

INTISARI

Stakeholder engagement merupakan proses pelibatan *stakeholder* dalam kegiatan sebuah organisasi, dimana *stakeholder-stakeholder* memiliki kesempatan untuk berpartisipasi aktif dalam kegiatan organisasi, saling bertukar informasi dan bertanggung jawab, dan berkomitmen mengatasi masalah bersama. BUMDes Tirta Mandiri merupakan organisasi yang dimiliki Desa Ponggok berupa badan usaha yang bergerak di bidang pariwisata dan pelayanan. Dalam proses pengelolaan unit usahanya, BUMDes Tirta Mandiri melibatkan banyak *stakeholder* yaitu Pemerintah Desa Ponggok, masyarakat Desa Ponggok, dan pihak ketiga untuk melakukan kerjasama. Penelitian bertujuan untuk mendeskripsikan proses *stakeholder engagement* yang dibangun BUMDes Tirta Mandiri dalam mengelola unit usahanya. Proses *stakeholder engagement* dinilai dengan melihat hubungan kedua belah pihak melalui mutual kontrol, kepercayaan, kepuasan, dan komitmen sesuai dengan teori yang dijelaskan oleh Gruning (2002). Penelitian ini merupakan penelitian kualitatif dengan menggunakan pendekatan studi kasus. Teknik pengumpulan data dilakukan dengan observasi, wawancara, dan analisis dokumen. Peneliti memilih subjek penelitian menggunakan purposive sampling berdasarkan kebutuhan penelitian.

Hasil penelitian ini menunjukkan bahwa dalam menjalin hubungan dengan *stakeholder*, BUMDes melakukan mutual kontrol, membangun kepercayaan, saling menguntungkan kedua belah pihak untuk mencapai kepuasan, dan membangun komitmen dalam bekerja sama. Mutual kontrol dilakukan dengan memberlakukan evaluasi dan monitoring, serta mengadakan forum pertemuan dimana para *stakeholder* dapat menyampaikan pendapatnya secara terbuka. Dalam membangun kepercayaan dengan *stakeholder*, BUMDes Tirta Mandiri menjalankan kegiatannya berdasarkan visi dan misi, SOP, dan perjanjian kontrak yang telah disepakati (*MoU*). Untuk mencapai kepuasan, BUMDes Tirta Mandiri dan *stakeholder* terlibat saling memenuhi kebutuhan kedua belah pihak dan merasakan manfaat dari hubungan yang terjalin. Untuk komitmen, BUMDes berkomitmen untuk terus meningkatkan *soft skills* para karyawan agar kualitas kinerja meningkat dan mempertahankan hubungan jangka panjang. Faktor kepercayaan dari masyarakat sangat mendukung proses *stakeholder engagement*, namun kompetensi karyawan, transparansi dan pertukaran informasi yang masih rendah menjadi penghambat dalam proses *stakeholder engagement*.

Kata kunci : *Stakeholder Engagement, Hubungan, BUMDes Tirta Mandiri, Desa Ponggok.*

ABSTRACT

Stakeholder engagement is a process of involving stakeholders in organization activities, where stakeholders can actively participate in organization agenda, exchange information and be responsible each other, and build commitment to get problem solving together. BUMDes Tirta Mandiri is an organization owned by Desa Ponggok which is local enterprises that focuses on tourism and service. In the process of managing business units, BUMDes Tirta Mandiri involve stakeholders consisting of Desa Ponggok government, Desa Ponggok's society, and third parties who work together. The purpose of this research is to describe the process of stakeholder engagement who build by BUMDes Tirta Mandiri in managing its business units. Stakeholder engagement process is assessed by looking at the relationship between the two parties through control mutuality, trust, satisfaction, and commitment in accordance with the theory described by Gruning (2002). This type of research is qualitative with a case study approach. Data collection was conducted by observation, interviews, and document analysis. Research subject choosen with purposive sampling based on the research needs.

The result showed that in establishing relationships with stakeholders, BUMDes conducts control mutuality, building trust, mutual benefit both parties to achieve satisfaction, and build a commitment in relationship. Control mutuality is conducted by implementing evaluation and monitoring, and held a meeting where the stakeholders can express their opinions openly. In building trust with stakeholders, BUMDes Tirta Mandiri conducts its activities based on its vision and mission, Standard Operating Procedure (SOP), and Memorandum of Understanding (MoU). To achieve satisfaction, BUMDes Tirta Mandiri and stakeholders engaged each other to satisfy needs of both parties and feel the benefit of the relationship. About commitment, BUMDes Tirta Mandiri is committed to continuously improving employee soft skills to increases the quality of performance and maintain a long-term relationships. Trust of the society strongly supports the stakeholder engagement process, but the lack of employee competence, transparency and information exchange become an obstacle in the stakeholder engagement process.

Key word : Stakeholder Engagement, Relationships, BUMDes Tirta Mandiri, Desa Ponggok.