

Strategy for Developing the Quality of Village-Owned Enterprises in Improving Community Business in The Management of Village Economic Potential

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Abstract. The purpose of this study is to determine the strategy and development of village businesses to improve the welfare of the community in Kedungbanteng Village, Tanggulangin District, Sidoarjo Regency. The method that has been used in this research is descriptive research methodology with a qualitative approach. The results showed that Kedungbanteng Village in Tanggulangin District, Sidoarjo Regency realized the benefits of developing a Village-Owned Enterprise (BUMDes). That is, by strengthening existing knowledge, the community can improve its products and increase its welfare. In addition, it encourages community development and has a direct impact on the economy and culture. This research was conducted using the tetrapreneur model.

Keywords: BUMDes, Community, Tetrapreneur, Welfare

1 Introduction

The diverse potential of villages as an attractive source of development should be wisely utilized to promote equitable development for stakeholders. Improving living standards in rural areas requires specially organized actions. Based on the 2021 Presidential Regulation that has explained about Village Business Number 11, Village-Owned Enterprises (hereinafter referred to as BUMDES) village by village or together with villages can be established to manage businesses, utilize assets, invest, and increase productivity. It turns out to be a collaborative business. Providing the most beneficial services and other projects to the village community[1].

One of the strategies that the government has carried out in improving the village economy is the establishment of village-owned enterprises (BUMDes). In addition, to establish BUMDes is regulated in Law No. 32 of 2004 which encourages village governments to form Village-Owned Enterprises (BUMDes) to manage the economy and explore the potential of the village. Since BUMDes is an economic exchange institution between the village government and the community in the village, it also affects the relationship between the village government and the village community. Village-Owned Enterprises (BUMDes) are economic entities whose capital is wholly or partially owned by the village and run for the benefit of the village community (Law No. 43, 2014). The basis for the establishment of BUMDes is the Local Government Law No. 32 Year 2004. This law stipulates that the village government uses village assets to establish BUMDES based on the needs of the local government to increase the main revenue of the region. And see. BUMDes was established as a business entity intended to improve the economy and utilize the potential of the city. BUMDes is an institution that is engaged in the economy and society and serves the community, especially the commercial sector. The potential of the village that has been managed by BUMDes can be in the form of natural potential, such as the agricultural sector, fisheries sector, plantation sector, savings and loans, waste management and home industry. And the implementation of BUMDes itself must be responsible, fair, democratic, transparent and can also be accounted to the village community. BUMDes support the village's economic activities to improve the village's economy, and also increase the village's initial income and manage the village's potential according to the characteristics and needs of the village community. The community needs its BUMDes to increase income and advance community businesses. The importance of village communities forming BUMDes is so that the understanding of village traditions is stronger and the village becomes a container or collective place in religious and social life. And therefore, the existence of BUMDes provides great value for village communities in improving their welfare[2][3][4][5]

BUMDes improve the economy and welfare of communities in the region. Villages are grouped according to their organizational structure, BUMDes programs are organized according to community needs, and BUMDes management is based on the sense of ownership, willingness, and ability of individual community groups. Village

Law No. 6 of 2014 has also mentioned that the village must meet the needs of local residents, especially for basic needs and availability of untapped resources of the village, as well as the availability of human resources needed by the community. We recommend seeking professional help. You can utilize business entities, which are assets that drive the economic improvement of your community. One initiative that can be undertaken is the establishment of an independent creative village and optimizing the development of village-owned enterprises (BUMDes) to improve the welfare of the community. Over the years, rural economic development has been encouraged through several programs. However, these efforts have not yielded satisfactory results as the poverty rate in rural areas is still higher than in urban areas. This disparity between rural and urban areas is partly due to greater differences in the development of the upper class, leading to more pronounced social and economic differences.[6][7]

Kedungbanteng Village is one of the villages located in Tanggulangin Sub-district, Sidoarjo Regency, East Java Province. The village is bounded on the north by Kendalpecabean village, Candi sub-district, on the south by Kalidawir village, Tanggulangin sub-district, on the east by Banjarasri village and Banjarpanji village, Tanggulangin sub-district, on the west by Putat village, Tanggulangin sub-district, and Balongdowo village. Candi sub-district. The total area of Kedungbanteng village is 149,657.78 hectares, with 40,331.72 hectares of dry land and 99,415 hectares of wetland. Kedungbanteng villagers mostly make a living from the fishing industry. In Kedungbanteng Village, it has a Bumdes "Kedung Mulyo" based on Kedungbanteng Village Regulation No. 08 of 2021 in accordance with the amendment to the Village Head Regulation Number 188/018/438.7.16.06/2023 which has a business unit for the fishing industry, namely, catfish cultivation according to the potential of the village, where the majority of the population earns a living from the fishing industry.

Nur Cahyadi and Alif Sulthon Basyari conducted a previous study on the development strategy of BUMDes, optimizing village land as a form of income generation. This research raises the issue of the lack of funding from the side of branch management which is considered inadequate, for example because efforts to support facilities and infrastructure cannot be implemented effectively. BUMDes managers require regular training and coaching to create business units that can increase their income. Village assets used as business units are still not maximally utilized and managers still lack understanding of BUMDes management. The conclusion of the research is that BUMDes Karya Muda uses well-managed village government assets and is expected to generate more income for the local business world. Operational reporting, especially financial reporting, is the responsibility of BUMDes Karya Mudan to the village council and is carried out at the end of each fiscal year.[8]

Similar work has been done by Sri Umiyati, Soenyono, Edi Suhardono, Dian Mulawa, Siswo Hadi Sumantri, Sulistiyanto, Arfahi, Budi Rianto, Arie Ambarwat, and Agus Wahyudi. There are several challenges in the implementation of BUMDes, among others: Low environmental awareness: varying awareness of the involvement of relevant partners, local government, private sector, and local communities. Efforts are needed to increase understanding and participation for the common good. Goal asymmetry: The partners involved may have different objectives. Management may focus on BUMDes development and sustainable organization. It is important to ensure that the objectives of all interest groups are integrated into the BUMDes development plan. Budget constraints: Partners may face budget constraints when supporting BUMDes development. This can be a barrier to the success of the project. This requires careful planning and mapping of various funding sources. Lack of coordination: Poor coordination between different partners can lead to mistakes. Poor coordination can lead to duplication, waste of resources, and difficulty in decision-making. Differences of opinion in planning: Partners may have different views on how the BUMDes should be developed. Such differences of opinion may lead to conflicts and delays in the planning and implementation process. Low community participation: Community participation in BUMDes development can be low if partners do not engage the community effectively. This can reduce the positive impact and make it less sustainable. Technical and environmental barriers: Depending on natural and environmental conditions, there may be technical barriers to BUMDes development that are difficult to overcome. Policy changes: Changes in government policies or regulations may affect the development of BUMDes. Difficulties in coordinating with local communities: Working with local communities can pose a number of challenges, among others: B. Cultural differences, values and expectations. To build a successful relationship, partners must understand and respect the values of their local community. Unclear roles and responsibilities: BUMDes development can be confusing if the roles and responsibilities of each partner are unclear. It is important to clearly define the roles of each partner. [9]

The previous study was also conducted by Maulina Fatih Aulia Zafi and Sri Ratna Triyasari. This research questions the development strategy of BUMDes Pemuda Berkarya Sana Daja by mapping the village potential. This study examines several factors that influence the development of BUMDes, including the lack of supporting infrastructure, lack of entrepreneurial experience, lack of understanding of the nature of BUMDes, lack of entrepreneurial legitimacy, lack of entrepreneurial units, and lack of membership renewal. examines several factors. We look at several factors. We considered several factors. It is clear that there are weak factors. Based on these circumstances, the alternative strategy of BUMDes Pemuda Berkarya Sana Daja is to improve the quality of product management, facilities and infrastructure and provide expert services to BUMDes administrators/managers. Take advantage of this opportunity. The village is a business unit. Based on the

researchers' suggestions, it is hoped that Bumudez Pemuda Berkarya San Djaja will continue to innovate to further improve the quality of human resources or human resources and develop through community involvement. It is expected that village administrators continue to support the development of BUMDes Pemuda Berkarya Sana Daja and improve its quality[10]

Topics identified include product management, capitalization, skills, marketing, compliance with health standards and halal products, accounting and taxation, and investment. BUMDes must develop competitiveness to build prosperous and independent village communities. In the development stage, the most frequently encountered topics in BUMDes are product management, capital, personnel, marketing, compliance with hygiene standards and halal products, accounting and taxation, and investment. Therefore, BUMDes must devise a competitive strategy to build prosperous and independent village communities. Neither the managers themselves nor the local government understand the importance of BUM management in the region. According to Die Noviany Rahmatica et al, the quality development strategy of BUMDes utilizes the tetrapreneur model to identify industry problems. Improvements and solutions to all existing findings require concrete actions from interest groups, especially the village government as a (political) interest group. Supporting the development of BUMDes requires training, creating programs, and providing facilities. The strategic study conducted by Jevis Auliano to improve the quality of BCA's human resources places BCA as a learning organization for its employees. BCA offers development programs in the form of progressive and continuous training and development activities that are tailored to the main tasks of employees at each position level. This is aimed at achieving a competitive advantage in the banking sector as well as achieving the banking relationship objectives and strategies implemented by BCA. Quality talent is key to achieving these goals. [11][12]

Irfan Nursetiawan also conducted research using qualitative methods that raised the issue of independent villages, namely that villages cannot meet their needs even with government support, the support is only encouraging. The declaration of an independent village means detailed and participatory, transparent and responsible development planning activities. The strategy to realize an independent village must apply innovation in all areas of Village-Owned Enterprises (BUMDes). In addition, assets as well as the potential already owned by each village are optimized to improve the welfare of the community. Focus on three areas to achieve village independence: (a) economic potential. b) social opportunities. c) personnel potential; Written by Jusman Iskandar et al. Information provided. In this study, researchers have used qualitative research methods that have discussed the development of Village-Owned Enterprises (BUMDes) that provide benefits for residents of Mekalmaju Village, Pasijambu District, Bandung Regency. In other words, the community can develop further by strengthening its potential. We develop products that not only improve community welfare, but also encourage social development and directly impact the economy and culture.[3][13]

The application of the Tetrapreneur model study provides a comprehensive and integrated approach in BUMDES management and tax collection. Through its role as a chainpreneur, the BUMDES acts as a hub for various affiliates in the tax collection process, allowing for more efficient coordination and cooperation between authorities. As a market leader, BUMDES can more effectively market and disseminate information on E-SAMDES services to rural communities and taxpayers. Additional services, such as direct tax document delivery to your home, increase consumer trust and security. As a Qualitypreneur, BUMDES is passionate about providing quality services and increasing local tax awareness. Strategic measures such as the installation of socialization banners, socialization to village officials, Jasa Raharja and BAPENDA, as well as the distribution of pamphlets and advertisements help to increase residents' tax awareness and compliance. [14]

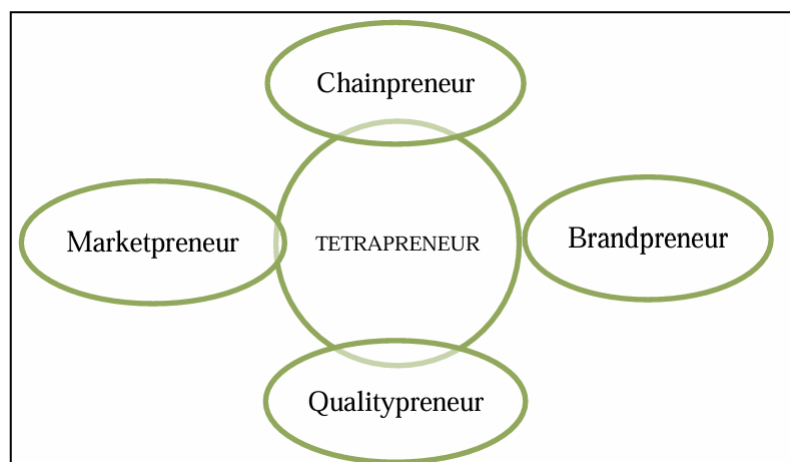


Figure 1. Tetrapreneur Model Development

Seeing these problems, researchers conducted a study of the quality development strategy of BUMDes "Kedung Mulyo" to strengthen community efforts in managing the potential of the village economy. Therefore, the purpose of this research is to find out what the quality development strategy of the Village-Owned Enterprises (BUMDes) Kedung Mulyo contributes to improving community welfare in Kedungbanteng Village, Tanggulangin District, Sidoarjo Regency. Catfish farming with ecological methods can increase the income of the Kedungbanteng village community, create added value and improve the economy by cultivating catfish directly for sale. As a result, the delivery time is faster, does not require large capital with high capital turnover and does not require complicated maintenance. To realize the opportunity to develop the village economy in the form of BUMDes, the business world develops the quality of products and the quality of human resources in the fisheries sector of BUMDes Kedung Mulyo. Development of administrative resources at BUMDes Kedung Mulyo. [15][16]

2 Methods

The method that will be used for this research is to use qualitative methods. Qualitative research methods are broad and comprehensive research methods that aim to understand and explain phenomena in their natural context.[17]. Qualitative research is a comprehensive form of research. Various types of research can be classified as qualitative research. Various research methods usually used for qualitative research are discussed below: case analysis, descriptive research, classroom research, phenomenology, ethnography, grounded theory, history, and interpretation.[18]. Qualitative methods are used in this research because we want to know and create a systematic, fact-based and accurate market analysis picture and description in order to improve advertising and product development.[19]. This research was conducted in Kedungbanteng Village, Tanggulangin District, Sidoarjo Administrative Region, East Java Province. The selection of the location was based on the fact that Kedungbanteng Village is one of the villages that has the potential for BUMDES development. This work uses qualitative data as material and primary data sources as data sources, namely. Data obtained from observation, focus group discussion (FGD), interview and documentation from sources and informants, namely the Head of Kedungbanteng Village Mr. Budiono, Secretary of Kedungbanteng Village Mr. Nurul Roman, Bumdes Supervisor Mr. Sugianto and Mr. Sutoyo as chairman of BUMDes "Kedung Mulyo" in 2023-2027.[20]

Furthermore, researchers analyzed the development using the tetrapreneur model. This development model must be central for BUMDes to be able to compete in the economic market. Tetrapreneur is a new strategy based on four entrepreneurial principles. Chainpreneur or entrepreneurial chain is the company's supply chain from start to finish. Marketpreneur or entrepreneurial market is a way of exchanging the value of a product. Qualitypreneur or entrepreneurial quality is quality and quality products are produced by highly trained workers. Brandpreneur or entrepreneurial brand is a product brand that can strengthen its strategic position in the financial market. [6], To combine research results, the Tetrapreneur model each uses different data collection methods. The Chainpreneur approach uses literature review as a secondary data source. This method requires data on general chains, dynamic chains, and their characteristics. Furthermore, both Marketpreneur or Entrepreneurial Market and Qualitypreneur or Entrepreneurial Quality will use primary data obtained through focus group discussions (FGDs) or in-depth interviews (IDIs), as well as surveys conducted offline and online. The entrepreneurial market uses information on entrepreneurs' intentions and motivations, as well as management, entrepreneurship and networking skills. Furthermore, for Entrepreneurial Quality, the data was analyzed by mapping the types of global best practices that meet the needs, wants and expectations of entrepreneurs. The Brandpreneur approach uses secondary data in the form of a literature review. All stages will collect data from best practices in community, neighborhood, online, creative, and start-up. Based on the Entrepreneurial Brand approach, data analysis is carried out using the brand value approach and benchmarking. The brand value approach is defined as responsible development of stakeholder-specific values, while benchmarking is defined as referring to global practices on entrepreneurial models. After that, the researcher analyzed the data through triangulation. Initial triangulation was used as triangulation. By using triangulation, the researcher can reduce personal bias, confirm results, gain a deeper understanding of the phenomenon under study, and increase confidence in the research results [21][22].

3 Results and Discussion

3.1 Research Results

3.1.1 Overview of Village-Owned Enterprises (BUMDes)

Village-owned enterprises (BUMDes) are economic entities established by the village government with the aim of managing the economic potential of the village to improve community welfare. BUMDes serves as the main driver in local economic empowerment through various businesses that cover the agriculture, fisheries, tourism, and trade sectors. The BUMDes fisheries business unit in Kedungbanteng Village has a significant role in managing and developing the village's economic potential, especially in the fisheries sector. This business unit

was established with the aim of improving community welfare through sustainable management of fisheries resources.

3.1.2 Implementation of Tetrapreneur Model

The Tetrapreneur model consists of four main components: Entrepreneurship, Intrapreneurship, Exopreneurship, and Socio-preneurship. The implementation of this model in BUMDes aims to create synergy between innovation, community participation, external collaboration, and social responsibility. Entrepreneurship: The application of the entrepreneurship concept in BUMDes involves identifying potential new business opportunities in the village. Example: Local culture-based tourism business development involving the community as tour guides and craftsmen. Intrapreneurship (Internal Entrepreneurship) i.e. Development of the internal potential of BUMDes through improving the capacity and managerial competence of BUMDes administrators. Example: Financial and marketing management training for BUMDes administrators to improve operational efficiency. Exopreneurship: Cooperation with external parties such as the government, financial institutions, and investors to develop BUMDes businesses. Example: Partnership with banks to gain easier and cheaper access to capital. Socio-preneurship: The application of social responsibility in every BUMDes business activity that aims to improve the welfare of the community. Example: Community empowerment programs through skills training and provision of business capital.

3.2 Discussion

3.2.1 Successful Implementation of Tetrapreneur Model

In this chapter, we will discuss the results of interviews with BUMDes informants in the fisheries sector by applying the tetrapreneur model. The tetrapreneur model includes four main aspects: chainpreneur, marketpreneur, qualitypreneur, and brandpreneur. This analysis will show how each of these aspects is applied by BUMDes and its impact on developing business quality and improving the economy of the village community. Firstly Chainpreneur, Chainpreneur focuses on supply chain and operational efficiency. In the fisheries sector, this involves the process from fishing to distribution to the market. Interview Results: Informants explained that they have a well-integrated supply chain system, from fishing, processing, to distribution to local and regional markets. They work closely with local fishermen to ensure a sustainable and high-quality fish supply. Analysis: An efficient supply chain system allows BUMDes to minimize costs and ensure consistent product quality. It also increases consumer confidence in their products. Collaboration with local fishermen helps in maintaining a stable supply and supporting the local economy. Secondly Marketpreneur, Marketpreneur deals with marketing and sales strategies. In the fisheries sector, this includes how fish products are promoted and sold to consumers. Interview Results: Informants mentioned that they use various marketing strategies, including digital marketing through social media and cooperation with local shops. They also frequently participate in exhibitions and fairs to introduce their products to a wider market. Analysis: Effective marketing strategies help BUMDes in reaching more consumers and increasing sales. The use of social media allows them to interact directly with consumers and get valuable feedback. Participation in exhibitions and fairs also opens up opportunities for cooperation with new business partners. Third Qualitypreneur

Qualitypreneur focuses on product quality and innovation. In the fisheries sector, this includes quality control and product innovation. Interview Results: Informants revealed that they apply strict quality standards in the production process. They also continue to innovate by creating new processed fish products, such as shredded fish and fish crackers. Analysis: Strict quality control ensures that the products sold are always in the best condition, which is important to maintain consumer trust. Product innovation helps BUMDes to remain competitive and attract consumers by offering different product variations. Fourthly Brandpreneur, Brandpreneur encompasses brand and reputation development. In the fisheries sector, this involves how BUMDes build and maintain their brand image. Interview Results: Informants said that they focus on building a strong brand by emphasizing on the quality of products and services they provide. They have also built attractive and environmentally friendly product packaging. Analysis: Building a strong brand helps BUMDes in creating an identity that is recognizable by consumers. Attractive and eco-friendly packaging not only appeals to consumers but also demonstrates BUMDes' commitment to sustainability. A good reputation and strong brand can increase consumer loyalty and enable them to compete with other products in the market.

From the interviews with BUMDes informants in the fisheries sector, it can be concluded that the application of the tetrapreneur model that includes chainpreneur, marketpreneur, qualitypreneur, and brandpreneur has had a positive impact on business development and economic improvement of village communities. Each aspect in this model supports and strengthens each other, thus creating a sustainable and thriving business ecosystem.

The implementation of the tetrapreneur model in BUMDes shows positive results in several aspects, namely the first is Increased Community Economic Capacity: Through entrepreneurship and empowerment programs, village communities are able to develop sustainable small and medium enterprises. Second Business Innovation:

Innovations in various business sectors such as organic farming, ecotourism, and local handicraft products show an increase in the added value of the village economy. Third Collaboration and Partnership: Collaboration with various external parties strengthens BUMDes' position in accessing wider resources and markets. Fourth Social Impact: The socio-preneurship program successfully improves the quality of life of the community through education, health, and poverty reduction.

In the application of the tetrapreneur model in BUMDes in the fisheries sector, especially in catfish farming, there are four main components consisting of technopreneur, sociopreneur, ecopreneur, and infopreneur that can provide a holistic approach to improving business quality and sustainability. The following is a discussion of the application of the four main components of the tetrapreneur model in BUMDes Kedung Mulyo catfish fishery sector in kedungbanteng village: first Technopreneur, Use of Technology in Catfish Cultivation: namely Automatic Aeration Technology: Installing an automatic aeration system that can maintain oxygen levels in the water so that catfish grow healthier and faster. It also helps reduce fish mortality rate. Water Quality Sensors: Uses sensors to monitor important parameters such as pH, temperature, and water quality in real-time. Automatic Feed: Implementing an automated feeding system that can be set according to the schedule and needs of the fish, thus maintaining feed efficiency and reducing wastage. Second Sociopreneur, Community Empowerment and Engagement: Training and Education: Organize catfish farming and business management training programs for village communities. This will improve their skills and open new business opportunities. Fish farmer cooperatives: Establish a fish farmer cooperative that aims to strengthen the bargaining position of catfish farmers in terms of selling and purchasing raw materials, as well as providing better access to markets. CSR program: Develop a Corporate Social Responsibility (CSR) program that focuses on improving the welfare of the surrounding community through assistance and support to social and educational activities. Third Ecopreneur, Sustainable Environmental Management: Waste Management: Develop an effective waste management system to reduce negative impacts on the environment. For example, using organic waste as fertilizer or treating waste water for reuse. Eco-Friendly Feed: Using fish feed made from natural and sustainable ingredients to reduce the environmental impact of feed production. Water Conservation: Ensuring that water use in fish farming is efficient and does not interfere with local water sources. Techniques such as recirculating aquaculture system (RAS) can be applied. Fourth Infopreneur, Information Management and Digital Marketing: Management Information System: Using management that allows monitoring and management of all aspects of aquaculture, from inventory to sales. Structured data helps in performance analysis and strategic decision-making. Digital Marketing: Using digital platforms to market catfish products. Social media, websites, and e-commerce can help expand market reach and increase sales. Information Transparency: Provide transparent information to consumers about the farming process, product quality, and environmentally friendly practices implemented. This can increase consumer trust and loyalty. Practical Implementation in BUMDes. In implementing the four components, BUMDes can take the following steps: first Create a Strategic Plan: Develop a strategic plan that covers all aspects of the tetrapreneur model. This should involve all stakeholders to ensure that the goals and objectives of the enterprise are aligned with the needs and aspirations of the community. Second: Training and Capacity Building: Provide regular training for staff and community members on new technologies, sustainable practices, and enterprise management. Third Partnerships and Collaboration: Establish partnerships with research institutes, universities, and non-governmental organizations for technical and financial support in implementing sustainable innovations and practices. Fourth Monitoring and Evaluation: Conduct regular monitoring and evaluation to assess the performance and impact of implementing the tetrapreneur model. The results of these evaluations should be used for further improvement and development.

By thoroughly implementing the tetrapreneur model, BUMDes in the catfish fishery sector can achieve economic, social and environmental sustainability, while empowering rural communities and improving their welfare.

3.2.2 Challenges and Obstacles

Despite the successes, the implementation of the tetrapreneur model also faced several challenges, namely the first challenge of Limited Human Resources: The lack of human resources who have entrepreneurial and managerial competencies is a major obstacle. Second challenge Access to Capital: Despite obtaining financial capital from the village budget, access to capital is still a problem for some BUMDes. Third challenge Regulations and Policies: Inconsistent changes in regulations and policies often hamper BUMDes operations and development.

3.2.3 Future Development Strategy

Based on the research results, the following are some recommended strategies for developing the quality of BUMDes, namely first, Increasing Human Resources Capacity: Through training and continuing education for BUMDes administrators and members. Second Business Diversification: Development of various types of new businesses that are in line with local potential to reduce risk and increase revenue. Third Strengthening Partnership

Network: Increasing cooperation with various external parties to support BUMDes business development. And the fourth is Increased Access to Capital: Seeking alternative sources of financing through crowdfunding, venture capital, and grants. With the implementation of these strategies, it is expected that BUMDes can play a greater role in improving the welfare of village communities and optimizing the management of local economic potential.

4 Conclusion

The strategy to develop the quality of BUMDes fisheries business units using the tetrapreneur model has proven effective in improving community businesses and managing the economic potential of the village. The application of the four pillars of tetrapreneur: entrepreneur, technopreneur, sociopreneur, and ecopreneur, is able to increase productivity, income, business sustainability, and community welfare. However, some challenges still need to be overcome through closer cooperation with various parties. Thus, the tetrapreneur model can be used as a reference for the development of other business units in the village, so as to realize an independent and highly competitive village.

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