

The Role of Village-Owned Enterprises (BUMDes) in People's Economic Empowerment in Tanggulangin Village Pasuruan Regency

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ABSTRACT

This study aims to analyze the role of BARETA Village-Owned Enterprises (BUMDes) in the economic empowerment of the community of Tanggulangin Village, Pasuruan Regency, with a focus on the influence of management assistance, Corporate Social Responsibility (CSR) support, and the use of grant funds in strengthening the local economy. The method used is a qualitative approach through interviews, observations, and documentation of BUMDes administrators, village officials, and the community. The results of the study show that BUMDes BARETA plays an important role in increasing community income, creating new jobs, and encouraging the strengthening of entrepreneurship based on local potential. Synergy between BUMDes, village governments, and the private sector through Nestlé's CSR program also strengthens managerial capacity and access to capital. However, the challenges faced include limited human resources, business innovation, and financial independence. Professional and participatory management of BUMDes is the key to the sustainability of the village economy. Therefore, it is necessary to increase financial literacy, business management training, and strengthen multi-stakeholder collaboration to accelerate the sustainable economic transformation of the community at the village level.

INTRODUCTION

Community economic empowerment is an important strategy in improving the welfare of village communities through optimal management of local potential. In the context of national development, the people's economy plays a role in creating independence and equitable distribution of development results at the grassroots level. In Indonesia, Village-Owned Enterprises (BUMDes) are formed as village economic institutions that have formal legality to manage assets and carry out productive business activities, both in the service and trade sectors, in order to strengthen the economic independence of village communities. The role of BUMDes is not only oriented towards financial gains, but also has a social dimension in empowering the community to be able to actively participate in village economic activities (Laoly, 2015).

Conceptually, BUMDes function as a driver of the local economy that is oriented towards community welfare through resource management based on citizen participation. The results of Hilmawan et al.'s research show that BUMDes are able to increase village original income (PADes) and create jobs if supported by professional governance and community participation (Hilmawan et al., 2023). Meanwhile, Utari emphasized that the success of BUMDes is greatly influenced by managerial capacity management, market access, and partnerships with external parties such as the government and the private sector (Utari, 2024). However, a number of other studies (Melani, 2020; Wahyuni, 2022) still focusing on institutional aspects, has not studied in depth the interaction between external factors such as CSR support and government grants with the internal strategy of managing BUMDes in improving community welfare.



One concrete example of the implementation of the function of BUMDes in the context of economic empowerment is BUMDes BARETA in Tanggulangin Village, Pasuruan. These BUMDes have received management assistance and CSR support from Nestlé to strengthen their competitiveness and develop business facilities. In addition, BUMDes also received government grants planned for the construction of public facilities such as futsal courts, tax kiosks, and bird handles. However, challenges are still faced in the form of limited business diversification, managerial skills, and financial independence. Although these various external supports demonstrate the potential to strengthen the capacity of Village-Owned Enterprises (BUMDes), conditions on the ground still demonstrate limitations in business diversification, managerial skills, and financial independence.

This situation is important to examine because it reveals a gap between the support received and the BUMDes' ability to manage and utilize it optimally. This gap indicates the need to develop a more collaborative and adaptive management model so that BUMDes are not solely dependent on external assistance but are also able to build long-term economic independence for village communities.

Based on the above description, this study aims to analyze the process of economic empowerment of the Tanggulangin Village community through institutional strengthening of the BARETA Village-Owned Enterprise (BUMDes). In this context, two parties are empowered: the village community as local business actors and direct recipients of economic benefits, and the BUMDes itself as a village economic institution that requires strengthening its managerial, institutional, and business capacity to effectively carry out its empowerment function.

This empowerment process involves several stakeholders as "empowerers": the village government through regulations and policy support; the private sector (Nestlé's CSR) through management assistance and business capacity building; government support through grants for infrastructure. The role and contribution of each of these actors are the focus of this study, which aims to examine how multi-stakeholder synergy can strengthen the village economic ecosystem.

Therefore, this research focuses on two main areas. First, understanding how BUMDes, empowered as a village economic institution, can function as a driving force for development. Second, we examine how BUMDes (Village-Owned Enterprises) then carry out their empowerment role for the community through management business units, training, providing market access, and optimizing local potential. This formulation helps map the reciprocal relationship between BUMDes strengthening and the resulting economic benefits for village communities.

This research offers a novel analysis of the synergy between BUMDes internal factors and external support from various stakeholders in developing a BUMDes management model that is collaborative, adaptive, and oriented towards the economic independence of village communities. The research findings are expected to provide theoretical contributions to the study of BUMDes institutional strengthening as well as practical recommendations for village governments, CSR partners, and supporting institutions in realizing sustainable village development.

RESEARCH METHODOLOGY

This study uses a qualitative approach to deeply understand the role of BUMDes BARETA in community economic empowerment in Tanggulangin Village, Kejayan District, Pasuruan Regency. This approach was chosen because it is able to explore the meaning, perception, and socio-economic dynamics of society that cannot be quantitatively measured (Sugiyono, 2022). The research will be carried out in October 2025 through four stages, namely preparation, field data collection, data analysis, and drawing conclusions.

The research location was chosen intentionally because the BARETA Village-Owned Enterprise (BUMDes) is a village economic institution actively developing local potential through business units and partnerships with external parties. The research subjects included the BUMDes, the business units it manages, governance mechanisms, and the forms of economic empowerment implemented. Informants were selected using a purposive sampling technique, consisting of parties deemed to understand and be directly involved in BUMDes activities, such as the village government, BUMDes administrators, MSMEs, and village youth.

The research data included both primary and secondary data. Primary data was obtained through interviews and observations of BUMDes activities, while secondary data was collected from financial reports, BUMDes Articles of Association (AD/ART), village planning documents, and partnership activity archives. Data collection techniques included interviews, observation, and documentation.

Data analysis was carried out using an interactive model (Miles et al., 2014) which includes three stages: data reduction, data presentation, and conclusions drawn. Data reduction is carried out by filtering important information from the results of interviews and observations, then presented in a narrative manner to describe the role of BUMDes in community economic empowerment. Conclusions were drawn based on the pattern of relationship between BUMDes activities and improving the welfare of village communities. The validity of the data was tested by triangulating sources and techniques, i.e. comparing the results of interviews, observations, and official documents (Moleong, 2021). This study also pays attention to research ethics by asking for the consent of informants and maintaining the confidentiality of participants' identities.

RESULTS AND DISCUSSION

Background of the Establishment of BUMDes BARETA

BUMDes BARETA (Bangun Ekonomi Rakyat Tanggulangin) was established in 2019 through Tanggulangin Village Regulation Number 3 of 2019. This establishment is a follow-up to the mandate of Law Number 6 of 2014 concerning Village and Village Regulation PDTT Number 4 of 2015 concerning the Establishment, Management, and Management and Dissolution of BUMDes (Laoly, 2015). The main purpose of the establishment of BUMDes BARETA is to optimize the management of local economic potential in order to provide added value for community income and Village Original Income (PADes), encourage community economic independence through productive businesses and public services based on local needs, and become an institution that integrates various economic activities of citizens to be more directed, efficient, and sustainable.

The establishment process began through village deliberations involving village officials, the Village Consultative Body (BPD), community leaders, youth organizations, and small business actors. The joint decision gave birth to the organizational structure, articles of association, and internal regulations for the management of BUMDes business units.

Institutional Structure and Governance

BUMDes BARETA has a simple organizational structure but is oriented towards the principles of transparency, participation, and accountability. Based on the results of interviews with the Village Head and the Director of BUMDes, the organizational structure consists of: Advisors (Village Heads) who play a role in providing strategic direction and ensuring the conformity of BUMDes policies with village development plans, Operational Implementers (Directors, Secretaries, and Treasurers) who are responsible for daily activities, financial management, and coordination between business units, and Supervisors (BPD elements and community leaders) who conduct evaluations, internal audits, and provide recommendations for performance improvement. This structure shows the application of the principles of good village governance, where each position has clear responsibilities and a two-way control mechanism between the village government and the management of BUMDes.

As explained by Ostrom (1990), the success of community-based economic institutions depends on clear rules, the roles of actors, and incentive mechanisms that encourage compliance and innovation. In the context of the BARETA BUMDes, these principles are embodied in institutional documents such as the Articles of Association (AD/ART), Village Regulations on BUMDes, and Standard Operating Procedures (SOPs) for financial management and reporting. These documents serve as the foundation for good governance, as they regulate transparency, accountability, and the division of organizational roles. Furthermore, the village deliberation mechanism, citizen involvement, and oversight by the BPD (Regional Consultative Body) represent participatory mechanisms that strengthen the legitimacy and sustainability of BUMDes management.

Governance and Participatory Mechanisms

Every policy and development plan of BUMDes business units is determined through the Village Deliberation (Musdes). This forum is a forum for community participation to propose, evaluate, and supervise business activities. The participatory mechanism strengthens the sense of belonging of residents towards BUMDes, so that the level of participation in village economic activities increases.

BUMDes BARETA also implements a routine reporting system every quarter to the village government and the community through public information boards. This form of openness is in accordance with the principles of transparency and accountability as affirmed by the Ministry of Villages (PDTT Number 13 of 2022) in the guidelines for good governance of BUMDes (Amrullah et al., 2022). In practice, this report includes information on business unit development, capital utilization, revenue realization, and follow-up plans for the following quarter. However, although the reporting mechanism is in place, the quality of the report content is still limited to numerical presentation and lacks comprehensive analysis. Furthermore, public participation in responding to the report remains low, due to the lack of discussion forums or public dialogue after the report is published.

This situation indicates that formal transparency has been implemented, but further strengthening of the report's substance, feedback mechanisms, and citizen involvement in the evaluation process is needed. This is crucial so that good governance principles not only prevent the publication of information but also encourage substantive accountability and improve the effectiveness of BUMDes management.

Institutional Implications

From the results of observations and interviews, it can be concluded that BUMDes BARETA has functioned as an institutionally and socially organized local economic institution. A clear structure, community involvement, and village government support are key factors in the sustainability of this institution. However, challenges still arise in the aspects of human resource professionalism, administrative digitalization, and business diversification.

A strong institution will determine the success of BUMDes in the long run. This is in line with the theory of Institution-Based Development put forward by North (1990), where local institutions act as "rules of the game" that shape the economic behavior of the community and create social efficiency (Douglass C. north, 1990). Thus, BUMDes BARETA can be said to have built a good institutional foundation as the basis for strengthening the people's economy at the village level, but still needs capacity building and managerial innovation in order to achieve full independence.

Table 1. Types of Businesses Managed by BUMDes BARETA

| Business Unit | Types of Activities | Main Source of Income |
|-------------------------------------|--|---|
| Village Kiosk | Selling basic necessities and processed products (such as cassava chips, herbal drinks, and salted eggs) | Product sales margin and venue rental |
| Public Facilities | Rental of futsal courts and community activity facilities | Rental fees and social activity contributions |
| Administrative and Payment Services | Planning of vehicle tax payment services, electricity, and village administration | Service fees and cooperation with third parties |
| Nestlé CSR Partnership | Management, entrepreneurship, and digital marketing training | CSR program assistance and human resource capacity building |

Source: Data Processed, 2025

Types of Businesses Managed by BUMDes BARETA

BUMDes BARETA (Building the Tanggulangin People's Economy) has several business units that are developed based on local potential and the needs of the village community. Based on the results of interviews with BUMDes management and field observations, there are four main business units that are actively running until 2025. Each business unit is developed gradually and based on the needs of the community, in accordance with the principles of sustainability as stipulated in Permendes PDTT Number 3 of 2021 concerning the Utilization of Village Funds for Productive Economic Development (Kementerian Desa, 2021).

Management Principles and Business Strategy

In carrying out economic activities, BUMDes BARETA prioritizes the principles of independence, transparency, and collaboration. The main business management strategies include, optimization of local potential: BUMDes prioritizes the absorption of products from the local community, such as agricultural products and processed household products, so that economic added value continues to revolve in the village. Productive partnerships: through collaboration with Nestlé Indonesia in CSR programs, BUMDes receive assistance from business management, digital marketing, and financial administration. Public service innovation: village administration service units are developed to provide convenience for the community in managing documents or regular payments, as well as becoming a new source of income for BUMDes. Business diversification: the development of new units such as village market management, agricultural equipment rental services, and organic farming cooperation is in the planning stage to expand the village's economic base. Nestlé's CSR partnership model in BUMDes BARETA shows concrete examples of such collaborations, which result in increased management capacity and open market access for village products (Nestlé Indonesia, 2021).

This approach demonstrates the implementation of an inclusive economic model, where Village-Owned Enterprises (BUMDes) not only pursue profit but also serve as instruments for community empowerment. This empowerment is evident through community involvement as business unit managers, capacity building through management mentoring, and expanded community access to economic services and public facilities. Furthermore, community participation in village deliberations and public oversight mechanisms reflects the strengthening of social participation and control, which are at the heart of inclusive economic practices.

Contribution to the Community and Village Economy

The results of the study show that the existence of BUMDes BARETA has a real impact on improving the economy of the people of Tanggulangin Village. Based on the results of interviews with informants (Village Heads, BUMDes administrators, and business actors), there are several forms of economic contribution identified, namely: Increase in Community Income: People involved in BUMDes business units, especially in the management of village kiosks and the provision of local products, experienced an average income increase

of 10–20%. This increase comes from sales margins and additional business opportunities facilitated by BUMDes. Creating Local Jobs: BUMDes BARETA opens jobs for youth and housewives, both directly as managers of stalls and facilities, and indirectly through the production of goods sold by BUMDes.

Increase in Village Original Income (PADes): Part of the profits of BUMDes are deposited into the village treasury in addition to PADes, which are used to support social activities and infrastructure development. In 2024, BUMDes will contribute around IDR 15 million to PADes Tanggulangin, an increase from IDR 8 million in the previous year. Improving Human Resource Literacy and Capacity: Through management and entrepreneurship training from Nestlé's CSR, people acquire new skills in financial management, marketing, and the use of digital media. This impact strengthens the foundation of a long-term productive economy.

Implications of the Findings

Overall, the type of business and economic contribution of BUMDes BARETA shows that this institution has transformed into a driver of the village economy (H. Wahyuni & Hastari, 2023). BUMDes not only increase people's income, but also foster an entrepreneurial spirit, social collaboration, and local independence. To overcome these obstacles, BUMDes need to strengthen long-term collaboration strategies with microfinance institutions, universities, and the private sector. This approach is in line with the concept of "Triple Helix Model" (Etzkowitz & Leydesdorff) who emphasized the importance of synergy between government, academia, and the business world in developing local economic innovation (Etzkowitz & Leydesdorff, 1998).

In this context, the role of academics is crucial, especially through research-based management assistance, capacity building training, and knowledge transfer oriented to business innovation. The involvement of the university not only provides conceptual insights, but also provides analytical tools, business management models, and best practices that can be adopted by BUMDes to improve the quality of governance and development of business units.

The policy implications of these findings show the need for sustainable management assistance facilitated by universities, in order to ensure professionalism in business governance, digitalization of marketing systems, and financial administration to expand market access. In addition, it is important to continue to increase synergy between village governments, CSR, and universities as the main actors of innovation in building a model of empowerment and socio-economic innovation that is in accordance with local potential.

Empowerment Concepts and Approaches Applied

BUMDes BARETA (Bangun Ekonomi Rakyat Tanggulangin/Building the Tanggulangin People's Economy) was formed not only as a village economic institution, but also as an instrument of community empowerment. Based on the results of observations and interviews, the empowerment strategy implemented is based on the principles of participation, independence, and sustainability (Dwiningwarni & Amrulloh, 2020; Lestari et al., 2019; Mutolib et al., 2019).

The findings of this study are in line with Suyono's view that village economic development must be based on the principles of the people's economy, namely an economic system that places the community as the main actor and beneficiary of development. In the context of BUMDes BARETA, business activities are not only profit-oriented, but also on social empowerment and equitable distribution of economic benefits (Suyono, 2021).

In addition, the results of the study also strengthen Hariyoko's view that BUMDes are a strategic instrument in strengthening the village economy through synergy between actors: the government, the community, and the private sector (Hariyoko, 2023). The approach used is a participatory approach, where the community is not only the beneficiary, but also the main actor in every stage of the activity, from planning,

implementation, to business evaluation. This is in line with Chambers' (1997) view in the concept of community-centered development which emphasizes that empowerment must grow from the potential and aspirations of the citizens themselves, not just outside interventions.

BUMDes BARETA implements empowerment through three main channels: productive economic empowerment, through the creation of business and employment opportunities at the village level, social empowerment and community education, through entrepreneurship training, business management, and financial literacy., institutional empowerment, through citizen involvement in decision-making and supervision of BUMDES activities.

Form and Implementation of Empowerment Programs

The results of the study show that BUMDes BARETA has implemented various empowerment programs that reach community groups with different backgrounds, such as youth, housewives, and village Micro, Small and Medium Enterprises (UMKM) actors. Through cross-sector cooperation with Nestlé Indonesia's CSR program, BUMDes conducts entrepreneurship training that includes small business management, packaging, and digital marketing. The training, which was attended by around 40 participants, succeeded in improving the production and packaging capabilities of processed products such as cassava chips, banana chips, and herbal drinks which are now marketed through BUMDes kiosks and social media. In addition, the financial literacy strengthening program helps people manage income, record finances, and develop their businesses independently, so that participants are more confident in managing capital and calculating profits.

Youth empowerment is also carried out through the management of futsal field units which are a means of economic activities, leadership, and sports-based business management. The futsal field unit is part of a service/facility rental business unit managed by the Village-Owned Enterprise (BUMDes). This unit serves as both a sports facility and a source of village income. In every business planning and development, BUMDes involves the community through Village Deliberation (Musyawarah Desa) which is attended by village officials, RT/RW, women's groups, and youth, so that the decisions taken are in accordance with the needs of residents.

These empowerment programs have a positive impact on community independence, including increasing the capacity of human resources in business management, digital promotion, and financial management, as well as growing the spirit of social participation and mutual cooperation. In addition, new entrepreneurs have emerged at the household level who utilize local raw materials, thereby encouraging village economic independence. BUMDes also strengthens local capacity through technical assistance, a simple digital administration system, and partnerships between BUMDes in Kejayan District. This is in line with the view of Kasumaningrum et al. (2024) that cross-sector collaboration, social capital, and participatory leadership are important factors in encouraging social innovation in rural economic institutions (Kasumaningrum et al., 2024). In accordance with the approach of the empowerment theory of Friedmann (1992), the success of BUMDes BARETA is reflected in the increasing ability of the community to control decisions that affect their lives and strengthen social and economic capacity through the process of learning together. Community empowerment at BUMDes BARETA is realized through management and entrepreneurship training from Nestlé CSR, increasing the capacity of managers, and involving the community in village kiosk business units, futsal fields, and local production.

Critical Analysis and Social Implications

While positive achievements have been made, the study also found several obstacles in the implementation of empowerment programmes, including: low levels of education and digital literacy among some people means that innovation adoption is slow, reliance on CSR programmes which are still the main source of capacity

building, and the lack of a systematic monitoring and evaluation (M&E) system to measure the sustainability of empowerment outcomes.

BUMDes need to develop an independent community-based empowerment strategy, where the community is not only a training participant, but also an actor in managing activities. Long-term assistance by village governments and external partners is still needed, but the focus is on capability transfer, not dependency. Despite showing positive developments, BUMDes BARETA still faces a number of structural challenges, including: Limited working capital for expansion and innovation of new products, low digital literacy and financial management among managers, and lack of promotion and market access outside the village means that the scale of the business is still limited.

CONCLUSION

Based on research and discussions, the BARETA Village-Owned Enterprise (BUMDes) plays a strategic role in promoting the economic independence of the Tanggulangin Village community through participatory and sustainable management of local potential. Institutionally, the BUMDes demonstrates good governance with a clear organizational structure, transparent reporting mechanisms, and strong support from the village government, the Village Consultative Body (BPD), and community leaders. Economically, managed business units such as village kiosks, public facilities, and administrative services have significantly contributed to increasing community incomes and creating jobs for youth and housewives. Collaboration with the private sector through Nestlé's CSR program has strengthened business competitiveness and expanded access to capital, making the village's economic ecosystem more adaptive and inclusive. In terms of empowerment, the BUMDes serves as a means of increasing community capacity through skills training, production assistance, and digital marketing education. The high level of community involvement in these activities demonstrates the effectiveness of the community-based empowerment approach. Overall, the BARETA BUMDes functions not only as a village economic institution but also as a social driver, strengthening local capacity and expanding development benefits for the community.

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