

STRATEGY FOR STRENGTHENING SUSTAINABLE BUMDESA IN PAMIJAHAN BOGOR: A PESTLE ANALYSIS APPROACH

Ade Wahyudi¹, Iha Haryani Hatta², Dewi Trirahayu³
^{1,2,3} Universitas Pancasila, Jakarta

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ABSTRACT

This study analyzes strategies for strengthening sustainable Village-Owned Enterprises (BUMDesa) in Pamijahan District, Bogor Regency. The PESTLE (Political, Economic, Social, Technological, Legal, and Ecological) analysis approach is used to identify environmental factors that influence BUMDesa sustainability and their impact on achieving Sustainable Development Goals (SDGs). The type of research used is Descriptive Research of the Conclusive Research type. This study's primary data was obtained through a survey method by distributing online questionnaires to the community involved in BUMDesa. Secondary data is used as supporting data and information for researchers. The research population was the BUMDesa community in Pamijahan District, Bogor, using a non-probability sampling technique of the snowball sampling type. The study results show that the PESTLE analysis significantly affects the sustainability of BUMDesa and its impact on the SDGs. Good BUMDesa management can increase equitable economic growth (SDGs 8) and encourage village infrastructure and innovation (SDGs 9). Collaboration with related parties, developing innovations in developing village economic activities, and attention to maintaining cultural and natural heritage is essential in achieving this goal. Based on the research results, BUMDesa administrators must continue encouraging village community members' active participation in decision-making and management. Collaboration with local government, financial institutions, and NGOs can strengthen the village's economic development. Supporting innovation in developing village economic activities needs to be continuously improved. Cultural and natural heritage maintenance must also be a significant concern in BUMDesa development.

E-mail:
ade.wahyudi@univpancasila.ac.id

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1. INTRODUCTION

Bogor Regency, blessed with abundant natural resources, beautiful natural scenery, rich culture, and friendly residents, makes this area a heaven that seeks longing for its visitors. Geographically, Bogor Regency is included in the province of West Java, which has the potential to develop its natural and human resources. Based on the West Java human development index (IPM) in 2022, it will reach 73.12%, an increase of 0.67 points (0.92%) compared to the previous year's achievement of 72.45%. During 2010–2022, West Java's HDI increased by an average of 0.84 per cent per year [1][2][3]. West Java HDI increase in 2022 occurs in all dimensions: longevity and healthy life, knowledge, and a decent standard of living. Bogor Regency is included in the human development status achievement zone with a high category, the same as 14 other cities,

Increasing the human development index is a challenge for local governments, especially the province of West Java. Based on employment data for West Java province, the total workforce in August 2022 was 25.58 million people, an increase of 0.84 million compared to August 2021. There were 1.02 million people (2.63 percent) of the working-age population affected by Covid-19. Consisting of the unemployed due to Covid-19 (0.08 million people), Non-Work Force (BAK) due to Covid-19 (0.09 million people), temporarily unemployed due to Covid-19 (0.03 million people), and residents workers who experienced reduced working hours due to Covid-19 (0.82 million people) [4][5][6]

Villages through BUMDES are institutionally the spearhead of the central government in the government system, essential in increasing national development [7][8]. Various development issues are still homework for the government to increase development evenly and systematically. The central government faces many obstacles in improving the economy due to increasingly intense global economic

competition with various influencing factors; inflation still haunts the national economy, currency depreciation continues to crawl, and other problems rub against each other, thus affecting the national economy. To increase national development, it must start from the bottom, namely bottom-up development. National development can be successful by integrating rural development as the spearhead of the central government. Through the 2014 Village Law, the government has prepared various village assistance and development programs. Village Fund Allocation of Rp. 1 billion per village that the central government has disbursed through the Ministry of Finance in the context of village development in optimizing village development and utilizing all village potential [9][10][11].

BUM Desa, as a village business entity, is very influential in increasing welfare in the community's economic sector. BUM Desa is a program designed by the government to improve people's lives for a better life. As a village business entity, it must be managed jointly for the common good. BUM Desa is a source of community business in maximizing the village's potential [12][13][14].

Village-owned enterprises (BUM Desa) are essential in encouraging rural economic growth and managing local potential. This is supported by government regulation Number 11 of 2022 concerning strengthening village-owned enterprises. Village BUM businesses are economic activities and public services managed independently by village BUM. In other words, village-owned business activities are essential in increasing national growth, especially at the regional level [15].

The existence of BUMDES opens employment and economic access for residents so that residents need more access. One example of citizen participation is empowering the surrounding community to continue sustainably using Community Participation. This is in line with the Sustainable Development Goals (SDGs), a development agenda agreed upon by countries in the world for the good of humanity and the preservation of the planet, which is set as a global development goal ending in 2030. SDGs include 17 Goals (BPS 2022), which, among others, are closely related to the continuous strengthening of BUMDES.

Thus, strategic steps are needed to support the sustainable strengthening of BUMDES, especially concerning post-pandemic business sector recovery efforts. Based on the background description above, this study aims to identify, understand, and explain the urgency of strengthening sustainable BUMDES in Indonesia and develop an analysis of village strengthening strategies using the PESTEL (political, economic, social, technological, environmental, and legal) approach. This approach aims to analyze six external factors that can significantly influence sustainable BUMDES in Bogor Regency, namely politics, economics, sociology, technology, law and the environment. In addition, this approach helps understand situational factors, internal and external analysis [16][17][18].

Based on the geographical location, Pamijahan sub-district is a sub-district in Bogor district with an area of 80.00 Km² which has 15 villages, and 2021 this sub-district has a population of 159,236 people consisting of 82,576 males and 76,660 females. The sub-district has an abundant diversity of natural resources, located at the foot of Mount Salak, which is considered to have great potential to improve village business development, especially in businesses that have been carried out. Some of the community's business activities include fisheries, plantations, agriculture, and animal husbandry, and there is a creative industry, namely aeroplane miniature artisans. Of the many activities carried out by the community, the implementation of village BUM is only in the implementation of cooperative activities & retail stores that support community needs.

2. METHOD

This type of research is quantitative, and the survey method is carried out by distributing online questionnaires to respondents who are part of the population. The sampling technique to be used is snowball sampling due to the geographical characteristics and different locations of the communities involved. The sample size will be taken by considering the minimum required sample size, especially if the number of variables is below five and the item observed variables are more than three, requiring a minimum of 100 to 150 samples for calculations using Structural Equation Models (SEM). Therefore, this study uses 110 community respondents in Pamijahan District, Bogor. Primary data will be collected through online and offline questionnaires using google forms and print. Secondary data will be used as supporting data and information from journal articles, websites, statistics, news articles, books, scientific seminar abstracts, and lecture books.

The purpose of data analysis is to obtain relevant information that can be used to solve problems. The analytical method used is Structural Equation Models (SEM) with SmartPLS 3.0. SEM allows the testing of complex relationships simultaneously between independent and dependent variables. The Partial Least Square (PLS) technique was chosen as the analytical method in this study because it is suitable for complex causal-predictive analysis. PLS is a more appropriate approach for prediction purposes, especially if the

indicators are formative. The PLS method can overcome some of the limitations of the SEM method, such as smaller sample sizes, missing values, abnormal data distribution, and multicollinearity [19].

3. RESULT AND DISCUSSION

Based on the number of samples, 110 questionnaires were divided by 110 respondents. Following are the profiles of the respondents presented in Table 1 below:

Table 1. Characteristics of Respondents

	Criteria	Frequency	Percent
Gender	Man	62	56.36%
	Woman	48	43.64%
Age	17 - 26 years	6	5.45%
	27 - 35 years	23	20.91%
	36 - 44 years	50	45.45%
	45 - 55 years	25	22.73%
	> 55 years	6	5%
Income Per Month	0 – 2.000.000	39	35.45%
	2.000.000 – 3.000.000	39	35.45%
	3.000.000 – 4.000.000	23	20.91%
	> 4.000.000	9	8.18%
Village Origin	Cibitung Wetan	9	8.18%
	Cibening	13	11.82%
	Pamijahan	47	42.73%
	Desa Ciasihan	13	11.82%
	Desa Cibunian	5	4.55%
	Desa Purwabakti	5	4.55%
	Desa Ciasmara	8	7.27%
	Gunung Sari	7	6.36%
	Desa Pasaeran	1	0.91%
	Desa Gunung Picung	1	0.91%
	Gunung Manyan	1	0.91%

From Table 1. One hundred ten respondents filled out the questionnaire; the majority were male, covering 56.36% of the total population, while women followed with 43.64%. From the aspect of age range, most individuals are in the age range of 36-44 years, reaching 45.45% of the total respondents, while 20.91% are aged between 27-35 years, 22.73% are aged 45-55 years, 5.45% are aged 17-26 years, and 5% are over 55 years old.

Furthermore, from the aspect of monthly income, most respondents have an income between 0 to 3,000,000, with almost 75% of this group being in this category. Furthermore, 20.91% have income between 3,000,000 to 4,000,000, and only 8.18% have income above 4,000,000. In terms of village origin, the population distribution of this group also varies. Pamijahan is the village with the largest population, covering 42.73% of the total, followed by Cibening (11.82%), Ciasihan Village (11.82%), and Cibitung Wetan (8.18%). Other villages, such as Cibunian Village, Purwabakti Village, Ciasmara Village and Gunung Sari, also contributed in smaller amounts.

Thus, this data indicates that this group is dominated by men, with the majority age ranging from 36-44 years and having a primary income of between 0 and 3,000,000. Pamijahan is the village of origin for most group members, indicating variations in regional origin. The results of the Descriptive Statistical Test are as follows:

Table 2. Descriptive Statistics

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Equitable Village Economic Growth	110	12.00	20.00	16.0727	1.53676
Village Infrastructure and Innovation According to Needs	110	18.00	30.00	23.3818	2.53772
PESTEL	110	42.00	60.00	49.7000	4.20255
Valid N (listwise)	110				

An explanation of the descriptive statistics for each variable is as follows:

1. The total number of research samples (N) is 110 BUMDes community samples, Pamijahan district, Bogor.
2. SDG 8 in this study, from the data above, shows a minimum value of 12, a maximum value of 20 with an average of 16.0727 and a standard deviation of 1.536. The average value indicates that the community's understanding of the questionnaire statements on the SDG2 8 variable tends to be high, so it can be perceived that the respondents feel that the village's economic growth is relatively evenly distributed
3. SDG 9 in this study, from the data above, shows a minimum value of 18, a maximum value of 30 with an average of 23.3818 and a standard deviation of 2.53772. The average value of indicating that the community's understanding of the questionnaire statements on the SDG2 9 variable tends to be high, so it can be perceived that respondents feel that village infrastructure & innovation is according to needs
4. The PESTEL variable shows a minimum value of 42, and a maximum value of 60, with an average of 49.7 and a standard deviation of 4.20255. The average value of indicating that the community's understanding of the questionnaire statements on the PESTEL variable is high.

Model Validity Test

Using the PLS method, an indicator is declared valid if it has a loading factor above 0.70 for the construct in question [20]. The following is the validity test stage.

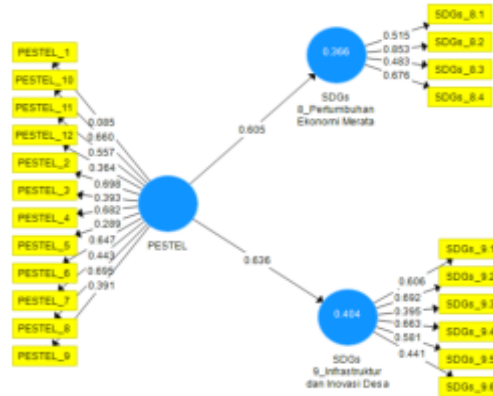


Figure 1. Stage 1 Validity Test

Based on the results of the validity test of stage 1 in Figure 1, not all statements are declared valid, so the validity test is continued by dropping statements which according to the researcher are the source of the problem are invalid.

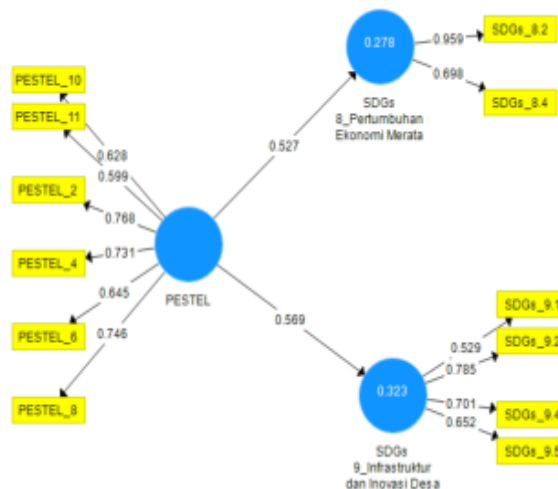


Figure 2. Stage 2 Validity Test

Based on the results of the stage 2 validity test in Figure 2, not all statements are declared valid, so the validity test is continued by dropping statements which according to the researcher are the source of the problem are invalid.

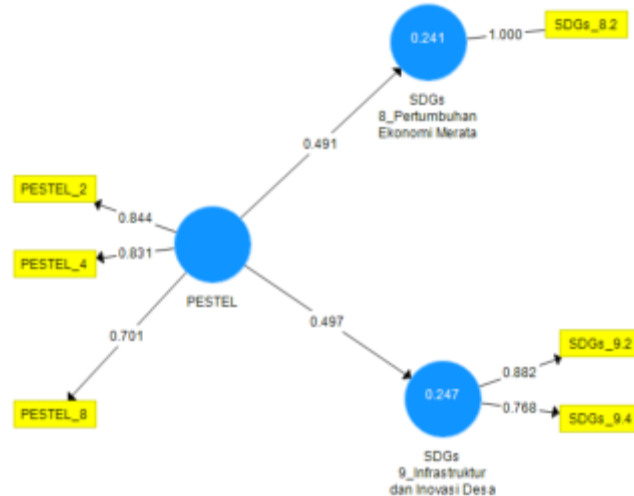


Figure 3. Stage 3 Validity Test

Based on the test results in Figure 3, of all these variables, all statements are declared valid because all of them have a loading factor above 0.70.

Reliability Test

To see the reliability results, it can be seen that the Average Variance Extract (AVE) value must be above 0.5 and Composite Reliability must be above 0.7.

Table 3. Reliability Test

Construct Reliability and Validity	Composite Reliability	Average Variance Extracted (AVE)
PESTEL	0.836	0.631
SDGs 8_ Equal Economic Growth	1.000	1.000
SDGs 9_ Village Infrastructure and Innovation	0.812	0.684

Based on table 3 it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, thus all variables meet the reliability requirements [19]

Evaluation of Measurement Model (Outer Model)

The outer model or measurement model aims to specify the relationship between latent variables and their indicators, also known as the discriminant validity test, which can be measured using the cross-loading method.

Table 4. Discriminant Validity

Cross Loadings	PESTEL	SDGs 8_ Equal Economic Growth	SDGs 9_ Village Infrastructure and Innovation
PESTEL_2	0.844	0.434	0.432
PESTEL_4	0.831	0.392	0.485
PESTEL_8	0.701	0.339	0.216
SDGs_8.2	0.491	1.000	0.457
SDGs_9.2	0.467	0.354	0.882
SDGs_9.4	0.344	0.418	0.768

Based on Table 4, it can be concluded that each latent variable can predict the size of each block better than the size of other blocks so that the evaluation of the measurement model (outer model) with discriminant validity is valid.

Evaluation of the Structural Model (Inner Model)

The structural model is evaluated using the R-Square (coefficient of determination) for the independent variables.

Table 5. Evaluation of the Structural Model (Inner Model)

R Square	R Square	R Square Adjusted
SDGs 8_ Equal Economic Growth	0.241	0.234
SDGs 9_ Village Infrastructure and Innovation	0.247	0.240

Table 6. Evaluation of the Structural Model (Inner Model) f Square

f Square	PESTEL	SDGs 8_ Equal Economic Growth	SDGs 9_ Village Infrastructure and Innovation
PESTEL		0.318	0.329
SDGs 8_ Equal Economic Growth			
SDGs 9_ Village Infrastructure and Innovation			

Based on table 5, from R Square it can be concluded that 24.1% of PESTEL can explain SDGs 8_Equal Economic Growth and 24.7% of PESTEL can explain SDGs 9_Village Infrastructure and Innovation. Furthermore, in F Square, explained that PESTEL had quite a strong impact on SDGs 8_Equal Economic Growth and SDGs 9_Village Infrastructure and Innovation.

Hypothesis Testing Results

Following are the results of data processing using the PLS Bootstrapping method.

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
PESTEL -> SDGs 8_ Equal Economic Growth	0.491	0.494	0.088	5.573	0.000
PESTEL -> SDGs 9_ Village Infrastructure and Innovation	0.497	0.506	0.079	6.273	0.000

To test the direct effect hypothesis using the output path coefficient (Mean, STDEV, T-Values), if the t statistic is more significant than 1.96 and the p-value is less than 0.05, the hypothesis is accepted/significant. Based on the statistical test results in Table 4.6, it can be described as follows.

1. From the results of statistical tests, the statistical t value is 5,573 with a significant level of 0.000. This means $t_{count} > t_{table}$ ($5,573 > 1.96$) and a significant level < 0.05 ($0.000 < 0.05$). This means that PESTEL has a significant effect on SDGs 8_Equal Economic Growth.
2. From the statistical test results, the statistical t value is 6,273 with a significant level of 0.000. This means $t_{count} > t_{table}$ ($6,273 > 1.96$) and a significant level < 0.05 ($0.000 < 0.05$). This means that PESTEL significantly affects SDGs 9_Infrastructure and Village Innovation.

Discussion

1. The PESTLE Model Has an Influence on SDGs 8_Equal Economic Growth.

The results showed that PESTLE significantly affected SDGs 8_Equal Economic Growth. This study's results follow Fasa, A. W. H., Berliandaldo, M., & Prasetyo, A.[21], Ratnasari, S., & Koestoer, R. H.[22]. PESTLE is an environmental analysis tool that provides a structured approach to identify trends and complex developments in the political, economic, social, technological, legal and ecological factors that have the

potential to affect organizations[23].. The PESTLE analysis method aims to evaluate the company's external environment in the framework of risk management.

A study on Bumdes in Pamijahan District, Bogor Regency, reveals that from the PESTLE aspect, the community believes that managing Bumdes properly can provide many benefits for their villagers, can increase the development of local products and utilizing technology can facilitate the services provided by BUMDes. BUMDes significantly impacts sustainability by implementing equitable economic growth (SDGs 8); the causal factor is that BUMDes seeks to increase the involvement and participation of village community members in village economic management and activities. In its realization, BUMDes management has attempted to encourage the active participation of village community members in decision-making and management processes as evidenced by regular meetings, training and education to increase community understanding of their role and contribution to village economic development.

Based on the research results, the existence of BUMDes that is effective and gets the best response from the community is the existence of participatory management by involving members of the village community in the decision-making process. Collaboration with related parties, such as local governments, financial institutions, and NGOs, is also needed to support village economic development.

Furthermore, what needs to be done is BUMDes management is to encourage innovation in developing village economic activities to respond to changing needs and challenges. Sustainability in BUMDes management includes managing resources, finances, and long-term development. Examples of its realization, for example, Are adopting a sustainable agricultural approach by applying organic farming methods and using efficient irrigation technology by working with local agricultural experts and research institutes to introduce new environmentally friendly methods and reduce the use of chemical pesticides. Second, BUMDes can become a forum for developing the production and marketing of agricultural products with a sustainable approach. BUMDes sells fresh agricultural products and processes them into value-added products such as processed food, beverages and handicrafts. Third, Pamijahan District, located in a cool area, can work with local communities to develop sustainable tourism. BUMDes collaborate to build eco-friendly accommodation facilities, organize nature tours with local guides, and organize traditional cultural activities. The BUMDes also ensures that revenue from the tourism sector is allocated to support the development of local infrastructure and education programs. With this approach, BUMDes increases village income and maintains cultural and natural heritage.

2. The PESTLE Model Influences SDGs 9 Village Infrastructure and Innovation.

The results showed that PESTLE significantly affected SDGs 9 Village Infrastructure and Innovation. This study's results follow Fasa, A. W. H., Berliandaldo, M., & Prasetyo, A.[21], Ratnasari, S., & Koestoer, R. H[22]. Palmer states that PESTLE analysis is a diagnostic tool for strategic decision-making. It serves to identify opportunities that can be exploited, deal with potential threats, and mitigate risks. PESTLE analysis results can produce change agendas, both immediate change initiatives and long-term change plans. The results of research on BUMDes in Pamijahan District, Bogor Regency, indicate that from a PESTLE perspective, the community has confidence that the effective management of BUMDes can bring various benefits to villagers. This includes the potential to increase local product development and the use of technology to facilitate service delivery by BUMDes.

PESTLE has a significant effect on SDGs 9 Infrastructure and Village Innovation, with the main significant factor being BUMDes implementing innovative ideas in developing products, services or business processes in villages and being able to allocate adequate resources to support innovation and research activities at the village level. The implementation is that the BUMDes management identifies innovation opportunities in developing products, services or business processes. However, it is following the wishes of the community that innovative initiatives should involve members of the village community in the development process. This can increase citizen involvement and participation in local development, create a sense of belonging, and strengthen community solidarity. Thus, the implementation of innovative ideas by BUMDes and the allocation of adequate resources not only positively impact the development of products, services or business processes in villages but also have significant implications for achieving SDGs 9 and local economic empowerment and growth.

4. CONCLUSION

The results of the study show that PESTLE has a significant effect on SDGs 8_Equal Economic Growth. BUMDes has a strategic role in encouraging equitable economic growth at the village level. The community believes that good BUMDes management can bring tangible benefits to villagers, including increasing the development of local products and providing better services through technology. The success of BUMDes

in driving the village economy aligns with the sustainability principles adopted in SDG 8, which emphasize the importance of inclusive and sustainable economic growth. The results of the study show that PESTLE has a significant effect on SDGs 9 Village Infrastructure and Innovation. BUMDes that apply innovative ideas in developing products, services or business processes in the village and allocate adequate resources to support innovation and research activities at the village level can become potent agents of change in creating better infrastructure and contributing to innovation at the local level. This aligns with SDG 9, which focuses on building robust, sustainable, inclusive infrastructure and encouraging innovation. BUMDes management should continue to encourage the active participation of village community members in decision-making and management processes. Regular meetings, training and education can increase community understanding of their role and contribution to village economic development. This will strengthen community ownership and solidarity and result in more inclusive decisions based on the community's actual needs. BUMDes management should continue collaborating with local governments, financial institutions and NGOs to strengthen village economic development. BUMDes can take advantage of the resources and support from these parties in terms of financing, training, and access to networks and other resources. This collaboration can help BUMDes face challenges and create new opportunities for local economic growth. BUMDes management must continue encouraging innovation in developing village economic activities. Practical steps include adopting sustainable agricultural methods, developing processed agricultural products with a sustainable approach, and exploring the potential of the sustainable tourism sector. By integrating new ideas and utilizing appropriate technology, BUMDes can produce products and services that have added value and are competitive. BUMDes management must also consider aspects of maintaining cultural and natural heritage in developing economic activities. In the tourism context, for example, BUMDes can play a role in maintaining the sustainability of nature and local culture by developing sustainable tourism that provides economic benefits for rural communities while preserving the environment and local traditions.

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