term tourism development directions. This condition indicates that mechanisms for community participation in tourism development planning have not yet operated optimally. The research findings of Mahlella emphasize that community participation in tourism development is not limited to involvement in economic activities but also includes participation in planning, decision-making, and supervision of tourism management. Based on the research findings in Jikumerasa Village, the community has indeed gained economic benefits from the existence of Baikolet Beach tourism; however, participation in destination development planning remains limited, meaning that the community has not yet been fully involved in determining the direction of village tourism development.

BUMDesa needs to reorganize the division of duties and functions among management members so that implementation of work is not concentrated solely on the core administrators. In addition, improving the capacity of tourism management human resources should also be carried out through management, administration, and tourism management training so that administrators possess more adequate

capabilities in performing their duties. Coordination among BUMDesa, the village government, the Tourism Office, the Community and Village Empowerment Office (PMD), and Tourism Awareness Groups (Pokdarwis) also needs to be strengthened through communication and evaluation forums conducted routinely and sustainably. Community participation in tourism development planning processes also needs to be enhanced through more participatory deliberation and planning forums, so that the community is involved not only in operational aspects but also in determining the direction of tourism destination development. On the other hand, BUMDesa also needs to formulate more structured and measurable tourism development planning so that tourism management is not only focused on short-term operational activities but also possesses clear long-term development directions.

b. Promotion

Based on the research findings, tourism promotion through the social media platforms of the Tourism Office of Buru Regency has not been conducted consistently. Each platform shows long intervals between one post and the next, and the TikTok account of the Tourism Office was last updated in November 2024. This condition indicates that promotional content publication has not been conducted regularly, limiting the effectiveness of digital promotion. Consistency in publication plays an important role in maintaining audience interaction, expanding information reach, and building the image of tourism destinations sustainably. The inconsistency in content publication has caused exposure of Baikolet Beach on social media to remain suboptimal in reaching potential tourists.

Although the Tourism Office of Buru Regency conducts promotion through various platforms such as Instagram, Facebook, YouTube, and TikTok, the researcher's investigation shows that such promotion has not been consistent. Table 4.10 shows that the latest posts on each account have long publication gaps, with some accounts not updated for nearly a year. This condition indicates that digital tourism promotion for Baikolet Beach has not yet been managed sustainably, causing tourism information dissemination to remain limited. As a result, visitors more often learn about Baikolet Beach from uploads made by other visitors on social media rather than from formal promotion conducted by tourism managers or the Tourism Office.

The research of Puspawati and Ristanto states that tourism promotion is an important factor in increasing tourist visits, with social media functioning as a promotional medium that has broad reach and relatively low costs, making it highly useful for destination publication and marketing. The findings of this study are consistent with that perspective; however, at Baikolet Beach, the use of social media has not yet been carried out independently and consistently by tourism managers, causing the effectiveness of digital promotion to remain limited. Thus, the promotion indicator at Baikolet Beach is still relatively low and requires strengthening through the management of official BUMDesa accounts, more structured promotional content planning, and consistent publication on social media platforms.

c. Tourism Human Resources

Based on the research findings, BUMDesa Jikumerasa has three business units, namely tourism, creative economy, and rental services. The tourism business unit consists of one unit head and four members responsible for tourism operational management. However, the Head of the Tourism Business Unit is known to live outside the village due to work obligations, resulting in limited involvement in tourism management and difficulties in communication. This condition causes tourism management to rely more heavily on the core administrators of BUMDesa together with members of the tourism business unit who work directly in the field, such as ticket and gazebo management.

The budget data indicate differences in budget scales between the Community and Village Empowerment Office (PMD) and the Tourism Office of Buru Regency. The budget allocated to the Cooperation and BUMDesa Subdivision of the PMD Office is relatively small and therefore insufficient to optimally support training implementation for BUMDesa administrators. Meanwhile, although the Tourism Destination Development Division possesses a larger budget allocation, human resource training programs have not yet been realized. This condition indicates that large budget allocations do not automatically guarantee the implementation of human resource capacity-building programs, since program implementation is also influenced by activity priorities and internal organizational policies.

Limited human resource capacity also affects tourism promotion aspects. Although the village has established a publication team to support tourism destination promotion, the team has not yet operated because it has not been formally inaugurated. Based on observation findings, tourism promotion has also not been actively carried out through social media or other digital platforms, causing destination publication to continue depending on promotional activities conducted by the Government of Buru Regency through the Tourism Office. This condition indicates that the capability of BUMDesa Jikumerasa managers to independently manage tourism promotion remains limited.

Human resource limitations are also evident in the administrative and financial management of BUMDesa Jikumerasa, which is still conducted manually. Based on observations of administrative documents, financial recording still uses cash books and is later recapitulated into Word documents. In addition, tourism business unit revenue recording has not been detailed according to income sources, such as ticket sales or gazebo rentals. This condition indicates that the administrative and managerial capabilities of tourism managers are not yet systematically organized.

According to Sunaryo, human resources in tourism businesses need to possess two types of competencies: professional competence and technical competence. Professional competence relates to the capability of managers to manage and develop tourism businesses, while technical competence relates to skills in carrying out operational duties in tourism. In the context of Jikumerasa Village, the condition of BUMDesa managers indicates that both professional and technical competencies remain suboptimal because most managers have never participated in tourism or business management training. As a result, tourism destination management is still carried out in a simple manner and is not yet supported by professional capabilities in tourism business development.

Sedarmayanti et al. explain that human resource development is necessary because of the gap between the abilities possessed by human resources and the abilities required by organizations. To overcome this gap, organizations need to conduct development efforts through improving knowledge, skills, and work attitudes. In the context of tourism management in Jikumerasa Village, limited training and low managerial capacity indicate the existence of a gap between managers' capabilities and the requirements of professional tourism destination management. This condition can be seen in the still simplistic administrative systems, tourism promotion management, and managerial capabilities of tourism managers in operating tourism businesses.

The research of Nurherawati demonstrates that human resource development plays an important role in improving the capacity of BUMDesa managers, especially in carrying out operational and managerial functions more effectively. These findings are consistent with the condition in Jikumerasa Village, where low human resource capacity causes tourism destination management to operate in a limited manner and without professional support in the tourism sector. Therefore, the tourism human resource indicator in Jikumerasa Village still requires serious attention, especially in the provision of structured training,

improvement of technical competencies, strengthening of administration and business management, and capacity development of tourism managers so that tourism management can operate more effectively.

Supporting and Inhibiting Factors in the Development of Village-Owned Enterprises (BUMDesa) Tourism Business Units in Buru Regency

Supporting Factors

a. Village Potential

Village potential refers to all resources, strengths, and capacities possessed by a village that can be optimally developed to support the improvement of community welfare. In general, village potential can be classified into two categories, namely physical potential and non-physical potential. Physical potential includes material resources that can be directly utilized in village development, such as land, water, climate, geographical conditions, livestock, and human resources understood as labor and production factors. Meanwhile, non-physical potential includes social and institutional elements of the village, including the community and its patterns of social interaction, social and educational institutions, village social organizations, village officials and administrators, as well as human resources viewed from the aspects of quality, capacity, roles, and participation in encouraging the village development process.

1. Physical Potential

Based on the interview results, it can be analyzed that the village's physical potential is the main supporting factor in the development of village economic activities, particularly in the tourism sector. The beautiful natural conditions and unique geographical location, in the form of lake waters directly connected to the sea, create a distinctive natural landscape with high attractiveness value. The existence of stretches of white sand and an unspoiled environment further strengthens the position of Jikumerasa Village as an area with great potential to be developed as a nature-based tourism destination.

The management of village potential, especially in the tourism sector, has also contributed to encouraging Jikumerasa Village to be categorized as a tourism village. In addition, based on the documentation study conducted by the researcher, it is known that Jikumerasa Village is also categorized as an independent village according to the 2024 Developing Village Index (IDM) data from the Community and Village Empowerment Office.

2. Non-Physical Potential

These findings indicate that village government policies and appeals regarding environmental cleanliness have received positive responses from the community. A cleaner tourism environment has subsequently opened opportunities for the community to actively participate in economic activities within the tourism area. One form of community participation can be seen from the involvement of MSME actors who utilize tourism activities as a source of livelihood. This was conveyed by culinary MSME actor Mrs. Ida Hatlessy, who stated: "This business is my main source of livelihood. I have been selling here for more than three years. Thank God, the income from this business is sufficient for daily needs and my children's school expenses."

Community participation is also evident through direct involvement in tourism economic activities, such as culinary businesses and marine tourism services. This involvement not only contributes to increasing family income but also strengthens the overall village tourism ecosystem. Thus, community participation in Jikumerasa Village can be understood as active participation encompassing social, economic, and environmental aspects, although it still requires policy support and more optimal follow-up from the government so that such participation can be utilized as a driving force in village tourism development.

b. Village Funds and Village Fund Allocation

Based on regulatory provisions and interview results, Village Funds and Village Fund Allocation (ADD) have a strategic role in ensuring that village budget allocations run according to development and community empowerment priorities. These funds are strictly regulated through government regulations and operational guidelines so that their use must follow the established scheme. This regulation makes Village Funds and ADD not only financing instruments but also village financial management tools that ensure budgets are used appropriately and sustainably.

Based on the documentation study of the 2025 Jikumerasa Village Budget (APBDesa), it is known that the Village Fund received amounted to IDR 1,092,365,000 (one billion ninety-two million three hundred sixty-five thousand rupiah), while the Village Fund Allocation amounted to IDR 849,861,750 (eight hundred forty-nine million eight hundred sixty-one thousand seven hundred fifty rupiah). This amount shows a significant proportion of Village Funds and ADD in the village income structure, making them the main source for implementing various village programs.

Nevertheless, Jikumerasa BUMDesa is currently still highly dependent on Village Funds for business development, especially in the tourism sector. This condition indicates that the village must be able to manage Village Funds effectively and appropriately so that development priorities can run optimally while simultaneously supporting economic strengthening through BUMDesa.

Inhibiting Factors

a. Weak BUMDesa Management in the Aspects of Planning, Organizing, and Financial Reporting

BUMDesa management is an important factor in determining the success of village business management, particularly in supporting the achievement of community welfare improvement and village-generated revenue. Good management enables BUMDesa to manage resources effectively, operate businesses sustainably, and ensure accountability and transparency in every business activity. Conversely, weak management can result in suboptimal business performance, development stagnation, and declining stakeholder trust in BUMDesa.

1. Planning

Weak planning is influenced by several factors, including the low capacity of BUMDesa management human resources in preparing business plans, changes in management causing discontinuity of previous planning documents, and the lack of optimal assistance and training related to tourism business management. In addition, BUMDesa institutional administration is still not well organized, so the preparation of planning documents has not become a priority in organizational management.

This condition directly impacts the development of Baikolet Beach tourism. The development of tourism facilities has progressed slowly, and several development plans such as the construction of a prayer room, tourism rides, and culinary areas have not been optimally realized. In addition, BUMDesa does not yet have development targets or tourist visitation targets as indicators of the success of tourism business unit management.

Sedarmayanti et al. state that planning requires determining priority scales so that program implementation can run effectively and directionally. In the context of this study, the absence of a clear priority scale has caused the development of tourism business units to lack measurable program focus. This condition also affects BUMDesa budget management, considering that most of BUMDesa's funding sources still come from village funds. Without a clear priority scale, budget utilization becomes less optimal because it is not

based on the most urgent and strategic business development needs. As a result, tourism management is more oriented toward short-term needs rather than long-term business development.

The sustainability of tourism business units becomes difficult to achieve because management does not yet have a clear development direction, performance indicators, or business targets as the basis for evaluation and supervision. This condition also impacts the limited role of village and regional governments in fostering and monitoring BUMDesa management due to the absence of planning documents that can be used as references for performance assessment and tourism business development.

Based on the research findings, strengthening the BUMDesa planning system is necessary through the preparation of business planning documents and annual work plans to serve as guidelines for tourism business management. Increasing the capacity of administrators through business planning training, tourism management, and institutional administration is also necessary so that managers can prepare work programs in a more directed and measurable manner. Institutional administrative arrangement, the establishment of program priority scales, and the preparation of development targets and tourist visitation targets are also needed so that the management of Baikole Beach tourism can run more effectively.

2. Organizing

Based on the research results, the less-than-optimal organizing function indicates that the division of work and implementation of responsibilities among administrators has not run effectively. Workloads concentrated on core administrators have the potential to reduce management effectiveness, slow coordination and decision-making processes, and limit the development of tourism business units. In the long term, this condition may affect the sustainability of BUMDesa businesses because management has not been carried out collectively and professionally according to the established organizational structure.

To address this condition, increased involvement and commitment of all administrators in managing tourism business units are required so that task implementation is not only focused on core administrators. In addition, task distribution adjustments according to the conditions and readiness of each administrator need to be carried out so that the organizing function within BUMDesa can run more optimally. Village governments and BUMDesa also need to consider aspects of readiness, domicile, and availability of prospective administrators when determining management structures so that each administrator can actively carry out their duties.

3. Financial Reporting

Based on the research results, the financial reports of the BUMDesa tourism business unit indicate that administrative management and financial recording have not been carried out completely and sustainably since the establishment of the BUMDesa. BUMDesa began to be formed and operated tourism business units in 2017, but financial report data for 2017–2018 could not be obtained with certainty by researchers due to limited available documents. Based on document tracing and interviews with former administrators, the financial report data successfully obtained by researchers only became available starting in 2019, and even then only for the month of August.

The 2019 data showed revenue of IDR 10,500,000 with expenditures of IDR 3,575,000, resulting in a net income of IDR 6,925,000 and a contribution to Village Original Revenue (PADes) of IDR 2,077,500. These data limitations indicate that financial administrative recording during the early period of tourism business management was not conducted orderly and comprehensively documented.

Meanwhile, in 2023, the available financial reports only covered the January to March period. Based on these data, the revenue obtained amounted to IDR 18,273,000 with expenditures of IDR 9,294,000, resulting in a net income of IDR 8,979,000 and a contribution to PADes of IDR 2,693,700. The unavailability

of reports for subsequent months indicates that financial recording has not been conducted consistently in every business management period.

The research results show that the inhibiting factors in the financial management aspect of BUMDesa lie not only in limited administrative recording but also in the weakness of the overall financial management and reporting system. Financial management still conducted manually causes financial data not to be well documented and difficult to use as a basis for business evaluation. In addition, incomplete financial reports in several years indicate that the financial administration system has not run consistently.

These problems impact the low transparency and accountability of BUMDesa management, both to the village government and the community. On the other hand, the high operational costs compared to the revenue obtained indicate that tourism business management has still not been able to generate stable profits. If these conditions continue, the development of tourism business units will be difficult to carry out optimally because managers do not have complete financial data as a basis for planning, evaluation, and business decision-making. Therefore, BUMDesa needs to improve its administrative and financial management systems through the preparation of more detailed, orderly, and systematic financial reports. In addition, village governments and BUMDesa managers need to improve the transparency of PADes reporting in Village Deliberations and APBDes so that BUMDesa financial management becomes more accountable and can be jointly supervised by the community.

b. Weak BUMDesa Supervision

This condition indicates weaknesses in coordination and supervisory flows between village governments and regional governments. BUMDesa supervision tends to stop at the village level, while agencies as supervisors at the regency level do not have direct access to formal and documented accountability reports. This causes the information possessed by agencies regarding BUMDesa performance and achievements to become limited, and in some cases only sourced from verbal reports, as occurred with Jikumerasa BUMDesa.

In addition, BUMDesa supervision has not run optimally because monitoring and evaluation have not been conducted routinely every year. Budget limitations and agency authority in conducting detailed financial examinations further weaken the supervisory function. The form of BUMDesa financial reports, which are still simple and not detailed based on income sources per business unit, also hinders agencies in assessing the transparency and accountability of BUMDesa financial management more deeply.

Thus, weak BUMDesa supervision is caused not only by the lack of regulatory firmness but also by ineffective cross-government reporting mechanisms, limited implementation of monitoring and evaluation, and the low quality of financial reports received by regional governments. This condition impacts the suboptimal fostering and supervisory functions of BUMDesa in encouraging business performance and financial management accountability.

c. Lack of Cooperation in the Capital Aspect of BUMDesa

Existing partnerships are informal and not accompanied by written agreements (MoUs), so they do not provide certainty in long-term capital support or sustainable business development. This lack of formal cooperation also limits BUMDesa's ability to obtain additional capital access from private parties, financial institutions, and investors, which should be able to encourage increased business capacity and tourism product diversification.

As a result of these limitations in capital and cooperation, the development of tourism destinations in Jikumerasa Village has progressed slowly and depends on the availability of village funds each year. This illustrates that the effectiveness of BUMDesa business management is directly influenced by their capacity

to establish formal cooperation and utilize external funding sources. Therefore, to improve the sustainability and growth of BUMDesa businesses, more diverse capital strategies and strengthened formal partnerships with various parties are needed.

Efforts Made in the Development of Beach Tourism Destinations Based on Village-Owned Enterprises (BUMDesa) in Buru Regency

Development of Tourism Facilities and Infrastructure

Income obtained from tourism management is still mostly used for operational needs and facility maintenance, so the construction of new facilities cannot yet be carried out optimally. This condition also shows that the development of tourism facilities and infrastructure is still highly dependent on village fund support.

The research results show that Jikumerasa BUMDesa has made efforts to develop tourism facilities and infrastructure as a form of improving the quality of Baikolet Beach tourism destinations. This development focuses on improving accessibility, providing basic facilities, and planning the addition of supporting tourism facilities to increase tourist comfort and attractiveness. However, these development efforts have not run optimally because they still face budget limitations and high dependence on village funds. This condition indicates that BUMDesa funding capacity is still not fully capable of independently supporting tourism development. Therefore, it is necessary to establish priority scales for tourism facility development according to the most urgent needs and strengthen cooperation and partnerships to support tourism development financing so that infrastructure development can run more optimally.

Tourism Destination Promotion

Researchers also conducted a review of the Tourism Office's social media accounts to evaluate the implementation of digital promotion. The results showed that promotion was conducted, but not routinely. On Instagram, the last promotion was conducted in November 2025; the Facebook account was last used for promotion in March 2025; the TikTok account was last used in November 2024; and YouTube last uploaded promotional content about one year ago. These findings indicate inconsistencies in promotional frequency that may affect the effectiveness of promotional efforts. Lack of publication consistency has the potential to reduce destination exposure and make it less attractive to new and repeat visitors.

Thus, promotional efforts carried out by the Tourism Office need to be improved in terms of consistency and planning. Digital promotion should be accompanied by regular posting schedules, integration of visual content with tourism object developments, and collaboration with BUMDesa and local communities. This approach not only increases tourist visits but also strengthens community involvement in tourism development, so that economic benefits can be directly felt by the village.

Overall, effective promotional strategies require three main components: institutional support (Tourism Office), community/BUMDesa involvement, and innovation in tourism destination development. The synergy of these three components will ensure that promotion runs optimally, sustainably, and is capable of increasing the contribution of the tourism sector to the local economy.

Organizing Consultation and Assistance Services for BUMDesa

Direct assistance and technical guidance help BUMDesa minimize reporting errors and strengthen accountability, so that village business management becomes more effective and transparent. This analysis shows that the existence of consultation and assistance services for BUMDesa by the PMD Office not only fulfills administrative obligations but also has a strategic function as a means of knowledge transfer, capacity building, and learning for BUMDesa managers. This service enables BUMDesa to gain a clearer

understanding of administrative procedures, financial recording, and reporting mechanisms in accordance with applicable regulations. Thus, assistance not only helps solve emerging problems but also equips BUMDesa with preventive capabilities, so that errors or irregularities in business management can be minimized in the future.

However, the effectiveness of this service is still limited by the low level of BUMDesa participation. Some villages are not even aware that the PMD Office has a special division handling BUMDesa assistance, so the potential benefits of this service have not been fully realized. This condition indicates the need for more systematic and sustainable socialization. Socialization strategies may include regular meetings, dissemination of information through official letters, online communication groups, and campaigns through social media or village community platforms. This approach will broaden the reach of information and encourage each BUMDesa to actively utilize the available services.

Thus, strategies to improve consultation services should include three main elements: increased socialization so that all BUMDesa are aware of these services, flexibility of assistance methods according to BUMDesa needs, and follow-up and evaluation mechanisms to ensure that the implementation of guidance runs effectively. These three elements will ensure that consultation services become not merely administrative formalities but real instruments in improving the capacity, accountability, and sustainability of BUMDesa management.

Planning the Drafting of Regional Regulations (Perda)

Regional regulations related to BUMDesa administration and finance have several strategic benefits. First, these regulations encourage the professionalization of BUMDesa management through clear administrative and financial reporting standards. Second, more systematic supervision helps regional governments monitor the use of Village Funds and BUMDesa performance, thereby minimizing the potential for misuse of funds or unaccountable management. Third, these regulations provide legal certainty for BUMDesa and villages in fulfilling requirements to obtain Village Funds while also serving as instruments to improve administrative discipline.

However, the effectiveness of these regional regulations depends on proper socialization, the readiness of villages and BUMDesa, and sustainable evaluation mechanisms. The gradual approach implemented can be an effective strategy to minimize resistance from villages while ensuring that every BUMDesa has sufficient capacity and understanding regarding administration and financial reporting. Thus, these regional regulations function not only as formal regulations but also as tools to strengthen BUMDesa capacity and the transparency of Village Fund management sustainably.

4. Conclusion

Based on the results of the research described in the previous chapters, several conclusions can be drawn as follows:

1. The development of beach tourism destinations by BUMDesa in Buru Regency, assessed from six dimensions based on Sunaryo's (2013) Tourism Destination Development Theory

Based on the research results, the development of beach tourism destinations by BUMDesa in Buru Regency, focused on the management of Baikolet Beach tourism by Jikumerasa BUMDesa, has generally progressed quite well and is supported by natural attraction potential, adequate accessibility, and the involvement of the village government, BUMDesa, tourism awareness groups (Pokdarwis), and the community in tourism management. However, tourism destination development still requires improvement in several dimensions so that tourism management can run more optimally.

The dimensions that still require major attention are the institutional and tourism human resources dimension, the tourism attraction and appeal dimension, and the other supporting tourism facilities dimension. Meanwhile, the accessibility and supporting infrastructure dimensions are basically already available and sufficiently support tourism activities. The accommodation/amenities dimension is not yet considered an urgent issue because most visitors still make short visits and do not stay overnight. In addition, tourism management is currently still focused on fulfilling basic facilities.

In the institutional and tourism human resources dimension, tourism management has not been fully supported by optimal institutional coordination, clear task division, managerial capacity of managers, and structured tourism promotion management. In the tourism attraction and appeal dimension, attraction development is still limited and has not been supported by tourism innovation capable of increasing visitor attraction. Meanwhile, in the other supporting tourism facilities dimension, there are still limitations in the variety of supporting facilities such as culinary services, souvenir products, and security supervision that has not been routinely carried out.

2. Based on the analysis results, the supporting factors in the development of BUMDesa tourism business units are: village potential; the availability of village funds and village fund allocations. Meanwhile, the inhibiting factors are:
 - a. weak BUMDesa management;
 - b. weak BUMDesa supervision; and
 - c. lack of cooperation in the capital aspect.
3. Based on the research results, the efforts made in developing Village-Owned Enterprises tourism business units in Buru Regency include:
 - a. Development of tourism facilities and infrastructure
 - b. Promotion of tourism destinations to increase tourist visits
 - c. Consultation and assistance services for BUMDesa
 - d. Planning the drafting of Regional Regulations (Perda) related to BUMDesa administration and finance.

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