

Analysis Of Manager Competencies - Performance of Village-Owned Enterprises: The Village Government's Role as Mediator

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ABSTRACT

The study aimed to analyze the role of village government in improving the competence of BUMDes managers and performance. It also examines the role of village government in mediating the effect of manager competency on performance. Data totaling 100 were obtained from BUMDes around Madura and Malang Raya. Descriptive analysis was used to describe the characteristics of respondents. Multiple Linear Regression Analysis to test the effect, and Moderation Analysis, with Moderated Regression Analysis technique to test the role of village government moderating the relationship between manager competence and performance. Conclusion: the role of village government has a positive effect on improving performance. Competence has a positive and significant effect on performance. The role of village government has a positive effect on the competence of managers. The role of village government is able to mediate the effect of manager competency on performance.

Keywords: Competence, Performance, Bumdes, Role of Village Government

ABSTRAK

Tujuan penelitian untuk menganalisis peran pemerintah desa dalam meningkatkan kompetensi pengelola dan kinerja BUMDes. Juga menguji peran pemerintah desa dalam memediasi pengaruh kompetensi pengelola terhadap kinerja. Data berjumlah 100 diperoleh dari BUMDes di sekitar Madura dan Malang Raya. Analisis Deskriptif digunakan untuk menggambarkan karakteristik responden. Analisis Regresi Linier Berganda untuk menguji pengaruh, dan Analisis Moderasi, dengan teknik Moderated Regression Analysis untuk menguji peran pemerintah desa memoderasi hubungan kompetensi pengelola terhadap kinerja. Peran pemerintah desa berpengaruh positif terhadap peningkatan kinerja. Kompetensi berpengaruh positif dan signifikan terhadap kinerja. Peran pemerintah desa berpengaruh positif terhadap kompetensi pengelola. Peran pemerintah desa mampu memediasi pengaruh kompetensi pengelola terhadap kinerja.

Kata Kunci: Kompetensi, Kinerja, Bumdes, Peran Pemerintah Desa

Introduction

Village-owned enterprises (BUMDES) are one of the initiatives developed by the Indonesian government as a means to improve the welfare of rural communities through local economic empowerment. The existence of BUMDES is important because it provides opportunities for village communities to manage the potential of existing resources, ranging from agriculture, handicrafts, to tourism. By optimizing village potential, BUMDES is expected to create jobs, increase community income, and reduce dependence on external assistance. However, although BUMDES have great potential to improve the village economy, many still face various challenges in managing and developing their businesses. One of the factors that influence the success of BUMDES is the business strategy applied. Each BUMDES needs to formulate a business strategy that is in line with the local potential and needs of the village to optimize the business being run. The selection of the right type of business, efficient financial management, and the ability to innovate are crucial to create optimal performance.

On the other hand, the role of the village government is also crucial to the success of the BUMDES. The village government not only plays a role in providing supportive policies, but also in providing necessary facilities and training for BUMDES managers. Government support in the form of infrastructure provision, access to markets, financial assistance, as well as good supervision can help BUMDES to grow and develop well.

However, although BUMDES are expected to contribute greatly to the village economy, the reality on the ground shows that many BUMDES have not been able to operate optimally. One of the reasons is the constraints in business management, limited capital, and challenges in terms of managing the human resources involved. On the other hand, the role of the village government is also a key factor in supporting the sustainability and success of BUMDES. The village government must be able to create supportive policies, provide the necessary facilities, and ensure the management of BUMDES is in accordance with existing regulations.

In addition to the role of village government, the competency of human resources (HR) in BUMDES is also a determining factor in BUMDES performance. Competent human resources, in terms of managerial, technical, and entrepreneurial skills, will greatly influence the ability of the BUMDES to operate efficiently and sustainably. Many BUMDES experience difficulties in managing their business due to unprofessional management, lack of skills in marketing, finance, and risk management. Therefore, improving HR competencies through training and education is important so that BUMDES can develop and achieve its goals.

In the context of Village-Owned Enterprises (BUMDES), there are two variables that greatly influence the performance of these village enterprises, namely the role of village government and the competence of human resources (HR). Both have a mutually supportive relationship in creating the success and sustainability of the BUMDES business. The competency of HR involved in the management of the BUMDES has a direct impact on the operational effectiveness of the BUMDES. Competent HR will be better able to perform their duties and responsibilities, which in turn will improve the performance of the BUMDES. The role of village government and HR competencies interact and support each other in influencing BUMDES performance. The village government serves as a facilitator that provides the necessary training and resources to improve HR competencies, while competent HR will be more effective in running businesses that support the achievement of BUMDES objectives.

The relationship between the role of village government and HR competencies is crucial in determining the performance of BUMDES. A village government that provides appropriate support, favorable policies, as well as effective training will create good conditions for BUMDES managers to improve their competencies. Meanwhile, competent HR will be able to better manage the BUMDES, improve operational efficiency, and face market challenges. The synergy between the two will result in better BUMDES performance, which in turn will contribute to the welfare of the village community.

The novelty in this study is to use a combination of two key variables, namely the role of village government and the competence of managers. So far, many studies have separated the role of government and competence in influencing performance, but research that combines the two in the context of BUMDes can provide a new perspective. This research focuses on the interaction between village government support and HR capabilities in supporting the success of BUMDes.

This study aims to deeply analyze the influence of the role of village government in improving the competence of human resources (HR) for the purpose of improving the performance of Village-Owned Enterprises (BUMDes). Specifically, this study wants to (1) Test and find empirical evidence of the effect of manager competence on BUMDes performance, (2) Test and find empirical evidence of the effect of the role of village government on BUMDes performance, (3) Test and find empirical evidence of the role of village government in mediating the effect of manager competence on BUMDes performance.

Governance Theory

The governance theory is relevant to explain how the village government acts as the main director, policy maker, and supervisor in BUMDes operations. This theory was invented by A Shleifer and Vishny (1997); Aguilera and Cazurra Cuervo (2004) explain that governance is a set of mechanisms to ensure that managers act in accordance with the interests of shareholders and other stakeholders.

Empowerment Theory

Empowerment theory, particularly focusing on economic and social empowerment, can be a very relevant basis for this research. Empowerment of village communities by the village government through BUMDes management can increase the capacity and ability of communities in managing resources (Rappaport 1987).

The Effect of Village Government on BUMDes Performance

The village government has a major responsibility in supporting BUMDes operations through policies, regulations, and the provision of necessary resources Sutrisno (2022), the village government can improve BUMDes performance by providing strategic direction, supervision, and empowerment of village communities. This role also includes the management of village funds to support BUMDes activities (Sudrajat 2021); (Alfian 2020). Supportive policies, such as proper fund allocation, training, and effective supervision, are expected to improve the performance of BUMDes in villages. Hidayat (2021) and Suryadi, (2020) support this hypothesis with research showing that village governments that are active in providing support will contribute to improved BUMDes performance.

Hypothesis 1: The role of government has a positive effect on improving the performance of BUMDes.

The Effect of Manager Competence on BUMDes Performance

HR competency is a determining factor in the success of BUMDes, especially in terms of management, decision-making, and the resulting innovations. Ismail (2019); Suryani (2020) emphasize that BUMDes managed with competent human resources tend to perform better. HR competencies in managing BUMDes, both in terms of managerial, technical, and leadership, determine the operational success and growth of BUMDes. Hidayat (2021) state that competent managers will be able to manage businesses more efficiently, resulting in improved BUMDes performance. This hypothesis leads to a simultaneous test between two independent variables, namely the role of village government and HR competencies, on BUMDes performance. Arianto, (2020) and Slamet (2021) revealed that supportive village government policies and increased HR capacity can have a synergistic impact on BUMDes performance.

Hypothesis 2: Manager competence has a positive effect on BUMDes performance.

The Role of Village Government affects the Competence of BUMDes Managers

This hypothesis focuses on the relationship between village government policies and improved HR competencies. Village governments that provide training, mentoring, and other facilities can improve the competence of BUMDes managers. Muhammad (2021) and Rafik (2021) show that government policies can facilitate better HR development.

Hypothesis 3: The role of village government has a positive effect on the competence of BUMDes managers.

The Role of Village Government Mediates the Effect of Manager Competence on BUMDes Performance

BUMDes performance can be understood as the ability of this institution to achieve its predetermined objectives, whether in financial, operational or social aspects. Some literature also shows that BUMDes performance is influenced by various factors, including the implementation of appropriate business strategies and innovations that are in line with local market needs and village potential. Lin et al. (2024) state that business strategies tailored to local conditions and the development of innovations based on village potential can play an important role in the success of BUMDes. The performance of Village-Owned Enterprises (BUMDes) is one of the important indicators in evaluating the success of economic development at the village level. As an institution managed by village communities, BUMDes aims to improve the local economy, create jobs, and empower village communities. Therefore, it is important to measure the performance of BUMDes to determine how effective and efficient this institution is in carrying out its functions (Sari, 2020); (Nurhayati and Haryono 2019).

This hypothesis tests whether HR competency serves as a mediating variable linking the role of village government and BUMDes performance. Yulianto and Fauzan (2021); Yuliana (2021); Suryadi et al. (2020); Taufik (2022) show that policies that encourage an increase in the competence of BUMDes managers will improve BUMDes performance.

Hypothesis 4: The role of village government mediates the effect of manager competence on BUMDes performance.

Method

The types of research used are quantitative descriptive research and explanatory research. Descriptive research aims to describe existing conditions regarding the role of village government, HR competencies, and BUMDes performance. Explanatory research will be used to explain the causal influence between the role of village government and HR competencies on BUMDes performance.

The research was conducted in villages that have 286 Village-Owned Enterprises (BUMDes) in Malang and Madura which were used as the research population. Based on sampling as stated by Arikunto (2006:45), if there are less than 100 subjects, then all of them will be used as a sample, if it is greater than the subjects then the sample can be taken 10%-15% or 25%-50%. The population of this study is quite large, namely 286 samples, consisting of 70 BUMDes in Malang Regency and City, 45 in Sumenep Regency, 36 in Pamekasan Regency, 58 in Sampang Regency and 77 in Bangkalan Regency. With a large population, the researchers took 35%. So the sample number is 100. Data Collection Techniques were conducted with (1) Questionnaires: The main instrument used to collect quantitative data related to the role of village government, HR competencies, and BUMDes performance. This questionnaire will be distributed to BUMDes managers, village heads, and communities related to BUMDes. (2) Interview: Semi-structured interviews were conducted with BUMDes managers and related parties to obtain qualitative data on village government policies and challenges in improving HR competencies in the village.

The data analysis techniques include Descriptive Analysis to describe the characteristics of respondents and the conditions of governance, manager competence, and BUMDes performance. Validity and Reliability Test, to ensure that the questionnaire instrument produces valid and reliable data. Multiple Linear Regression Analysis to test the effect of manager competency on BUMDes performance, and Moderation analysis, using moderated *regression analysis* (MRA) technique to test whether the role of village government moderates the relationship between manager competency and BUMDes performance.

Result and Discussion

From the data in the table above, it can be concluded that in the gender column, respondents in this study were dominated by men with 62 respondents, while for men there were 38 respondents. The age column of respondents also varies, there are 23-27 years

old who dominate in this study. The education level in this study was dominated by the SMA / MA level as many as 37 respondents.

The business is dominated by businesses of around 1-3 years and the dominating business size is micro businesses. Then, the type of business is dominated by retail businesses as much as 35. Furthermore, for the monthly turnover column, the majority are respondents with a total monthly income of <Rp. 25,000,000.

Table 1 Descriptive Analysis

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Manager Competence (X1)	100	2	5	3.95	0.43
Role Of Village Government (M)	100	3	5	4.04	0.34
Performance (Y)	100	3	5	3.85	0.42

Based on the results of descriptive statistical tests, performance has a minimum value of 3, a maximum of 5, a mean of 3,85 and a standard deviation of 0,42. Based on the results of the descriptive statistical test, the role of the village government has a minimum value of 3, a maximum of 5, a mean of 4,04 and a standard deviation of 0,34. While the manager competency system has a minimum value of 2, a maximum of 5, a mean of 3,95 and a standard deviation of 0,43.

Data Validity Test

The validity test is conducted to assess whether a questionnaire is valid. A questionnaire is considered valid if its questions can accurately measure the intended aspects. The significance test is performed by comparing the calculated r-value to the r-value in the table. In this case the number of samples (n) = 100 and alpha = 0.05 obtained r table = 0.194 If r count is greater than r table then the question or indicator is declared valid.

Reliability Test

The reliability test is conducted to determine the consistency of measurement results when the same instrument is used repeatedly. This test applies the Cronbach Alpha method, where a variable is considered reliable if it produces a Cronbach Alpha value greater than 0.70.

Table 2 Reliability Test Table

Variables	Cronbach's Alpha	Limit of Reliability	Description
Manager Competency	0,718	0,7	Reliable
Role of Government M1	0,75	0,7	Reliable
Y performance	0,746	0,7	Reliable

Based on the table above, it shows that the Cronbach's Alpha instrument value for all research variables is > 0.70 so it can be said that the instrument in this study is reliable and suitable for use.

Hypothesis Test

The results of the partial test calculation (t) using SPSS version 25 obtained the results as in Table 3 Hypothesis Test.

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig	Information
Constanta	10,044	3,602		2,789	0,006	
Manager Competence (X), Performance (Y)	1,497	0,616	1,524	2,432	0,016	Significant
Manager Competence (X), Government Role (M), Government Role (M), Performance (Y)	0,242	0,450	0,294	0,538	0,029	Significant
Manager Competence (X), Government Role (M), Performance (Y)	1,568	0,486	1,268	3,224	0,002	Significant
Manager Competence (X), Government Role (M), Performance (Y)	0,104	0,038	2,935	2,711	0,007	Significant

- (1) Variable relationship of Government Role (M) on BUMDES Performance (Y). The test results that have been carried out show that the t value for the Government Role variable (M) on BUMDES Performance (Y) is 3.224 with a significant value or (α) $0.002 < 0.05$. The t-count value of $3.224 > 0.676$ (t table). That is, H1 is accepted, Ho is rejected. This shows that there is an influence between the Role of Government (M) on Bumdes Performance (Y).
- (2) The relationship between the Managing Competency variable (X) on BUMDES Performance (Y). The test results that have been carried out show that the t value for the Business Strategy variable (X) on BUMDES Performance (Y) is 2.432 with a significant value or (α) $0.01 < 0.05$. The t-count value of $2.432 > 0.676$ (t table), that is, H1 is accepted, Ho is rejected. This shows that there is an influence between manager competence (X) on Bumdes Performance (Y).
- (3) The variable relationship of manager competence (X) to the role of village government (M). The results of the tests that have been carried out show that the t value for the variable Competence of managers (X) on the Role of Village Government (M) is 0.538 with a significant value or (α) $0.029 < 0.05$. The t-count value of $0.538 < 0.676$ (t table). That is, H1 is accepted, Ho is rejected. This shows that there is an influence between the competence of managers (X) on the role of village government (M).

- (4) The relationship between manager competency variables (X) on BUMDES Performance (Y) with the Role of Village Government (M) as a moderating variable. The test results that have been carried out show that the t value for the manager competency variable (X) on BUMDES Performance (Y) with the Role of the Village Government (M) as a moderating variable is 2.711 with a significant value or (α) $0.007 < 0.05$. The t-count value of $2.711 > 0.676$ (t table). This means that H1 is accepted, Ho is rejected. This shows that there is an influence of the manager competency variable (X) on BUMDES Performance (Y) through the Role of the Village Government (M) as a moderating variable.

Discussion

The role of village government has a positive effect on improving the performance of Village-Owned Enterprises (BUMDes).

The results showed that the role of village government has a positive effect on improving BUMDes performance. Village government support plays a crucial role in building good governance and empowering village communities, so that BUMDes performance can improve significantly. The significance of this result is that government support is the main driver. The village government acts as a motivator, facilitator and mediator in supporting BUMDes activities. This includes the provision of skills training, capital assistance, and adequate policies. This role ensures that the BUMDes has a strong foundation to operate professionally and sustainably (Panda, 2024).

More effective performance through good governance. Through governance theory, the role of government is to create more transparent, accountable and participatory BUMDes management. This not only increases efficiency, but also strengthens public trust in BUMDes, so that organizational performance can develop better (Dedi, et.al, 2021). According to *Governance Theory* and Empowerment Theory, the role of village government as a director, facilitator, and supervisor is a key element in creating good governance in organizations, including BUMDes (Shleifer and Vishny 1997); Sari and Wijaya (2020); Zimmermann (2000); and Fitriani (2019).

The results of this study are consistent with previous findings that highlight the important role of village government in improving the performance of BUMDes, including the study of Putri and Wibowo (2020); Hastuti and Suryanto (2022), show that village governments that actively provide direction, regulatory assistance, and financial support have a significant impact on the operational efficiency of BUMDes. The results show that good governance

led by the village government plays a role in increasing profitability and community participation in BUMDes programs.

Manager competence has a positive effect on BUMDes performance.

The results showed that competence has a positive and significant influence on performance. This means that the better the competence of managers, such as managerial, technical, and knowledge of business management, the performance of BUMDes also tends to increase. Another meaning is that it increases operational efficiency and effectiveness. The managers' competencies enable them to manage resources more efficiently, make better decisions, and devise relevant strategies to achieve BUMDes' objectives. This helps to improve productivity and business sustainability. Enhanced HR Capacity. The competencies possessed by managers, such as managerial ability, communication, and technical skills, reflect the quality of human resources who are the main assets of BUMDes. This contributes to business competitiveness and village economic development. Village Community Welfare.

According to Governance Theory and empowerment, good governance requires competent human resources to ensure the effectiveness of organizational management. The competence of managers includes technical, managerial, and integrity capabilities in running BUMDes operations. Competent managers are able to apply governance principles such as transparency, accountability and efficiency, which contribute to increased productivity and business sustainability. These competencies enable BUMDes managers to make more strategic decisions, solve operational problems quickly, and manage risks better (Sari and Wijaya 2020); (Fitriani 2019).

Subowo (2018) showed that BUMDes managers who have competencies in finance and business management can increase the profitability of village businesses. The competence of managers is also related to their ability to build business networks with external parties, such as MSMEs and cooperatives. Technical and interpersonal competencies of managers contribute to improving services to the community, increasing citizen participation, and expanding the market coverage of BUMDes products. Kartika (2021): This study concludes that managers with innovation capabilities and digital literacy are better able to develop technology-based business units, resulting in significantly improved BUMDes performance.

The the competence of BUMDes managers has a positive effect on role of village government

The research results show that the competence of Village-Owned Enterprise (BUMDes) managers has a positive effect on the role of village government. Village governments often conduct socialization to improve community understanding of the role and benefits of BUMDes. In addition, they encourage collaboration between BUMDes and third parties for business development, thus opening up new learning opportunities for BUMDes managers.

The results of this study are in line with Governance Theory and Empowerment which emphasize the importance of good governance in an organization to achieve goals effectively and efficiently. In this context, the role of the village government can be seen as a regulatory and policy function, where the village government plays a role in creating regulations and policies that support BUMDes management.

The results of previous research show that the role of village government significantly contributes to improving the competence of BUMDes managers. Mada, et. al (2017) showed that Strategic Planning has a significant influence on BUMDes Management Accountability. Nurdin I (2014). the role of village government in developing the managerial competence of bumdes managers. Case study in gorontalo. As for Handayani (2020). The results showed that the results of the analysis of the governance and competence of BUMDes managers were strongly influenced by the role of local government.

The role of village government mediates the effect of manager competence on BUMDes performance

The results showed that the role of village government is able to mediate the effect of manager competence on BUMDes performance. This means that the successful performance of BUMDes (Village-Owned Enterprises) does not only depend on the competence of individual managers, but also requires strong support from the village government. The role of village government in providing policies, facilities, and coaching becomes a "bridge" or supporting factor that strengthens the influence of manager competence on BUMDes performance.

The village government has an important role as a facilitator, regulator, and coach in supporting BUMDes management. These roles include resource facilitation, initial budget provision, infrastructure, and policy support. Supervision and coaching by providing strategic direction, monitoring, and evaluation of BUMDes operational implementation.

Networking by helping BUMDes connect with markets, business partners, and other external parties.

The role of village government as mediation shows that the role of village government can strengthen the relationship between manager competency and BUMDes performance. When BUMDes managers have high competencies, but are not supported by policies and facilitation from the village government, BUMDes performance can be hampered. On the other hand, a village government that actively provides support can optimize the potential of the managers, thereby improving the performance of the BUMDes. This mediation can be seen in the form of strategic policies, provision of training for managers, and supervision of business governance.

Research results that support and show that the role of village government is able to mediate the influence of manager competence on the performance of business entities, especially at the village level such as BUMDes (Village-Owned Enterprises), among others: Abdullah and Ilham (2020); Sundari and Kristanto (2019); Sulastris (2019); Sulastris and Muhammad (2021), found that the village government which acts as a facilitator in providing training, mentoring, and supervision can improve the competence of BUMDes managers. Overseas research conducted by Sundaram and Das (2019); Zimmerman (1995) examined the role of local government in supporting village enterprises, as is the case in several developing countries. They found that local governments, including villages, play an important role in mediating the relationship between manager competencies and enterprise performance. Binns, T (2016) looks at the role of local government in supporting small and medium enterprises (SMEs) in rural areas, which include various types of village enterprises, including BUMDes. Binns shows that policies that support village business managers, such as training and mentoring, can improve business performance.

Conclusion

Based on the results of the research and discussion that has been stated above, the conclusions of this study are:

- (1) The role of village government has a positive effect on improving BUMDes performance. Village government support plays a crucial role in building good governance and empowering village communities, so that BUMDes performance can improve significantly.
- (2) Competence has a positive and significant influence on performance. This means that the better the competence of managers, such as managerial, technical, and knowledge of business management, the performance of BUMDes also tends to increase.

- (3) The role of village government has a positive effect on the competency of BUMDes managers. This means that the village government plays an important role in supporting BUMDes managers by providing training, mentoring and access to relevant resources.
- (4) The role of village government is able to mediate the effect of manager competence on BUMDes performance. This means that the successful performance of BUMDes (Village-Owned Enterprises) does not only depend on the competence of individual managers, but also requires strong support from the village government. The role of village government in providing policies, facilities, and coaching becomes a "bridge" or supporting factor that strengthens the influence of manager competence on BUMDes performance.

Several limitations were encountered in this study (1) research in remote villages experienced constraints in terms of access to valid and complete data. Lack of structured BUMDes performance reports, or unavailability of reliable data for analysis. (2) The time taken to see the results of village government intervention or support may have affected the research findings. The effect of policies implemented by the village government may only be felt over a longer period of time, while the study only covers a short period.

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