



# Community-Based Tourism Development Through Village Enterprises: A Maslahah Perspective

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## Abstract

Community-based tourism has emerged as an important strategy for promoting rural economic development and improving local welfare through the sustainable utilization of local resources. Village-Owned Enterprises play a strategic role in managing tourism potential while ensuring community participation and equitable economic benefits. This study aims to analyze the management development strategy of Bukit Holbung Sipege Village-Owned Enterprise in enhancing community welfare in Hariara Pohan Village, Samosir Regency, from the perspective of *maslahah*. A descriptive qualitative approach was employed using SWOT analysis through the Internal Factor Analysis Summary and External Factor Analysis Summary matrices to identify internal strengths and weaknesses as well as external opportunities and threats. Data were collected through interviews, observations, and document analysis involving village administrators, tourism managers, community members, and local business actors. The findings reveal that the tourism-based Village-Owned Enterprise contributes to economic and social welfare by creating employment opportunities, stimulating micro and small business activities, and increasing local income generation. SWOT results positioned the organization in Quadrant II, indicating a Weaknesses-Opportunities strategy focused on strengthening human resources, managerial capacity, innovation, and tourism promotion. From the *maslahah* perspective, the management model supports the protection of wealth and human well-being through inclusive economic opportunities and improved quality of life. The study implies that strengthening institutional capacity and community participation is essential to achieving sustainable and socially beneficial tourism development.

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## INTRODUCTION

The tourism sector is one of the fields with strategic potential for driving regional economic development and improving community well-being. Tourism development is not only focused on increasing the number of tourist visits but can also create job opportunities, boost community income, and optimize the use of local potential and resources. Indonesia, as a country with vast natural wealth and cultural diversity, possesses a wide range of tourism potentials that can be developed in accordance with the characteristics of each region (Lubis et al., 2023). Over time, the concept of community-based tourism has emerged as an approach that positions local communities as a vital component in the management and development of tourist destinations. This approach enables communities to participate in harnessing their villages' potential while reaping economic and social benefits more equitably (Dayantri et al., 2024).

BUMDes Bukit Holbung Sipege is a village-owned enterprise that manages natural tourism resources as part of an effort to boost the economy and improve the well-being of the community in Hariara Pohan Village, Samosir Regency. This BUMDes not only serves as a manager of tourist destinations but also acts as a vehicle for community empowerment through job creation and increased village revenue. A Village-Owned Enterprise (BUMDes) is a legal entity established by the village government to manage the village's potential and improve community welfare (Warti'ah et al., 2025).

The existence of BUMDes is regulated by Law No. 6 of 2014 on Villages, as amended by Law No. 3 of 2024, as well as Government Regulation No. 11 of 2021 on Village-Owned Enterprises. Article 117 of Government Regulation No. 11 of 2021 explains that the organizational structure of a BUMDes consists of advisors, operational staff, and supervisors. According to Titania & Utami, (2021), BUMDes is a government initiative in the form of a budget allocated to develop the rural economy.

With the approval of the village budget, the village government must possess sufficient capacity and readiness to manage village finances properly in accordance with the principles set forth in Ministry of Home Affairs Regulation No. 20 of 2018 namely, the principles of transparency, accountability, participation, orderly implementation, and adherence to estimates and the stages of village financial management, which consist of several processes: planning, implementation, record-keeping, reporting, and accountability (Sagala & Siregar, 2023).

In analyzing the management of BUMDes, George R. Terry's management theory can serve as a foundation for examining organizational management processes through the functions of planning, organizing, actuating, and controlling. These four functions are used to examine how BUMDes plan tourism development programs, assign tasks and coordinate efforts, carry out business activities, and conduct monitoring and evaluation. Thus, management theory serves as a foundation for identifying aspects of management that still face obstacles in achieving BUMDes' objectives effectively and efficiently.

These management issues are becoming increasingly critical because BUMDes Bukit Holbung operates in the tourism sector, which is highly dependent on the quality of the tourist experience. Limited innovation and promotion may prevent the tourism potential from reaching the market to its fullest extent, meaning that opportunities to increase visitor numbers have not been fully realized. Limited facilities and infrastructure particularly parking facilities can also affect tourist comfort. If these conditions are not addressed,

the impact will not only affect the BUMDes management but could also lead to a decline in visitor numbers, limited transactions for MSMEs around the tourist area, and reduced income opportunities for communities dependent on tourism activities. In this study, these impacts are understood as consequences that need to be investigated through field data; it is not assumed that a decline in tourist numbers had already occurred prior to the study.

Based on interviews with the management of the Bukit Holbung Village-Owned Enterprise (BUMDes) in Hariara Pohan Village, it was found that the BUMDes has 29 managers and employees. Of this number, 2 are college graduates, while the other 27 are high school graduates. Based on field research, the obstacles and challenges faced by the BUMDes include human resources (HR) with limited experience in tourism development and a lack of innovation. Consequently, management operations are not running optimally. The lack of indicators used as benchmarks in management activities can lead to inaccuracies in BUMDes operations, which in turn can affect the BUMDes' performance. One aspect that still requires attention in BUMDes management is strengthening human resource (HR) literacy. BUMDes management has not been optimal due to low work performance and an inability to manage operations efficiently, effectively, and in a way that empowers the community (Nasution et al., 2023). As the demands for BUMDes management become increasingly dynamic, improving HR literacy is essential so that managers can manage the village's potential more effectively and sustainably. On the other hand, a recruitment system that is not fully competency-based can also lead to a mismatch between managers' capabilities and the organization's needs.

This situation can be explained through the Human Capital theory proposed by Gary S. Becker, who views education, knowledge, skills, and experience as forms of human capital that can increase productivity. In the context of BUMDes, the quality of human resources is one of the factors that supports managers' ability to carry out management functions and develop business activities. Therefore, limitations in the managers' experience, knowledge, and competencies can affect BUMDes' ability to innovate, promote, provide services, and optimally develop tourism potential.

In practice, the management of BUMDes still has room to further strengthen managerial aspects, such as developing more focused business plans, assigning tasks according to respective roles, coordinating among board members, and conducting regular monitoring and evaluation. Therefore, capacity-building efforts through training, mentoring, and competency development are expected to support the realization of increasingly professional BUMDes management and provide benefits to the village community.

Nevertheless, BUMDes have persevered thanks to the encouragement and involvement of the village government, which acts as an advisor to BUMDes and provides guidance to the management, supervisors, and employees to improve BUMDes management as much as possible. The location an area with significant potential to attract tourists in the Lake Toba region has played a crucial role in the success of BUMDes Bukit Holbung Sipege.

The success of BUMDes management can be understood through the theory of business success, which examines a business's ability to achieve its established goals, both in economic terms and in terms of business sustainability. According to Suryana, (2019), business success can be reflected in increased sales, profits, growth, and business sustainability. In the context of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes), success is

measured not only by the ability to sustain tourism operations but also by the BUMDes's capacity to expand its business and generate economic benefits for the village community. This aligns with the role of the business sector in enhancing the economic well-being of communities (Sutoyo et al., 2022).

Given these circumstances, this study is important to analyze how successfully the Bukit Holbung Village-Owned Enterprise (BUMDes) has managed to improve the well-being of the Hariara Pohan Village community. This study does not aim to identify violations of regulations regarding BUMDes membership, but rather to examine whether the available human resources have been able to support the effective management of the BUMDes. Furthermore, the research findings are analyzed using the *maslahah* perspective to determine the extent to which the management of the BUMDes has provided benefits and fostered the well-being of the community in Hariara Pohan Village.

BUMDes Bukit Holbung also continues to face limitations regarding parking facilities. This situation is influenced by the tourist area's location in a hilly region bordering a forest area, which severely limits the space available for developing parking lots. The management explained that various efforts have been made, including submitting proposals to the Forestry Service and other relevant agencies to widen access roads and provide parking areas. However, to date, the development process is still subject to regulations regarding permits and land use. This situation demonstrates that the management of BUMDes faces challenges not only in strengthening human resource capacity but also in dealing with limitations in supporting infrastructure, which could potentially affect the quality of tourism services and the optimization of community welfare improvements.

This situation can also be analyzed through the theory of sustainable tourism development, which emphasizes a balance between economic benefits, the social interests of the community, and environmental conservation (Nurhayati et al., 2025). Tourism development is not only aimed at increasing the number of visitors but also at utilizing tourism potential in a sustainable manner to provide long-term benefits for local communities without neglecting the conservation of natural resources. In the context of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes), the development of facilities, services, promotion, and tourism-related economic activities must be carried out while taking into account environmental conditions and the sustainability of the tourism area. Thus, the success of tourism management is not only measured by economic aspects but also by the managers' ability to maintain a balance between economic, social, and environmental interests.

Therefore, this study is important to analyze how successful the management of BUMDes Bukit Holbung has been in achieving community welfare from the perspective of *maslahah*. A study conducted by (Majojo, 2025), titled "Analysis of BUMDes Management in Efforts to Improve Community Welfare (A Case Study of Balbar Village, North Oba District, Tidore Islands City)," aimed to analyze BUMDes management, the level of community welfare, and the challenges faced in managing BUMDes. The study employed a descriptive qualitative approach through observation, interviews, and documentation. The results indicate that BUMDes management has implemented management functions fairly well and has contributed to improving community welfare.

The researcher's interest in conducting this study stemmed from his experience during the Community Service Program (KKN) in Hariara Pohan Village, Samosir Regency. During the KKN program, the researcher had the

opportunity to interact directly with village officials, BUMDes management, MSME operators, and the local community. Through this experience, the researcher observed that the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) plays a crucial role in managing the village's tourism potential and has a positive impact on boosting the community's economic activity. The existence of the BUMDes not only creates job opportunities and fosters the growth of community-based businesses but also serves as a key driver of the village's economic development.

In addition to serving as a form of academic development, this research also reflects the researchers' concern for and contribution to the village where they once conducted their Community Service Program (KKN). The researcher hopes that the results of this study can provide useful recommendations for the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) in improving the quality of management, strengthening community empowerment, and realizing the welfare of the Hariara Pohan Village community in accordance with the principles of *maslahah*. Thus, this study is expected not only to fulfill an academic requirement for completing the researcher's studies but also to provide tangible benefits for the advancement of the BUMDes and the economic development of Hariara Pohan Village.

## METHODS

This study employs a qualitative descriptive approach using the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis method (Fatimah, 2020; Hamid et al., 2026). The qualitative descriptive approach was chosen because this study aims to provide an in-depth description of the management conditions of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) based on facts discovered in the field. Through this approach, the researcher seeks to comprehensively understand the management of the BUMDes by identifying various internal factors including strengths and weaknesses as well as external factors, such as opportunities and threats. These factors were identified to determine the extent to which the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) is capable of supporting improved welfare for the community of Hariara Pohan Village, Samosir Regency.

The analytical method used in this study is SWOT analysis. This analysis was used to identify and analyze the internal and external conditions that influence the success of the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes). Strengths were analyzed to identify the various advantages possessed by the BUMDes, such as the tourism potential of Bukit Holbung as a premier destination, support from the village government, and community participation in tourism management.

Weaknesses were analyzed to identify various limitations still faced, such as human resource quality that is not yet fully optimized, limited supporting facilities and infrastructure, and insufficient innovation in business development. Opportunities were analyzed by examining government program support for the development of tourism villages, increasing public interest in nature-based tourism, the development of information technology as a promotional medium, and opportunities for collaboration with MSME actors.

Meanwhile, threat factors were analyzed through various external conditions that could potentially hinder the development of BUMDes, such as competition with other tourist destinations, changes in economic conditions, weather factors, and policies related to the management of conservation areas.

All of these findings were then analyzed using a SWOT matrix to generate alternative strategies SO, WO, ST, and WT as a basis for formulating BUMDes development strategies.

Data collection for this study was conducted using several techniques, namely observation, interviews, questionnaires, and documentation (Efendi et al., 2026; Engkizar et al., 2025, 2026; Eriyanti et al., 2020; Kassymova et al., 2025; Sari et al., 2025). Observation involved directly observing the management activities of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes), the condition of the Bukit Holbung tourist site, supporting facilities and infrastructure, as well as community economic activities related to the existence of the BUMDes. In-depth interviews were conducted with BUMDes management, the Hariara Pohan village government, business operators, and community members to obtain information regarding the management system, challenges faced, and the impact of BUMDes management on community welfare. In addition, this study used a questionnaire as an instrument to obtain respondents' assessments of the internal and external factors that formed the basis for the SWOT analysis. The documentation technique involved collecting various documents related to the study, such as the BUMDes' Articles of Association and Bylaws, organizational profile, management structure, activity reports, tourist visit data, photos of activities, and other supporting documents relevant to the study.

The respondents in this study consisted of internal and external respondents. Internal respondents were selected because they possessed knowledge of and were directly involved in the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes), enabling them to provide information regarding the organization's strengths and weaknesses. Internal respondents included the Director of BUMDes, the Secretary of BUMDes, the Treasurer of BUMDes, the manager of the Bukit Holbung tourism business unit, the Village Head of Hariara Pohan, and village officials responsible for managing BUMDes. Meanwhile, external respondents were selected to assess the opportunities and threats faced by the BUMDes. External respondents consisted of residents of Hariara Pohan Village, MSME operators collaborating with the BUMDes, community leaders, tourists or users of Bukit Holbung's tourism services, as well as village facilitators or representatives from the Samosir Regency Community and Village Empowerment Office.

Data analysis in this study was conducted in stages, beginning with data collection through observation, interviews, questionnaires, and documentation. Subsequently, the data obtained were analyzed by identifying various internal factors such as strengths and weaknesses as well as external factors such as opportunities and threats that influence the success of the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes). These factors were then organized into the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices, with weights and ratings assigned to each factor based on their level of importance and the actual conditions of the BUMDes.

The product of the weight and rating for each factor yielded a score, which was subsequently used to determine the BUMDes's position on the SWOT diagram. Based on this position, a SWOT Matrix was developed, yielding the strategic alternatives SO, WO, ST, and WT. The analysis results were then interpreted to assess the success of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) in improving the welfare of the Hariara

Pohan village community and to serve as the basis for formulating strategic recommendations for the BUMDes' development.

## RESULT AND DISCUSSION

Based on the results of interviews and field observations, the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) exhibits strengths focused on community welfare as well as operational weaknesses. Its main strengths include the economic and social benefits experienced by residents, the natural appeal of Bukit Holbung, the participation of the local community, and a business orientation that prioritizes the community's well-being. Meanwhile, its weaknesses include limited human resource capacity, suboptimal promotion, low levels of innovation, managerial skills that are still developing, and inadequate infrastructure. Externally, growing interest in nature-based tourism, government programs, digital media, collaboration with micro and small businesses, and public-private partnerships create various opportunities. On the other hand, competition, environmental degradation, fluctuations in visitor numbers, sanitation issues, and changes in economic or social conditions have been identified as threats.

### Internal factors: IFAS analysis

The IFAS results indicate that weaknesses are slightly more dominant than strengths. The recorded strength score is 1.414216, while the weakness score is 1.530637. The most significant weaknesses relate to staff capabilities, innovation, promotion, and managerial capacity. Nevertheless, the strengths profile confirms that this enterprise has generated both material and social benefits and possesses attractive tourism assets. A summary of these factors is presented in Table 1.

**Table 1. Summary of internal factors affecting the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes)**

| Internal Factors                                               | Weight | Rating | Weight × Rating |
|----------------------------------------------------------------|--------|--------|-----------------|
| Strength: Economic and social benefits for local residents     | 0.08   | 3.50   | 0.30            |
| Strength: Company management oriented toward community welfare | 0.09   | 3.00   | 0.27            |
| Strength: Fair and community-oriented tourism management       | 0.09   | 2.80   | 0.26            |
| Strength: Equitable distribution of tourism benefits           | 0.09   | 2.80   | 0.26            |
| Strength: Material and social benefits                         | 0.10   | 3.00   | 0.30            |
| <b>Total Strengths</b>                                         |        |        | <b>1.414216</b> |

**Table 2. Weaknesses in staff capabilities, innovation, promotion, and managerial capacity**

| Internal Factors                         | Weight | Rating | Weighted Score (Weight × Rating) |
|------------------------------------------|--------|--------|----------------------------------|
| Weakness: Limited human resource quality | 0.11   | 3.60   | 0.40                             |
| Weakness: Limited tourism facilities     | 0.10   | 1.80   | 0.19                             |
| Weakness: Limited promotional activities | 0.10   | 3.00   | 0.30                             |
| Weakness: Limited innovation             | 0.10   | 3.33   | 0.35                             |
| Weakness: Need to improve                | 0.10   | 2.25   | 0.26                             |

|                         |                 |
|-------------------------|-----------------|
| managerial capabilities |                 |
| <b>Total Strengths</b>  | <b>1.530637</b> |

Overall, internal weaknesses still outweigh strengths, primarily due to limitations in human resource quality, innovation, and promotion, which can hinder the optimization of tourism management. The analysis results indicate that the internal conditions of the BUMDes still need to be strengthened so that the potential and benefits of Bukit Holbung tourism can be managed optimally and sustainably.

#### **External Factors: EFAS Analysis**

The EFAS analysis results show an opportunity score of 1.684058 and a threat score of 1.030435. Thus, opportunities outweigh threats, driven primarily by public interest in nature-based tourism, promotion through social media, collaboration with local businesses, and government support. These conditions suggest that the company does not need to wait until its internal capabilities are fully developed to begin taking action; it can leverage external partnerships to bridge capability gaps. Table 3 summarizes these external factors.

**Table 3. Summary of external factors affecting the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes)**

| External Factors                                         | Weight | Rating | Weighted Score<br>(Weight × Rating) |
|----------------------------------------------------------|--------|--------|-------------------------------------|
| Opportunity: Increasing interest in nature-based tourism | 0.10   | 3.60   | 0.38                                |
| Opportunity: Government support for village tourism      | 0.09   | 3.16   | 0.30                                |
| Opportunity: Social media for promotional activities     | 0.10   | 3.16   | 0.33                                |
| Opportunity: Collaboration with local business operators | 0.09   | 3.50   | 0.33                                |
| Opportunity: Public-private partnerships                 | 0.10   | 3.33   | 0.33                                |
| Total Opportunities                                      |        |        | 1.684058                            |

**Table 4. External factors affecting the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes)**

| External Factors                            | Weight | Rating | Weighted Score<br>(Weight × Rating) |
|---------------------------------------------|--------|--------|-------------------------------------|
| Threat: Competition from other destinations | 0.10   | 1.83   | 0.18                                |
| Threat: Environmental degradation           | 0.10   | 2.00   | 0.20                                |
| Threat: Fluctuations in visitor numbers     | 0.10   | 1.83   | 0.18                                |
| Threat: Low awareness of cleanliness        | 0.10   | 2.50   | 0.25                                |
| Threat: Economic and social changes         | 0.09   | 2.16   | 0.19                                |
| Total Threats                               |        |        | 1.030435                            |

Based on the results of the IFAS and EFAS matrix analyses, the total IFAS score was 2.944853 and the total EFAS score was 2.714493. In the IFAS matrix, the total score for strengths was 1.414216, while the total score for weaknesses was 1.530637. These results indicate that the internal weaknesses of BUMDes Bukit Holbung Sipege are slightly more dominant than its strengths. The main weaknesses lie in limitations in human resource quality, innovation, promotion, and managerial capabilities. Nevertheless, BUMDes still possesses strengths in the form of economic and social benefits felt by the community, as well as a focus on the public good.

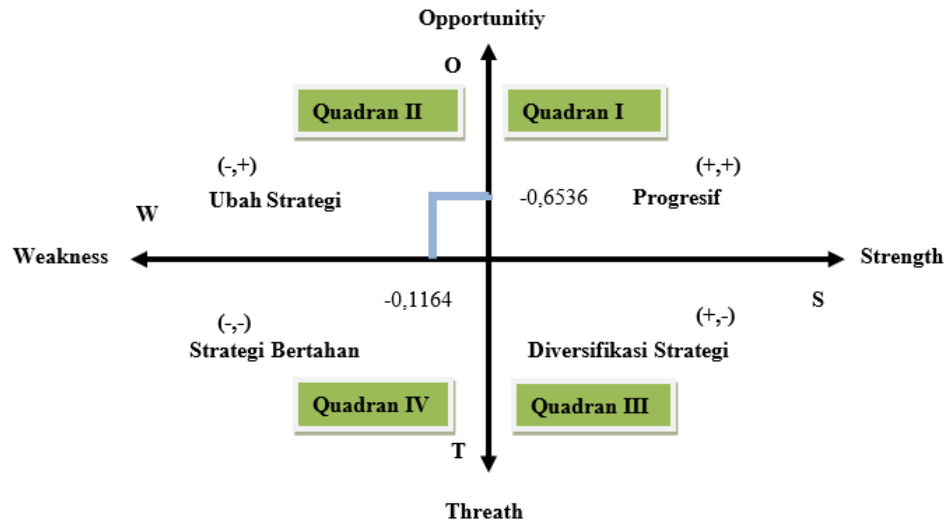


**Fig 1. Strategic Position Matrix for Tourism Development Based on a SWOT Analysis**

1. Strength Score – Weakness Score  
 $1.414216 - 1.530637 = -0.116421$
2. Opportunity Score – Threat Score  
 $1.684058 - 1.030435 = 0.653623$

Based on the results of the SWOT analysis, the position of BUMDes Bukit Holbung Sipege can be explained as follows: First, the internal axis (-0.116421) indicates that the total weaknesses of BUMDes are slightly greater than its total strengths. This suggests that there are still several internal constraints, particularly regarding the quality of human resources, innovation, promotion, facilities, and management.

Second, the external axis (0.653623) indicates that the available opportunities outweigh the threats faced. These opportunities stem from the high potential for nature-based tourism, the growth of promotion through social media, tourism village development programs, collaboration with MSMEs, as well as support from the government and the private sector.

Third, since the coordinates are at (-0.116421; 0.653623), the BUMDes is positioned in Quadrant II a condition where internal weaknesses are still more dominant, but external opportunities are substantial. Therefore, the strategy to be employed is the WO (Weaknesses–Opportunities) strategy, which involves leveraging available opportunities to address and mitigate internal weaknesses.

Therefore, BUMDes Bukit Holbung Sipege needs to take advantage of available opportunities for tourism development and collaboration to enhance human resource capabilities, strengthen promotional efforts, develop innovative tourism products and services, and improve management systems, so that internal weaknesses can be mitigated and the tourism potential of Bukit Holbung can be utilized more effectively.

**Table 5. SWOT Matrix for BUMDes Bukit Holbung Sipege**

|                                                                                                                                                                                                                                                                                                                                                                      | <b>Strengths</b>                                                                                                                                       | <b>Weaknesses</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal                                                                                                                                                                                                                                                                                                                                                             | S1: The unique and iconic landscape of Bukit Holbung.<br>S2: Strategic location near Lake Toba.<br>S3: Significant potential for nature-based tourism. | W1: Limited human resource quality.<br>W2: Limited tourism promotion.<br>W3: Limited innovation by the Village-Owned Enterprise (BUMDes).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| External                                                                                                                                                                                                                                                                                                                                                             | S4: High levels of local community participation.                                                                                                      | W4: Managerial capabilities need further development.<br>W5: Limited tourism facilities and infrastructure.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Opportunities</b>                                                                                                                                                                                                                                                                                                                                                 | <b>SO Strategies:</b>                                                                                                                                  | <b>WO Strategies:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| O1: Growing public interest in nature-based tourism.<br>O2: Use of social media for large-scale promotion.<br>O3: Collaboration with micro, small, and medium-sized enterprises (MSMEs) to promote local products.<br>O4: Public-private partnerships to expand tourism development.<br>O5: Government support through business management and operational training. | SO Strategies: Develop strategies that leverage existing strengths (S) to capitalize on available opportunities (O).                                   | Develop strategies that utilize opportunities (O) to overcome existing weaknesses (W).<br>W1-O5<br>Improve human resource quality through government-supported business management training to strengthen management systems.<br>W3-O3<br>Strengthen the promotion of Bukit Holbung through social media to capitalize on growing public interest in nature-based tourism.<br>W3-O2<br>Develop product innovations by utilizing social media as a promotional platform.<br>W4-O4<br>Improve the managerial capabilities of BUMDes through collaboration with the government and private sector to support the development of the tourism village.<br>W5-O4<br>Develop tourism facilities and infrastructure through collaboration with the government, private sector, and local business operators to promote <i>falah</i> (well-being and success) for |

the local community.

| Threats                            | ST Strategies:                                                                             | WT Strategies:                                                               |
|------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| T1: Changes in government policies | Develop strategies that leverage existing strengths (S) to mitigate potential threats (T). | Develop strategies to reduce weaknesses (W) and avoid potential threats (T). |
| T2: Natural disasters.             |                                                                                            |                                                                              |
| T3: Environmental pollution.       |                                                                                            |                                                                              |
| T4: Security issues.               |                                                                                            |                                                                              |

Based on the identification of internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats), alternative development strategies were formulated using a SWOT matrix. This matrix illustrates how the combination of external opportunities and challenges can be leveraged to optimize strengths and address existing weaknesses, particularly in the formulation of WO (Weaknesses–Opportunities) strategies.

Based on the results of the SWOT analysis, several alternative WO strategies were formulated, namely: The first strategy is to improve the quality of BUMDes human resources through training in tourism management, tourist services, digital marketing, and BUMDes management by leveraging government support. The second strategy is to enhance the promotion of Bukit Holbung tourism through social media to capitalize on the growing public interest in nature-based tourism. The third strategy is to develop innovative tourism products and activities through collaboration with MSME stakeholders. The fourth strategy is to improve the managerial capabilities of BUMDes through collaboration with the government and the private sector. The fifth strategy is to develop tourism facilities and infrastructure through collaboration with the government, the private sector, and local businesses.

According to [Siahaan et al., \(2021\)](#), the authors emphasize the importance of local community involvement in tourism development because the community is the group that directly interacts with tourism activities and bears their impact. This aligns with the findings of this study, which indicate that community involvement is a crucial factor in ensuring that the benefits of tourism contribute to community well-being. As one of the economic institutions operating in rural areas, a BUMDes must differ from economic institutions in general.

This finding is also consistent with [Nasution et al., \(2023\)](#), who explain that a BUMDes, as a village economic institution, has characteristics and objectives distinct from those of general economic institutions; specifically, its existence and performance are expected to contribute to improving the well-being of the village community. Thus, the success of BUMDes Bukit Holbung Sipege cannot be measured solely based on business profits but also on the extent to which the BUMDes' existence generates economic and social benefits for the community.

These findings are consistent with the research by [Majojo, \(2025\)](#), which found that limited human resources are one of the obstacles in managing BUMDes; therefore, training for managers and government support are needed to improve BUMDes performance. This similarity indicates that the quality of human resources is an issue not only at BUMDes Bukit Holbung but also a challenge in managing BUMDes in other regions.

This is consistent with the research by [Harahap et al., \(2023\)](#), which discusses the development of the creative economy in creating jobs and improving community welfare. The study shows that the development of

community economic activities can create economic opportunities and contribute to well-being. In the context of Bukit Holbung, these opportunities can be realized through the involvement of MSMEs in providing food products, handicrafts, and other economic activities that support tourism.

The position in Quadrant II carries strategic significance in that BUMDes should not merely maintain the status quo but must leverage external opportunities as a means to address internal weaknesses. This strategy is crucial because BUMDes possess significant tourism potential and strong market opportunities, while at the same time still facing limitations in human resource quality, innovation, promotion, and managerial capabilities. Thus, the most rational direction for development is to strengthen internal capacity by leveraging available support and opportunities from the external environment.

These findings align with a study [Kartisilawa et al., \(2026\)](#) on the role of BUMDes Sejahtera in improving community welfare. The study found that BUMDes contribute to community welfare but still face constraints in the form of limited human resources and low community participation; consequently, strengthening the capacity of managers and securing support from the village government are necessary.

These findings are supported by a study [Mahmud et al., \(2024\)](#) on the Sesaot Tourism Village. The study found that Instagram content in the form of photos and videos has a positive and significant influence on tourists' interest in visiting, contributing 53% to that interest. Research [Sarofah et al., \(2025\)](#) also indicates that promotion via social media has a positive and significant effect on tourists' interest in revisiting the Tourism Village.

From a *maslahah* perspective, the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) has provided benefits to the community of Hariara Pohan Village, although these benefits still need to be enhanced to be more widespread and sustainable. The presence of the village-owned enterprise (BUMDes) in managing the tourism potential of Bukit Holbung has opened up business opportunities, boosted economic activity, and provided the community with opportunities to earn income. These conditions constitute a form of public benefit because they help the community meet their basic needs through productive and halal economic activities.

The concept of *al-maslahah* essentially refers to efforts to achieve the objectives intended by Islamic law (*maqāṣid al-syarī'ah*). *Maslahah* serves as one of the key foundations in the development and application of Islamic law because it is oriented toward the realization of benefits and the protection of human life, both in worldly matters and in the pursuit of happiness in the hereafter. Therefore, Islamic law places public interest, compassion, and justice as fundamental principles in regulating various aspects of human life ([Harahap & Harahap, 2024](#)).

According to Al-Ghazali, the purpose of Sharia is to safeguard the five essential elements of human life (*al-dharuriyyat al-khams*), namely religion (*hiḥẓ al-dīn*), life (*hiḥẓ al-naḥs*), reason (*hiḥẓ al-'aql*), lineage (*hiḥẓ al-nas*), and property (*hiḥẓ al-māl*). Thus, an activity can be said to contain *maslahah* if it provides benefits that align with the objectives of Sharia and, at the same time, does not cause harm to human life (Al-Ghazali, Al-Mustasfa min 'Ilm al-Usul). From Al-Ghazali's perspective, *maslahah* is not merely understood as material gain or benefit but encompasses benefits that support the preservation of human life in its entirety. Therefore, economic development must not be solely oriented toward profit maximization but must also consider broader benefits for society and avoid impacts that could cause harm (*mafsadah*). This line of thought is

relevant to the analysis of the management of Village-Owned Enterprises (BUMDes), as the existence of BUMDes is fundamentally aimed not only at generating business profits but also at providing benefits and improving the well-being of the village community.

**Table 6. Author's synthesis based on the SWOT analysis results and the *maslahah* framework**

| No. | Development Strategy                                       | Implementation                                                                                                                   | Related <i>Maqasid</i>                                                                          | Relationship                                                                                                                                                   |
|-----|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Human Resource Development Strategy                        | Providing training in tourism management, tourist services, digital marketing, and Village-Owned Enterprise (BUMDes) management. | <i>Hifẓ al-Aql</i> (preservation of intellect) and <i>Hifẓ al-Mal</i> (preservation of wealth). | Improving managers' knowledge and skills can enhance their critical thinking, professionalism, and competence.                                                 |
| 2   | Marketing Strengthening Strategy                           | Utilizing social media, digital platforms, and digital marketing.                                                                | <i>Hifẓ al-Mal</i> (preservation of wealth).                                                    | Broader promotional outreach can increase tourist visits.                                                                                                      |
| 3   | Product Innovation Development Strategy                    | Developing MSME products, tourism activities, and experiential tourism packages through collaboration with the local community.  | <i>Hifẓ al-Mal</i> (preservation of wealth) and <i>Hifẓ al-Nafs</i> (preservation of life).     | Innovation can create new sources of income and business opportunities for the local community. These economic activities can help meet the community's needs. |
| 4   | Managerial Capacity Enhancement Strategy                   | Strengthening managerial capabilities in planning, organizing, monitoring, financial management, and decision-making.            | <i>Hifẓ al-Mal</i> (preservation of wealth) and <i>Hifẓ al-Aql</i> (preservation of intellect). | Strong managerial capabilities enable BUMDes to manage resources and finances in a more organized, efficient, and accountable manner.                          |
| 5   | Tourism Facilities and Infrastructure Development Strategy | Improving accessibility, tourism facilities, cleanliness, comfort, and supporting infrastructure.                                | <i>Hifẓ al-Nafs</i> (preservation of life) and <i>Hifẓ al-Mal</i> (preservation of wealth).     | Adequate facilities and infrastructure can improve safety, comfort, and the quality of tourism services for both                                               |

This perspective aligns with the research by [Ayu & Azzak, \(2024\)](#), which explains that *maslahah* in Islamic economics relates to the creation of benefits and the protection of the fundamental elements of human life. Thus, the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) has led to the realization of *maslahah* through increased business opportunities and economic benefits for the community; however, it still needs to be strengthened by improving the quality of human resources, ensuring equitable distribution of benefits, and preserving the environment so that community welfare can be achieved sustainably.

Research (Zunaidah et al., 2021) on agriculture-based BUMDes indicates that the development of BUMDes enterprises requires appropriate strategies for managing village potential, including through the development of community-based enterprises and MSMEs. Furthermore, research [Hidayatullah & Anisa, \(2026\)](#) emphasizes the importance of good governance and the development of village economic potential in improving community welfare through BUMDes.

Thus, the research findings indicate that the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) has not yet been fully optimized, but has made a tangible contribution to community welfare. The main strengths of BUMDes lie in its economic and social benefits and its focus on the community's welfare, while its main obstacles lie in the areas of human resources, innovation, promotion, and management. On the other hand, the significant external opportunities provide ample room for BUMDes to address these weaknesses.

## CONCLUSION

Based on the research findings, the management of the Bukit Holbung Sipege Village-Owned Enterprise (BUMDes) has played a role in supporting the well-being of the Hariara Pohan village community, but its achievements have not yet been fully optimized. The success of its management is evident not only in the economic activities it generates but also in the BUMDes' ability to engage the community and link tourism potential with local business activities. However, these benefits could be further expanded if management were carried out with stronger institutional capacity, particularly in the areas of human resources, innovation, promotion, management, and facilities and infrastructure.

The results of the SWOT analysis show that internal weaknesses are slightly more dominant than strengths, while external opportunities outweigh threats. These conditions place the BUMDes in the WO (Weaknesses-Opportunities) strategy. This means that the development of BUMDes needs to be directed toward leveraging external opportunities to address internal limitations. From a *maslahah* perspective, this direction aligns with efforts to achieve broader benefits, particularly through enhancing the capabilities of managers, expanding economic opportunities for the community, preserving assets, and improving safety and comfort in tourism activities.

In practice, the research findings can serve as a basis for the Village-Owned Enterprise (BUMDes) and the Hariara Pohan village government to develop a phased development program. Priority should be given to training and mentoring for managers, strengthening digital marketing, developing tourism products and packages in collaboration with MSMEs, improving

governance and financial management, and developing facilities and infrastructure through partnerships with the government and the private sector. The implementation of these strategies should be accompanied by clear evaluation indicators, such as improvements in managers' competencies, promotional reach, the number and variety of tourism products, MSME involvement, service quality, and the economic benefits received by the community. Thus, the development of Bukit Holbung is not only oriented toward increasing tourist visits but also toward the equitable distribution of benefits, environmental sustainability, and the realization of community well-being in accordance with the principle of *maslahah*.

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## DECLARATIONS

### Author contribution

**Rahmat Ibrahim Dalimunthe:** data curation, writing-original draft preparation and editing, conceptualization, **Aqwa Naser Daulay:** methodology, validation, visualization, **M. Syahbudi:** supervision, software.

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