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**EXPLORATION OF STRATEGIC MANAGEMENT IMPLEMENTATION
AND WORK MOTIVATION OF BUMDES BERKAHO PUNGPUNGAN
BOJONEGORO: A QUALITATIVE STUDY**

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ABSTRAK

This study examines the implementation of strategic management and work motivation in improving the performance of managers at BUMDes Berkah, Pungpungan Village, Bojonegoro. The research aims to understand how strategic management practices and work motivation are applied and how they contribute to organizational performance in village-owned enterprises. This study employs a qualitative approach using a case study design. Data were collected through in-depth interviews, observations, and documentation involving BUMDes managers and related stakeholders, and were analyzed using data reduction, data display, and conclusion drawing techniques. The results show that the implementation of strategic management is reflected in systematic planning, effective organizational coordination, and continuous evaluation of business activities. Work motivation is influenced by intrinsic factors such as organizational commitment and responsibility, as well as extrinsic factors including leadership support and community involvement. The discussion highlights that the integration of strategic management and strong work motivation enhances managerial effectiveness and organizational sustainability. The study implies that strengthening strategic management practices and fostering work motivation are essential to improve the performance and long-term sustainability of village-owned enterprises and similar community-based organizations.

Kata Kunci: Bumdes, Organizational Performance, Strategic Management, Work Motivation

BAB I

PENDAHULUAN

1.1 Latar Belakang

Globalization affects every aspect of life, including business at both national and international levels (Anggapratama & Irnawati, 2023a). Developments across various sectors in the current era of globalization in Indonesia require every organization, whether in the public or private sector, to be able to adapt to rapid environmental changes (Anggapratama & Irnawati, 2023b). Advances in information technology and economic digitalization also provide new opportunities for village economic institutions to innovate in enhancing competitiveness and community welfare. One form of economic innovation at the village level is the development of Village-Owned Enterprises (BUMDes), which function as drivers of the local economy as well as a manifestation of village independence in managing their existing potential (Kustaji et al., 2025). The presence of BUMDes is expected to support sustainable local economic development and optimize village potential through effective management practices.

Pungpungan Village, located in Kalitidu District, Bojonegoro Regency, has considerable economic potential, particularly through the existence of a traditional market that serves consumers from surrounding villages. This potential encourages the village government to establish BUMDes Berkaho as a strategic effort to manage and develop local economic resources. As a village-owned enterprise, BUMDes Berkaho is expected to enhance community welfare and support local economic growth through effective business management. However, the sustainability and performance of village-owned enterprises are highly dependent on managerial capabilities, strategic planning, and the motivation of organizational members in carrying out their responsibilities (Harinurdin et al., 2025).

Strategic management plays a crucial role in improving organizational performance by enabling organizations to formulate, implement, and evaluate

strategies effectively in response to environmental changes (Grewatsch et al., 2023). The successful implementation of strategic management helps organizations achieve their goals, enhance efficiency, and maintain sustainability. In addition, work motivation is an important factor influencing employee behavior and organizational performance, as motivated individuals tend to demonstrate higher commitment, productivity, and responsibility in achieving organizational objectives (Vo et al., 2022). The integration of effective strategic management and strong work motivation is therefore essential for improving managerial performance and ensuring organizational sustainability, particularly in community-based organizations such as BUMDes (Ikram et al., 2025).

Previous studies have examined the role of strategic management and work motivation in improving organizational performance in various organizational contexts. However, most of these studies focus on quantitative approaches and private or formal organizational settings, while limited research explores how strategic management and work motivation are implemented and interpreted in the context of village-owned enterprises, particularly using qualitative approaches (Saputra & Havlicek, 2025). Furthermore, studies examining managerial practices and motivational dynamics in BUMDes as community-based economic institutions remain limited, especially in understanding how these factors contribute to organizational performance and sustainability at the village level (Amiruddin et al., 2025). This condition indicates a research gap regarding the in-depth exploration of strategic management practices and work motivation within BUMDes management.

Based on this gap, this study aims to explore the implementation of strategic management and work motivation among managers of BUMDes Berkaho in Pungpungan Village, Bojonegoro, and to understand their role in improving organizational performance. By employing a qualitative approach, this study seeks to provide a comprehensive understanding of managerial practices, motivational factors, and organizational dynamics within village-owned enterprises.

This research contributes theoretically by enriching the literature on strategic management and work motivation in the context of community-based organizations, particularly village-owned enterprises. Practically, the findings are expected to provide insights for village governments and BUMDes managers in improving management practices and organizational performance to support sustainable local economic development. Thus, this study contributes to filling the research gap by providing empirical evidence on the implementation of strategic management and work motivation in BUMDes through an in-depth qualitative perspective.

Pungpungan Village was chosen as the research location because it is representative of a village undergoing social and economic transition. The youth in this village are increasingly connected to the digital world and are participating in the flow of information and consumption driven by globalization. However, not all young people have an adequate understanding of financial management, debt risks, or the long-term impacts of consumptive behaviour (Hale et al. 2021).

Given the importance of this issue, this study was conducted to determine the extent to which the use of pay-later online loans and consumptive motivation influence the consumptive behavior of young people in Pungpungan Village, Bojonegoro Regency. This research will not only describe the existing phenomenon but is also expected to provide solution-oriented recommendations to help foster wiser consumption behavior among rural youth.

1.2 Rumusan Masalah

Based on the background of the problem, the research questions for this study are as follows:

1. How is strategic management implemented at BUMDes Berkaho, Pungpungan Village, Bojonegoro?
2. What are the forms and dynamics of work motivation among the managers of BUMDes Berkaho?

3. How do strategic management and work motivation contribute to improving managerial performance at BUMDes Berkaho?

1.3 Tujuan Penelitian

Berdasarkan penemuan masalah yang telah disusun, maka penulis menetapkan tujuan penulisannya sebagai berikut:

- a. To examine how strategic management is implemented within BUMDes Berkaho, including planning, implementation, and evaluation processes.
- b. To identify and analyze the forms and dynamics of work motivation among BUMDes managers, both intrinsic and extrinsic..
- c. To explore how strategic management and work motivation contribute to improving managerial performance and organizational effectiveness..

1.4 Manfaat Penelitian

Hasil penelitian yang diperoleh diharapkan mampu memberikan manfaat berbagai penulis, perusahaan dan pihak Universitas Bojonegoro.

Bagi Penulis

Penelitian ini diharapkan bermanfaat bagi penulis untuk meningkatkan dan mengembangkan kemampuan pengetahuan, wawasan serta kemampuan berfikir dalam menulis karya ilmiah tentang manajemen strategi, motivasi kerja dan performa kinerja BUMDES Berkaho Pungpungan Kabupaten Bojonegoro.

Bagi Pemerintah Daerah

Hasil penelitian ini diharapkan dapat memberikan informasi kepada pemerintah daerah mengenai penggunaan manajemen strategi, motivasi kerja dan performa kinerja BUMDES Berkaho Pungpungan Kabupaten Bojonegoro.

Bagi Universitas Bojonegoro

Penelitian ini diharapkan dapat memberikan wawasan dan juga refrensi dalam membuat suatu karya ilmiah khususnya bagi jurusan manajemen ritel mengenai

manajemen strategi, motivasi kerja dan performa kinerja BUMDES Berkah Pungpungan Kabupaten Bojonegoro. Berharap penelitian ini dapat dijadikan acuan bagi para peneliti selanjutnya.

BAB II

TINJAUAN PUSTAKA

2.1 Landasan Teori

Landasan teori mengemukakan tentang teori-teori atau temuan ilmiah berdasarkan temuan-temuan sebelumnya yang berkaitan dengan masalah yang diteliti dan relevan dengan keilmuan tema pada penelitian. Dalam hubungan ini pemilihan bahan pustaka harus didasarkan pada dua kriteria, yaitu prinsip kemuthakiran dari perkembangan ilmu dan literatur serta prinsip relevansi dengan topik yang diteliti.

2.1.1. Strategic Management

Strategic management is a systematic process that enables organizations to formulate, implement, and evaluate strategies to achieve organizational goals effectively and efficiently. According to Akone & Kinyua (2025), strategic management involves cross-functional decision-making that helps organizations respond to environmental changes and maintain competitiveness. Further explain that strategic management includes environmental analysis, strategy formulation, strategy implementation, and evaluation, which are essential for organizational sustainability (Manninen & Huiskonen, 2022). Recent research highlights that effective strategic management contributes to organizational performance through systematic planning, resource allocation, and performance control mechanisms (Biondi & Russo, 2022). In the context of community-based organizations, strategic management plays an important role in optimizing local resources and improving managerial effectiveness. However, previous studies predominantly examine strategic management in private and public sector organizations using quantitative approaches, while limited research explores its implementation in village-owned enterprises, particularly from a qualitative perspective (Putra et al., 2025).

2.1.2. Work Motivation

Work motivation refers to internal and external factors that stimulate individuals to act, perform, and achieve organizational objectives. Le et al., (2024) explain that motivation consists of intrinsic motivation, which originates from personal satisfaction and responsibility, and extrinsic motivation, which is influenced by external factors such as rewards, leadership support, and organizational environment. Research by Layek & Koodamara (2024) demonstrates that both intrinsic and extrinsic motivation significantly influence employee performance and organizational outcomes. Strong work motivation encourages individuals to demonstrate higher commitment, productivity, and responsibility, which ultimately improves organizational effectiveness. In community-based organizations, work motivation is closely related to social responsibility, community participation, and collective goals. However, previous studies mainly focus on motivation in formal organizational settings, and limited research examines motivational dynamics among managers of village-owned enterprises, particularly in understanding how motivation contributes to organizational performance and sustainability (Purnomo & Purwandari, 2025)

2.1.3. Organizational Performance

Organizational performance reflects the extent to which an organization achieves its objectives effectively and efficiently. Richard et al. (2019) describe organizational performance as a multidimensional concept that includes productivity, efficiency, and organizational sustainability. In community-based organizations such as Village-Owned Enterprises (BUMDes), performance is not only measured by financial outcomes but also by social impact and community welfare. Studies show that managerial capability, strategic planning, and human resource factors significantly influence organizational performance, especially in small and community-based organizations (Melián-González et al., 2021). Furthermore, BUMDes play a strategic role in promoting rural economic development and community empowerment, but their performance often faces challenges related to limited managerial competence and governance practices (Febriani et al., 2021; Pratono et al., 2022). Despite the importance of

organizational performance in BUMDes, research examining how strategic management and work motivation contribute to performance improvement remains limited, particularly using qualitative approaches.

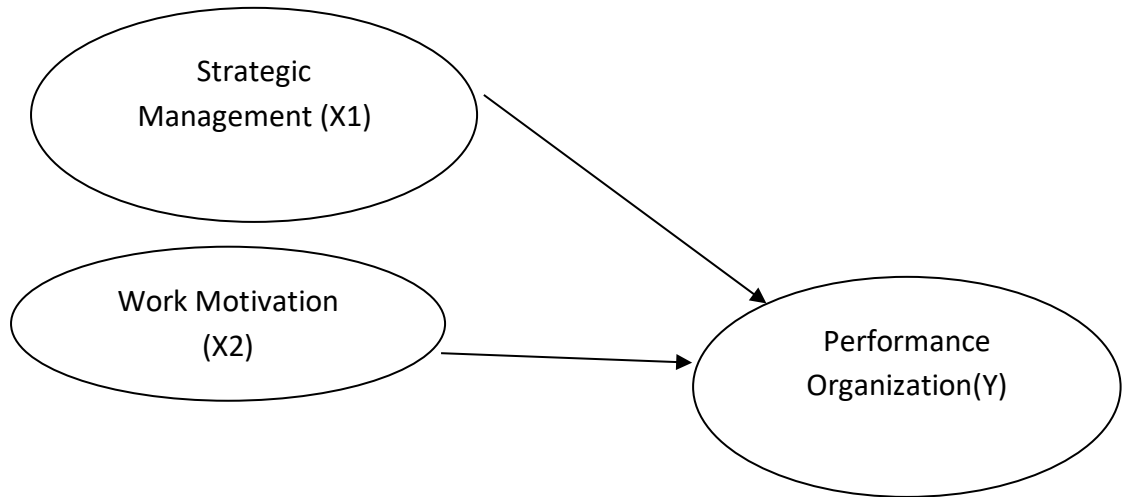
2.2 Penelitian Terdahulu

Tabel 2.1 Penelitian Terdahulu

No.	Nama dan Tahun Penelitian	Metode Penelitian	Variabel atau Instrumen	Hasil Penelitian
1	Putra (2025)	Jenis Penelitian Kuantitatif. Analisis yang digunakan Regresi Linier Berganda.	Work Motivation dan Strategic Management	Work Motivation dan Strategic Management berpengaruh signifikan terhadap kinerja organisasi
2	Akone dan Kinyua (2025)	Jenis Penelitian Kualitatif.	Work Motivation dan Performance Organization	Work Motivation berpengaruh terhadap performance organization
3	Annisa Sari Dewi (2022)	Jenis Penelitian Kuantitatif. Analisis yang digunakan Regresi Linier Berganda.	Work Motivation dan Strategic Management	Work Motivation berpengaruh terhadap Strategic Management
4	Shintya Novita Sari (2022)	Jenis Penelitian Kuantitatif. Analisis yang digunakan Regresi Linier Berganda.	Gaya Hidup, Perilaku Konsumtif Mahasiswa	Gaya Hidup berpengaruh signifikan terhadap Perilaku Konsumtif Mahasiswa
5	Manninen dan Huiskonen (2022)	Jenis Penelitian Kualitatif	Strategic Management dan Performance Organization	Strategic Management berpengaruh terhadap Performance Organization

Sumber: Hasil penelitian sebelumnya diolah (2025)

2.3 Kerangka Konsep Penelitian



Gambar 2.1 Kerangka Konsep Penelitian

BAB III METODE PENELITIAN

3.1 Jenis dan Pendekatan Penelitian

Jenis penelitian yang digunakan kualitatif. Penelitian ini dilakukan untuk menganalisis *strategic management* BUMDES Berkaho Pungpungan Kabupaten Bojonegoro, dimana *performance organization* BUMDES Berkaho Pungpungan Kabupaten Bojonegoro sebagai variabel dependen (Y) dipengaruhi oleh penggunaan *strategic management* (X1) dan *work motivation* (X2).

3.2 Lokasi Penelitian

Lokasi penelitian di desa Pungpungan Kabupaten Bojonegoro. Sebab pemuda di Desa Pungpungan yang telah menggunakan fasilitas pinjaman daring bayar nanti untuk memenuhi gaya hidup, terutama dalam pembelian barang konsumtif seperti pakaian, gadget, dan aksesoris yang cermat mengetahui terhadap data serta informasi demikian diharapkan mereka bisa memberikan data yang diperlukan dalam penelitian

3.3 Populasi, Sampel dan Teknik Pengambilan Sampel

Populasi adalah wilayah generalisasi yang terdiri atas: objek/subjek yang mempunyai kualitas dan karakteristik tertentu yang ditetapkan oleh peneliti untuk mempelajari dan kemudian ditarik kesimpulannya (Sugiyono, 2017).

Sampel adalah bagian dari jumlah dan karakteristik yang dimiliki oleh populasi (Sugiyono, 2017). Pada Penelitian ini sampel yang digunakan adalah pemuda desa Pungpungan Kabupaten Bojonegoro.

3.4 Jenis Data dan Teknik Pengumpulan Data

Untuk mendukung penelitian ini dan memperoleh data yang dibutuhkan, maka jenis data yang digunakan adalah data primer dan sekunder. Adapun teknik sampel yang digunakan penulis dalam melakukan penelitian ini adalah non-probability sampling. Menurut Sugiyono (2016) non-probability sampling adalah

teknik pengambilan sampel yang tidak memberikan peluang/kesempatan sama bagi setiap unsur atau anggota populasi untuk dipilih menjadi sampel.

3.5 Analisis Data

Metode dalam penelitian ini menggunakan wawancara dan menggunakan data sekunder. Agar data yang digunakan dapat dimanfaatkan, maka data tersebut diolah dan dianalisis terlebih dahulu sehingga nantinya dapat dijadikan dasar dalam pengambilan keputusan.

BAB IV HASIL DAN PEMBAHASAN

4.1 Hasil Penelitian

The findings of this study reveal that the implementation of strategic management and work motivation plays an important role in improving the performance of managers at BUMDes Berkah, Pungpungan Village, Bojonegoro. The results indicate that strategic management practices are reflected in systematic planning, clear organizational coordination, and continuous evaluation of business activities. Managers implement strategic planning by identifying village economic potential, organizing business operations, and monitoring performance to ensure the achievement of organizational goals.

The findings also show that work motivation among managers is influenced by both intrinsic and extrinsic factors. Intrinsic motivation includes responsibility, organizational commitment, and personal awareness in achieving organizational goals. Meanwhile, extrinsic motivation is reflected in leadership support, community participation, and a supportive organizational environment. These motivational factors contribute to improved managerial effectiveness, increased responsibility in task completion, and better organizational performance.

Furthermore, the study found that the integration of strategic management practices and strong work motivation creates an effective organizational environment that supports the sustainability of BUMDes operations and improves managerial performance in managing local economic potential.

4.2 Pembahasan

The results indicate that the implementation of strategic management improves organizational performance by providing clear direction in decision-making and resource allocation. This finding supports the concept proposed by David and David (2017), which states that strategic management enables

organizations to respond effectively to environmental changes through planning and evaluation processes. Similarly, Fuertes et al. (2020) argue that strategic management enhances organizational effectiveness by integrating strategy formulation and implementation. In the context of BUMDes Berkah, strategic management practices help managers optimize local economic potential and improve operational efficiency, which ultimately contributes to organizational sustainability.

The influence of work motivation on managerial performance is consistent with motivation theory proposed by Ryan and Deci (2020), which explains that intrinsic and extrinsic motivation influence individual behavior and work performance. Managers who possess strong intrinsic motivation demonstrate greater commitment and responsibility, while external factors such as leadership support and community involvement strengthen work engagement. These findings support Cerasoli et al. (2019), who emphasize that work motivation contributes to improved organizational outcomes through increased productivity and commitment. In community-based organizations such as BUMDes, motivation is driven not only by economic incentives but also by social responsibility and community welfare objectives.

The findings also explain why strategic management and work motivation significantly influence organizational performance. As a community-based enterprise, BUMDes operates in a dynamic environment that requires effective management practices and strong human resource commitment. Strategic management provides structured guidance for achieving organizational objectives, while work motivation encourages managers to perform their responsibilities effectively. The interaction between these two factors creates a supportive organizational environment that enhances managerial effectiveness and organizational sustainability. This result is in line with previous studies highlighting the importance of managerial capability and human resource factors in improving organizational performance, particularly in small and community-based organizations (Melián-González et al., 2021).

Compared with previous studies, this research provides a different perspective by examining strategic management and work motivation within the context of village-owned enterprises using a qualitative approach. Previous research largely focuses on formal organizational settings and quantitative analysis, while this study offers an in-depth understanding of managerial practices and motivational dynamics in community-based economic institutions. The findings extend existing literature by demonstrating how strategic management and work motivation are implemented and interpreted in the BUMDes context.

The implications of this study are both theoretical and practical. Theoretically, this research enriches the literature on strategic management and work motivation by providing empirical evidence from community-based organizations. Practically, the results suggest that village governments and BUMDes managers should strengthen strategic planning processes, enhance leadership support, and foster work motivation to improve managerial performance and organizational effectiveness. In the future, strengthening managerial capacity and organizational governance is expected to enhance the sustainability and competitiveness of village-owned enterprises and support local economic development.

BAB V PENUTUP

5.1 Kesimpulan

This section is the final part of the article that reflects the research's essence and rationale, which is based on research evidence and data. The conclusion should not be written in statistical sentences. Implications, limitations, and suggestions are presented in new paragraphs without numbering.

The findings of this study show that the implementation of strategic management and work motivation plays an important role in improving the performance of managers at BUMDes Berkah, Pungpungan Village, Bojonegoro. Strategic management is reflected in systematic planning, effective coordination, and continuous evaluation of organizational activities, which provide clear direction in managing local economic potential. Work motivation, both intrinsic and extrinsic, strengthens managerial commitment, responsibility, and work effectiveness in achieving organizational goals. The integration of strategic management practices and strong work motivation creates a supportive organizational environment that enhances managerial effectiveness and organizational sustainability. This study contributes to the development of strategic management and organizational behavior literature in community-based organizations and provides practical insights for improving the management of village-owned enterprises.

This study has several limitations. First, the research was conducted in a single village-owned enterprise, which may limit the generalization of findings to other organizational contexts. Second, the study focuses on managerial perspectives, which may not fully capture the views of all stakeholders involved in BUMDes operations. Third, the qualitative approach emphasizes in-depth understanding of specific phenomena, so the findings reflect contextual conditions within the research setting.

5.2 Saran

Future research is suggested to expand the scope of study by involving multiple village-owned enterprises to provide broader insights into strategic management and work motivation practices. Further studies may also include perspectives from various stakeholders, such as community members and local government representatives, to obtain a more comprehensive understanding of organizational dynamics. In addition, future research may combine qualitative and quantitative approaches to strengthen the analysis of factors influencing organizational performance and sustainability in community-based economic institutions.

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