



Village-owned enterprises: analysis and modeling (Study on 69 Villages-Owned Enterprises in Belu District - NTT Province)

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ABSTRACT

The purpose of this study is to explore and map in depth about Village-Owned Enterprises or Badan Usaha Milik Desa (BUM Desa) starting from the institutional, organ and governance system, stakeholders to various problems faced, then analyze it for further designing and recommending a comprehensive and comprehensive Re-Modeling strategic as a solution for the management of BUM Desa in Belu Regency in particular and in East Nusa Tenggara Province in general. The method used in this study is descriptive qualitative because this method is considered to be able to provide a broader, in-depth and detailed description of the phenomena in the field, in this case the reality conditions of BUM Desa in Belu district. The results of the study show that the problems that have hindered all BUM Desa in Belu district have so far stemmed from the absence of a standardized formal model starting from pre-operational; operational implementation; post operational.

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INTRODUCTION

Based on data from the Central Statistics Agency (BPS) for September 2021 (Statistics 2022), residents poor in Indonesia currently there are 27.55 million people or equivalent to 10.19 percent of the total population, and most of them are located in rural areas. Meanwhile, the total number of villages in Indonesia is 69,826 villages. With details as many as 2,437 villages are still very underdeveloped (3.49%), as many as 13,900 villages are underdeveloped (19.91%), as many as 39,847 villages have developed (57.07%), as many as 11,900 villages have been developed (17.04%) and as many as 1,742 villages are already independent (2.49%) (Statistik, 2022). From these data it can be concluded that rural areas in Indonesia are currently dominated by underdeveloped villages and developing villages, amounting to 56,184 or 80.47%. The Government of the Republic of Indonesia from year to year has always tried with various efforts so that more and more villages are moving towards the rank of "Advanced" villages and then "Independent" villages, so that the welfare of the village community will be better (Ridlwani, 2014). One of the efforts that has been made by the government is to initiate the establishment of Village Owned Enterprises (BUM Desa), through Law number 32 of 2004 (Indonesia, 2007). After that, various derivative regulations have been prepared, starting

from Government Regulations, Ministerial Regulations, up to the Provincial and Regency levels in the form of Regional Regulations or Governor Regulations/Regent Regulations.

Like other regions in Indonesia, Belu Regency in East Nusa Tenggara Province also has a BUM Desa. The number of villages in Belu Regency is currently sixty-nine villages, therefore the number of BUM Desa is 69. Establishment of BUM Desa in Belu district based on the Belu Regent's Regulation. Until now, Belu Regency in East Nusa Tenggara Province has been established and owns sixty-nine BUM Desa in sixty-nine villages in Belu Regency (kemendes.go.id 2021). After so many years since BUM Desa was established, have the results been felt by the village community? Unfortunately, even still far from hope. This has become a problem from time to time for the government and village communities in Belu district over the existence of BUM Desa (Pradnyani, 2019).

The reality conditions as stated, are known by the author through frequent interactions with relatives, colleagues, and acquaintances who are scattered in almost all villages in Belu district, including the Village Head, Village Officials, Managers, Business Partners, and the village community in general. In addition, the authors obtained similar information based on documentation review (van Dinter et al., 2021). Furthermore, issues related to BUM Desa in Belu district that often surfaced include: the establishment was not planned carefully, the manager did not have competence, the product was not selling well, the management was not accountable, the BUM Desa lost money, the manager stumbled on a legal case, and many others (Senjani, 2019). Witnessing the reality above raises questions for the author, at least based on the following two reasons. First, shouldn't various government regulations regarding BUM Desa already hint at proper governance principles? Second, when compared to other districts in the province of East Nusa Tenggara, Belu district actually has comparative advantages, which are actually very supportive of the business climate, especially trade and service groups, and are golden opportunities for BUM Desa.

Belu Regency's comparative advantages include; Belu District borders the Democratic Republic of Timor Leste, which therefore has an impact on the flow of population mobility and the demand for goods and services is very high (Winarna et al., 2022). Nine basic necessities for the people of Timor Leste are supplied from and through the Belu district, plus there is a seaport and airport. In addition, rural areas in Belu district generally have commodity potential in several leading sectors of the district such as: livestock (Belu district is a national livestock barn), agriculture, plantation, forestry, tourism, and others (Paulus et al., 2020).

Departing from the facts and reasons mentioned above, since the author is one of the teaching staff at the Department of Business Administration, Kupang State Polytechnic, an idea arose to research it. From these problems, based on the perspective of Business Management, it can be concluded that most of the problems originate in the pre-activity process, and partly in the activity process, and post-activity such as evaluation and monitoring systems.

This research will begin with a description of all BUM Desa in Belu Regency, East Nusa Tenggara Province. At each BUM Desa location a Focus Group Discussion (FGD) was conducted with selected informants to identify and map problem items (Khalil et al., 2020). The problem items are tabulated and compiled according to the research intent. The results of this activity at all locations were then analyzed in depth and finally the author will formulate a strategic model as an answer to all the problems that have been shackled and caused "suspended animation" (Ferreira-Pereira, 2021) of all BUM Desa in Belu Regency, even most of the BUM Desa in throughout Indonesia .

The main question to be answered in this research is: What is the real condition of all BUM Desa in Belu Regency with its various problems? What is the ideal Village-owned Enterprise Modeling as a solution to the various problems of all Village-owned Enterprises in Belu District? Therefore, the objectives to be achieved in this research are: 1) Mapping and describing the problems faced by all BUM Desa in Belu Regency; 2) Designing an effective and strategic Village-owned Enterprise Model as a solution to various problems of all Village-owned Enterprises in Belu District.

It is expected that this research will produce new findings which will become important input as a basis for determining policies by the Belu Regency Government in particular and the East Nusa Tenggara Provincial Government in general, in a major effort to prosper rural communities through the presence of Village Owned Enterprises (BUM Desa).

Government Regulation (PP) number 11 of 2021 defines Village-Owned Enterprises as legal entities established by villages and/or with villages to manage businesses, utilize assets, develop investment and productivity, provide services, and/or provide types of businesses. others for the maximum welfare of the village community. BUM Desa businesses are activities in the economic sector and/or public services that are managed independently (kemendes.go.id 2021). With its status as a government-owned enterprise, of course all business potential in the village is prioritized to be run by BUM Desa, as long as it is for the benefit of the village administration in particular and the benefit of the village community in general.

BUM Desa consists of: BUM Desa; and joint BUM Desa. BUM Desa is established by one village based on a village meeting and its establishment is stipulated by a village regulation. BUM Desa together is established by 2 (two) Villages or more based on an Inter-Village Deliberation and its establishment is stipulated by a Joint Village Head Regulation. Joint BUM Desa is established based on similar potential, business activities, or regional proximity. The establishment of a joint BUM Desa as referred to in paragraph (3) is not bound by administrative area boundaries. The establishment of a BUM Desa jointly is carried out by the Village and other Villages directly without considering whether or not there is a BUM Desa in each Village. The Village Regulations as referred to in paragraph (1) and the Joint Village Head Regulations as referred to in paragraph (2) contain at least: a) Stipulation of establishment of BUM Desa/BUM Desa jointly. b) Articles of Association of BUM Desa/BUM Desa together. c) Determination of the amount of equity participation Village and/or village community in the context of establishing a joint Village-owned Enterprise/Village-owned Enterprise.

The objectives of establishing BUM Desa are: a) Carrying out economic business activities through business management, as well as investment development and economic productivity, and Village potential. c) Carry out public service activities through the provision of goods and/or services as well as meeting the general needs of the Village community, and managing Village food storage. d) Obtain profit or net profit for increasing the Village's original income and developing the maximum benefit for the economic resources of the Village community. e) Utilization of Village Assets to create added value to Village Assets; f) Developing a digital economic ecosystem in the village

As a business entity, BUM Desa is a business entity that carries out economic activities to gain profit, therefore BUMDes must implement business rules and mechanisms.

a. Business

According to Ghauri et al. (2021), business is everything and the whole are complexities that exist in various fields such as sales (commerce) and industry, basic industry, processing, and manufacturing industry and networking, distribution, banking, insurance, transportation, and so on which then serve and enter the business world as a whole (which serve and interpenetrate).

b. Business management

All entities that carry out business activities always rely on a management system called Business Management. According to Pallathadka et al. (2021), Business Management is a process that includes planning, organizing, coordinating and controlling resources to achieve targets and business goals effectively and efficiently.

c. Aspects of Business Management

There are 5 (five) main management aspects in business, namely: Strategic Management, Financial Management, Marketing Management, Operational Management, and Human Resource Management (HR).

Engaging in the world of business is like an army entering the battlefield. If you want to win (success) business people must have a strategy so as not to be defeated by enemies (competitors/competitors). The strategy is called Strategic Management, which has a very wide range of variables and long periods of time.

Strategic Management is a series of fundamental decisions and actions made by top management and implemented by all levels of an organization in order to achieve the goals of the organization (Henry, 2021). The strategic management paradigm that has been widely adopted until now generally uses a process approach which generally contains the following parts:

a. Analysis and diagnosis.

The process of analysis and diagnosis is directed at two main things, namely: environmental analysis (environmental analysis) and formulation of goals (goal formulation). The diagnosis carried out on these two components will ultimately look for a form of compatibility between the mission carried out and internal capacity and the influence of macro-external environmental forces.

b. Strategy Choice (Strategic Choice)

The analysis-diagnosis process will ultimately offer managers alternative strategies. This process is then followed by an evaluation of each alternative strategy, especially regarding its suitability with the desired goals, assumptions used, and consistency with the organization's internal capabilities. Alternative decisions taken, of course, will be based on economic values, but it also considers the personal and social values inherent in a manager.

c. Strategy Implementation (Strategy Implementation)

Implementation of the strategy can be done through the development of an organizational structure capable of supporting the strategy and the development of appropriate plans and policies. In addition to developing the organizational structure, strategy implementation becomes more effective if it is pursued through the creation of a corporate culture, leadership patterns, and human resource management that supports strategic planning. Strategic control is then carried out to determine the organization's performance on the chosen strategy and then seek feedback for future strategy development.

RESEARCH METHOD

Methods and Types of Research

This research method uses a qualitative approach, while based on the level of explanation, this type of research is descriptive. The descriptive qualitative method is used because it is considered to be able to provide a more in-depth and detailed description of phenomena in the field; in this case the reality condition of BUM Desa. All elements that influence directly and indirectly are explored, mapped and analyzed to conclude and then design a new model as a solution to various problems experienced.

Location and Time

The subjects of this study were all BUM Desa in Belu Regency, totaling sixty nine BUM Desa and all their stakeholders, which are located in Belu Regency, East Nusa Tenggara Province. The choice of this location was based on the consideration that Belu Regency, which has a seaport and borders directly with the country of Timor Leste, should have more potential in terms of business opportunities, but on the other hand, based on the background of the problem at the beginning of this paper, the existence of all BUM Desa in Belu Regency is very far from hope (Bria & Raharjo, 2020). This prompted the author to try to examine it in depth. The total number of BUM Desa in Belu Regency is ninety-seven BUM Desa in ninety-seven villages, so this research is estimated to take seven months.

Data collection and analysis technique

Several methods of data collection were carried out by the authors, namely observation, interviews (in-depth interviews) and documentation studies. Instrument in this qualitative research is the researcher himself (Flick, 2022). The reason is that, things do not have a definite shape yet. In detail, the procedure for analyzing activities is as follows: data reduction, data display, and conclusion. There are two kinds of research validity. First, internal validity about the degree of accuracy of the research design with the results achieved. Second, external validity relates to the degree of accuracy whether the research results can be generalized to the population where the sample was taken (Lesko et al., 2020).

RESULTS AND DISCUSSIONS

Belu Regency is one of the regencies in the province of East Nusa Tenggara. This district is the capital city of Atambua. It has an area of 1,284.94 km², and is divided into 12 Districts, 12 Villages and 69 Villages. Astronomically, this district is located at 124^o -126^o East Longitude and 9^o -10^o South Latitude, with geographical boundaries in the North with the Ombai Strait, in the South with Malacca district, in the East with the country of Timor Leste, and in the West with North Central Timor district (TTU).

In Indonesia, Village-Owned Enterprises began to be established since the birth of Law Number 32 of 2004, then with the issuance of Law Number 6 of 2014 Concerning Villages, the establishment of Business Entities in villages was even more encouraged (Nursetiawan, 2018). This is inseparable from the mandate contained in the regulation that; villages are given authority in the areas of administering government, implementing development, community development and empowering village communities based on community initiatives, rights of origin, and local customs. The authority to carry out the development, guidance and empowerment of village communities, with the aim of the welfare of village communities, can be realized through the establishment of Village Owned Enterprises (Arista et al., 2021).

Village-Owned Enterprises are village-owned enterprises whose capital comes from the village, to manage village assets and other village businesses, for the welfare of the village community. Village Owned Enterprises are managed with a spirit of kinship and mutual cooperation. Like other regions in Indonesia, Belu Regency in East Nusa Tenggara Province also has a BUM Desa. The number of villages in Belu Regency is currently sixty-nine villages, therefore the number of BUM Desa is sixty-nine. Establishment of BUM Desa in Belu district based on the Belu Regent's Regulation.

Until now, it has been almost twenty years since BUM Desa has existed in Belu district. The important question is whether the benefits have been felt by the village community where the BUM Desa is located? The real conditions of BUM Desa in Belu district were then dissected by researchers through observation, interviews, and documentation studies through Village Heads, Village Government Apparatuses, BUM Desa Managers, Business Partners, and the village community in general. To the questions above, the answer is not yet. Furthermore, the cause of the obtained data and information as follows:

- a) The establishment of BUM Desa is not carefully planned,
- b) Managers do not have competence,
- c) Products that are traded are not selling well in the market,
- d) Management is not transparent
- e) Unaccountable management,
- f) Never deposit profits into the Village,
- g) BUM Desa is stagnant
- h) BUM Desa lose money,
- i) BUM Desa is no longer active,

- j) The village community has never felt the benefits of BUM Desa,
- k) The manager of BUM Desa and the Village Head stumbled on a legal case,
- l) Managers and supervisors are people close to the Village Head.

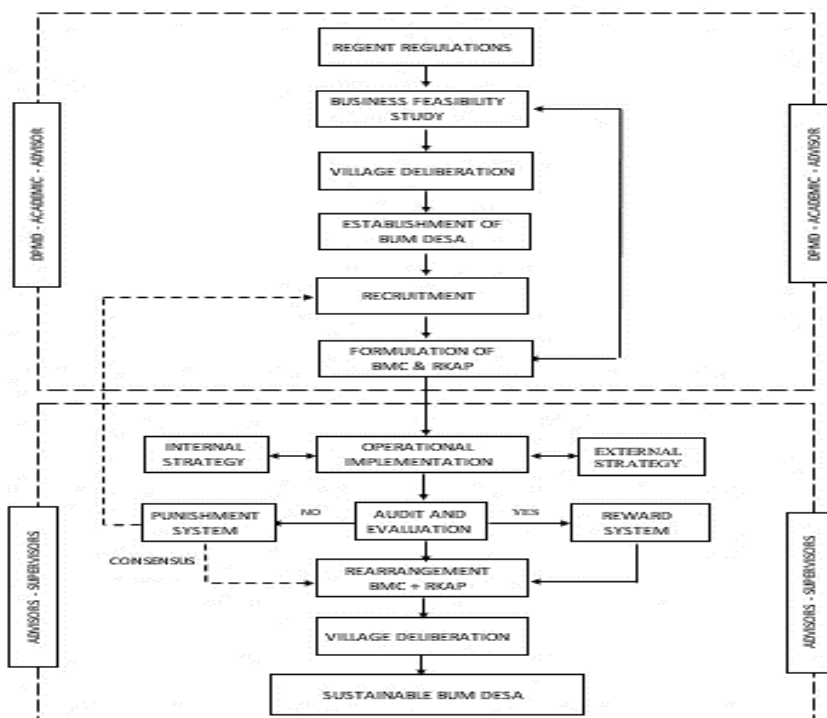


Figure 1. Existing Model of Belu District BUM Desa

The twelve identified problems are common problems that are most often found by researchers in observation and interviews with all (69) BUM Desa in Belu district. In the perspective of business management, the eleven problems are categorized as crucial problems. Which problems stem from wrong planning patterns and recruitment systems, then weak management mechanisms, so that the final results are unsatisfactory and even disappointing. The existing model of BUM Desa management in Belu district can be described as follows:

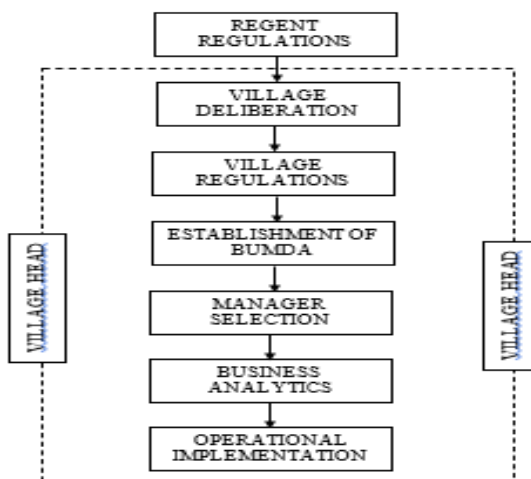


Figure 2. BUM Desa Modeling

The picture above is a management model for BUM Desa in Belu district which was formulated by the researchers themselves based on information that is more oriented towards the stages carried out in each village in establishing a BUM Desa. The description of the stages referred to begins with: the issuance of the Belu Regent Regulation (Perbup) regarding BUM Desa, then a deliberation is held to discuss the establishment plan, followed by the formulation of Village Regulations (Perdes), until the Bum Desa is established. Furthermore, the village head selects managers and supervisors who then conduct business analysis and start operations.

Another thing about how the pattern of management, accountability, and evaluation system does not (do not) exist. Apart from that, the whole series of stages referred to is escorted only by a village head, it is not surprising that the business organization being run is very fragile and unsustainable.

So far there is no standard formal model in the process of forming and managing BUM Desa in Belu district. the impact of the absence of a model is that each village and its BUMDes are free to translate the aims and objectives of their establishment as contained in the regulations.

Observing the various BUM Desa management problems that have occurred so far in various regions, especially in the Belu district, following Government Regulation (PP) Number 11 of 2021 concerning BUM Desa, and based on a business management perspective, the following are recommendations for strategic BUM Desa modeling.

The model above is the steps and stages that must be carried out in the management of BUM Desa, which are detailed as follows:

Regent Regulation (Perbup)

In all district areas, regulations in the form of Perbup are the legal basis for the existence of a BUM Desa. As the name implies, the Perbup is made by the Regent and applies to the establishment of BUM Desa in all villages in the district in question. This activity was initiated by the Village Community Empowerment Service (DPMD) and the Village Head.

Business Feasibility Study

BUM Desa was established with the intention of carrying out a business (business), therefore the first step that must be taken is to first study the feasibility of the business (feasibility), which activities can be carried out by universities or academics. So far, it has often been the case that the establishment of BUM Desa tends to be forced or simply to follow the 'flow'. Even though it can have a serious impact on managed public funds.

Business Feasibility Study is a study or assessment of whether a business idea if implemented can run and develop according to its objectives or not. The main consideration in building a business is clearly about profit. The questions that arise in the consideration process are usually based on whether the business being started and developed is profitable or not. When it is profitable, does it have the potential to grow or will it just stagnate? In order to find answers to these questions, it is necessary to review various aspects.

The basic aspects that are usually examined in a business feasibility study include the following:

- a) Legal Aspect
- b) Economic and cultural aspects
- c) Market and marketing aspects
- d) Technical and technological aspects
- e) Management aspect
- f) Financial aspect

The end result of a business feasibility study activity, can be in the form of a feasible or inappropriate recommendation for a business plan along with a series of details. If feasible then the business plan can be implemented, but if not feasible should not be forced. This activity was carried

out by an independent team from elements of the Village Community Empowerment Service, and elements of Higher Education/Academicians.

Village Conference

Village meetings are meetings held at the village level which involve the village head and his staff, community leaders and other important elements in the village, to discuss and make important decisions related to the livelihoods of many people in the village. The results of the business feasibility study activities along with the recommendations and details are then discussed in the village forum to become a joint statement for the entire forum.

Establishment of BUM Desa

If the results of the deliberations decide that BUM Desa can be established, then the next step is to prepare administrative matters and carry out the establishment of the BUM Desa organization in accordance with existing regulations. This activity is carried out by the Village Head and his staff.

Recruitment of Managers and Supervisors

Recruitment is the process of finding and selecting candidates for a position with certain qualifications (Muscalu, 2015; Orlitzky, 2007). The recruitment process for managers consisting of BUM Desa leadership and employees, as well as supervisory elements, is carried out according to the provisions contained in PP 11 of 2021 which is an absolute reference. Recruitment was carried out by an independent team from elements of the Village Community Empowerment Service, and elements of Higher Education/Academics.

Formulation of Business Model Canvas (BMC) and Company Work Plan and Budget (RKAP) (Carter & Carter, 2020; Lumbantoruan & Mulyani, 2019; Sparviero, 2019).

The resulting BUM Desa organs carry out the BMC and RKAP formulations accompanied by an independent team. In their formulation, BMC and RKAP refer to existing business feasibility study documents. This activity was carried out by the Manager accompanied by elements of the Village Community Empowerment Service, and elements of Higher Education/Academicians.

Operational Implementation

Operational implementation, namely the implementation of the actual business/business by the manager based on the BMC and RKAP as well as the predetermined core business, through the deployment of a controlled internal resource strategy and an uncontrolled external environment adjustment strategy, to achieve measurable targets and goals.

Audit and Evaluation

The effectiveness of operational implementation is then audited by an independent team and evaluated by advisors and supervisors (Mardalena et al., 2022; Nugrahaningsih et al., 2016). The result of this activity is an assessment of the ability (success or failure) of the manager. If deemed successful, the manager is given a certain reward and continues his duties and responsibilities; if deemed unsuccessful, the manager is given punishment, which can be in the form of dismissal through a village meeting or can continue with their duties and responsibilities but with a certain consensus (agreement).

Re-arrangement of BMC and RKAP

Re-arrangement is an activity to reformulate BMC and RKAP by the manager, if necessary for adjustments to internal and external conditions before entering the operational implementation of the next period.

The last two activities, namely Audit and Evaluation; as well as Re-arrangement of BMC and RKAP, the results of which are presented in village deliberation forums to be understood together as well as to become public control of BUM Desa activities, which are carried out periodically in each operational period.

Sustainable BUM Desa

Namely BUM Desa that is sustainable which can achieve long-term business goals and has value by incorporating economic, social and environmental aspects into its business strategy.

All the series of stages mentioned above are sequential, and are adjusted according to the direction of the arrow. Implementation of this model for all BUM Desa that have been formed, if the Regent Regulation (Perbub) regarding BUM Desa already exists, then the stages start from the Business Feasibility Study (second stage), or if necessary the Perbub can be revised to include this model as an integral part that does not separated from the substance of the Perbub.

CONCLUSION

Departing from the description of the main problems previously, it was concluded that the problems that have entangled all BUM Desa in Belu Regency so far stem from the absence of a model, or even if there is one, it is only conventional, partial, and not comprehensive. Observing the problems above, based on the principles of Business Management and the concept of Strategic Management, and looking at the mandate contained in Government Regulation (PP) Number 11 of 2021 Concerning BUM Desa, the authors then formulate the concept of Re-modeling BUM Desa or Remodeling BUM Desa. This model is strategic and comprehensive, starting from pre-operational, operational, to post-operational, which if implemented consistently, will be able to be the answer to various problems in the governance of BUM Desa in Belu district, even other BUM Desa in the province. East Nusa Tenggara, even the entire territory of the Unitary State of the Republic of Indonesia. By implementing this model, in turn BUM Desa will seize all existing business opportunities, manage and develop them strategically, providing maximum benefits for related ranks and the village community in general, so that in the end BUM Desa can grow and develop into a sustainable business entity.

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